

ORDERS CROSSWALK

SUBJECT: INTELLIGENCE BOS ORDERS CROSSWALK

This document is intended to be a guide for conducting the intelligence crosswalk on a BDE and/or BN OPOD. References include FM 101-5 (MAY 97), FM 34-3 (MAR 90), FM 34-2, and FM 34-8.

Bold Type denotes formatting standards. Unused paragraphs have been left out.
Plain Type explains what should be in the paragraph.

I. Base Orders.

1. **SITUATION**

- a. **Enemy Forces** - Detailed two echelons below issuing headquarters
 - Should give locations of units (preferably grids)
 - Must mention enemy most likely and most dangerous COAs
 - Address terrorist threat in AO if applicable
 - May provide a sketch in lieu of verbiage (Appendix___(Sketch) to Annex B)
 - Reference Intel Annex/sketches/templates/INTSUMs in last paragraph

3. **EXECUTION. Commander's Intent** - Must comment on what friendly forces must do to succeed with respect to the enemy and/or in relationship to the terrain in order to achieve the desired endstate.

a. **Concept of Operation**

(3) **Reconnaissance and Surveillance.** Specify how R&S plan supports maneuver. Explain how assets operate in relation to other forces. Identify the C2 relationships. Refer to Annex L (R&S) if required

(4) **Intelligence.** In separate sub-paragraphs list priorities of support to maneuver and CI effort, list priorities of effort (SIT DEV, TRGTG, BDA) and refer to Annex B (Intel) if required.

b. **Tasks to maneuver units.** Include task to collect on specific NAIs and then refer to collection plan. Also include R&S requirements not covered in Commander's Intent or Maneuver concept paragraph.

c. **Tasks to Combat Support units.** Include task to collect on specific NAIs and then refer to collection plan.

(1) **Intelligence.** Address function or support roles of attached MI and C2W units. This should, if necessary, explain the task organization. Designate any special use of UAVs and or downlink terminals if available.

- Divisions address MI Battalion/UAVs
- Brigades address MI DS Company, and/or organic assets
- Battalions address GSRs, etc if attached/OPCON

d. **Coordinating instructions.**

(2) **Commander's CCIR**

- (a) List **PIR** in priority.
 - Are specific by time, location, and enemy unit.
 - Include LTIOV (Lastest Time Info of Value).
 - Tied to Commander's Decision Points and EFSTs?
 - Coordinated with commander's intent, scheme of maneuver and fires?

(6) **Force protection.** Address any specific guidance if necessary for unit's employment of CI/IPW assets. These are not instructions to the CI/IPW teams but the units to which they are attached.

II. **Annex A - Task Organization.**

1. MI units must be listed

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2. Does the unit know what assets are in the MI unit?
3. Is the main effort weighted with MI assets? If not, at least priority through reporting?
4. Is the MI unit tasked in the base order or R&S plan?

III. Annex B - Intelligence. (ref. FM 101-5)

1. **SITUATION**

a. **Enemy.**

- (1) **Terrain.** Refer to Tab C (Analysis of the AO) to Appendix 1 (Initial IPB)
- (2) **Weather.** Refer to Tab C (Analysis of the AO) to Appendix 1 (Initial IPB)
- (3) **Enemy functional area capability and/or activity.**
 - Recommend using para.1.a. of base order.
 - Provide enough detail to implement the operation.
 - Use a brief summary and refer to appendixes/overlays/INTSUMs.

b. **Friendly.** List intelligence units (front, left, right, rear, higher)

2. **MISSION.** Mission of intelligence system within the unit

3. **EXECUTION.**

a. **Scheme of support.** Identify unit priority of support and priority of collection effort. Recommend using paragraph 3.a.(4)

b. Tasks to subordinate units. Should match paragraph 3.b. & 3.c. of the base OPORD. List by unit (in a separate, numbered subparagraph) detailed instructions for intelligence acquisition tasks. List units in the same order as in the OPORD. List particular operational tasks for the command's intelligence and electronic warfare (IEW) unit, to include special communications and downlink arrangements. Ask yourself the following questions:

- (1) Is the tasked unit capable of collecting the information?
- (2) Is any one unit overtasked?
- (3) Tasks should match commander's PIR and collection priorities.

c. **Multidisciplined counterintelligence.** Special operational instructions for CI. List any instructions for limited distribution and if necessary refer to a CI Annex.

d. **Coordinating instructions.**

- (1) **Other intelligence requirements (IR).** List each in priority. If feasible assign each a LTIOV and tie to decision point.
- (2) **Intelligence acquisition.** Separate numbered paragraphs for requests to higher/adjacent/cooperating units.
- (3) **Measures for handling personnel, documents, and material.**
 - (a) **Prisoners of war, deserters, repatriates, inhabitants, and other persons.** State special handling, segregation instructions, and provide EPW collection point grid from Provost Marshal annex.
 - (b) **Captured documents.** Instructions on handling from time of capture to receipt by intelligence personnel. Include instructions not in SOP.
 - (c) **Captured material.** Designate items or categories of enemy material required for examination. Include specific instructions for processing. Give location of captured material collection point. Include instructions not in SOP.
- (4) **Documents or equipment required.** List conditions for requesting special items (i.e., aerial photos, terrain studies or maps, Detain List).

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(5) Distribution of intelligence products. Include any special instructions not in SOP as to the distribution of intelligence reports to the originating command.

(6) Other Instructions. Anything not covered in previous paragraphs or the SOPs.

4. **SERVICE SUPPORT.**

5. **COMMAND AND SIGNAL.**

- a. Identify command intelligence handover line.
- b. Identify intelligence liaison requirements.
- c. Identify special security office (SSO) arrangements/coordination.

Appendices - Suggested labeling:

Appendix 1 - **Initial Intelligence Preparation of the Battlefield**

TAB A MCOO

TAB B Enemy Situation Template

TAB C Analysis of Area of Operations

TAB D Event Template

TAB E Air Avenues of Approach

Appendix 2 - Reconnaissance and Surveillance Plan

IV. **Appendix 1 (Initial Intelligence Preparation of the Battlefield) to Annex B(Intelligence) to OPORD.** Recommend using FM 34-3 (MAR 90) Appendix A as a general format.

1. **Mission.** Restate the unit's mission from the base order.
2. **Area of Operations.** Refer to Tab C (Analysis of Area of Operations)
3. **Enemy Situation.** Includes information with enough detail to aid in developing enemy COAs and their probability of adoption.
 - a. **Disposition.** (Where are they)

(1) Recommend general paragraph like 1a of base order, as a starting point.

(2) Good technique is to use battlefield framework; i.e:

Enemy Defense:

Type/size enemy force in security zone

Type/size enemy force in Main Defensive Line (MDL)

Type/size enemy force for counterattack or reserve

Type/size artillery supporting the enemy

Air and NBC assets

Type/size forces as follow-on (enemy ATK)

Refer to overlays, templates, sketches, INTSUMs, as applicable.

Enemy Offense:

Type/size enemy force in Division and BDE recon effort

Type/size enemy force in Advance Guard (CRP, FSE, & AGMB)

Type/size enemy force in Main Body

Type/size enemy force in Reserve and 2d Echelon

Type/size enemy force in supporting artillery

Air and NBC assets

Refer to overlays, templates, sketches, INTSUMs, as applicable

- b. **Composition.** Summarize significant Order of Battle. Specific to the unit's threat. Reference Order of Battle charts.

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c. **Strength.**

(1) **Committed forces:** Detail enemy units in contact or contact with is imminent regardless of friendly plan. Adjust depending on controlling headquarters disposition, location and doctrine. Account for units two levels down.

Divisions discuss battalions

Brigades discuss companies.

Battalions discuss platoons.

Include grids and designations for each known/templated unit.

Includes all BOSs ie. maneuver, artillery, ADA, engineer, SPF, etc.

(2) **Reinforcements:** Detail enemy units not committed, in or out of sector, but react to the friendly course of action in time to influence the accomplishment of the mission. Imminent contact not expected (factor time/distance). Include disposition, location, designation, level of control.

(3) **Air:** Sorties per day in AO, by type aircraft (fixed and rotary). Detail type of targets and expected Air Avenue of Approach (refer to MCOO & Air Avenues of Approach Overlay as necessary) that they will use. Also identify most likely time of attack.

(4) **NBC:** Discuss each capability in a separate numbered paragraph. Describe capability and probability of use. Detail the enemy TTPs for employment of weapons.

d. Recent and Present Significant Activities. Include events pertinent to supporting an enemy COA. Include enemy failures to conduct expected actions. Road to War data that puts the current situation in perspective for the unit's commanders.

e. **Peculiarities and Weaknesses.**

Use only "pertinent" headings (Personnel, Intel, Operations, Logistics, Civil-military Operations, Personalities).

Identify extent of enemy vulnerability.

Explain how they influence friendly COAs.

4. Enemy Capabilities. Paragraph should state what the enemy can do, when and where the enemy can do it, and in what strength he is likely to do it. This is the analysis paragraph.

a. Enumeration. List COAs in separate paragraphs
(Detail Most Likely/Dangerous and no "throw-aways").

b. Analysis and Discussion. Discuss probability of adoption of each COA.
List advantages and disadvantages.

5. Conclusions. The total effects of AO and the battlefield.

a. Effects of Intelligence Consideration on Operations.
Does intelligence concept of operations support friendly mission?
Which friendly COA is best supported?

b. Effects of the AO on Own COAs.
For offense - where are best axes of advance or AAs?
For defense - where are best battle positions or assembly areas?

c. Probable Enemy COA.
List enemy COAs in order of probability.

d. Enemy Vulnerabilities.
List the enemy vulnerabilities, exploitable at any level.
Order not significant.
For example the enemy's supply lines are generally not a vulnerability to an infantry battalion.

Appendix 1 - Initial Intelligence Preparation of the Battlefield

TAB A MCOO

TAB B Enemy Situation Template

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TAB C Analysis of Area of Operations

TAB D Event Template

TAB E Air Avenues of Approach

Appendix 2 - Reconnaissance and Surveillance Plan

V. Tab C (Analysis of Area of Operations) to Appendix 1 Recommend using FM 34-3 (MAR 90) Appendix A as a general format.

1. MISSION. Unit mission from base order.

2. AREA OF OPERATIONS.

a. Weather.

(1) **Existing situation.** Include light data chart with weather forecast.

(2) **Effects on enemy COA.** Include specific information on the effects on each COAs and any special munitions or equipment.

(3) **Effects on own COA.** Tailored to the unit's threat and mission (i.e., supports attack or defense, chemical/smoke use).

b. Terrain.

(1) **Existing situation.** In separate numbered paragraphs describe existing terrain; specific information pertaining to rivers, mountain ranges, highways, and airfields for example. This paragraph should be tailored to unit AO and taken from higher Intelligence Estimate.

(2) **Military Aspects of Terrain.** OCOKA paragraphs.

(3) **Effects on enemy COA.**

(4) **Effects on own COA.**

VI. Annex L (Reconnaissance and Surveillance) to OPORD. This Annex is necessary if the unit is publishing their R&S Plan early, in a Warning Order for example. This annex is also necessary if tasking an organic element that is not tasked in the base OPORD (e.g. scout platoons from two battalions under the C2 of brigade are being inserted beyond the FLOT before the main body crosses the LD).

1. SITUATION. Use same situation as the Base Order.

2. MISSION. Use higher unit's Mission statement.

3. EXECUTION

a. Scheme of support.

(1) State the overall reconnaissance objective.

(2) State the overall reconnaissance and surveillance plan, with tasks and purposes.

(3) Detail how reconnaissance assets operate in relation to the rest of the force.

(4) State the method reconnaissance forces will use to get to the assigned area (infiltration, penetration of enemy security zone, passage of lines, and so on). (Refer to reconnaissance and surveillance overlay as necessary.)

(5) State the Fire Support plan to support the element's movement and tasks.

b. Tasks to subordinate units. Each subordinate unit in the collection plan has a separate numbered paragraph that includes the following:

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(1) How the unit will get to its assigned area (routes, passage points, and so on).

(2) The reconnaissance objective for the unit.

(3) Specific collection tasks (PIR with indicators) and where to look (NAIs) as identified in the reconnaissance and surveillance plan matrix. State when to conduct the reconnaissance and surveillance operation and the time when information is needed.

c. Coordinating instructions. If PIR and IR are included they must match the Base Order and Annex B. If Annex L is published with an early Warning Order and then republished in the final OPORD the PIR may change due to a completed MDMP. These changes must be indicated.

4. SERVICE SUPPORT. Detail the plan to resupply and evacuate any reconnaissance elements that do not have a higher headquarters capable of executing the mission. For example if Battalion Scouts are inserted early beyond the battalion's AO they will require a brigade insertion and extraction plan, a brigade CASEVAC and resupply plan. and a brigade fire support plan.

5. COMMAND AND SIGNAL

a. Command. If BDE is putting out a TAC to control the reconnaissance effort it should be detailed here.

b. Signal.

(1) State whom to report collected information to specifically and on what nets.

(2) State retransmission plan to support the operation.

VII. ANNEX T (ELECTRONIC WARFARE) to OPORD This Annex is only necessary if the unit is publishing their IEW Plan early, in a Warning Order for example. All the information in this Annex should be covered in the Base Order and Annex B.

1. SITUATION.

a. Include same situation as the Base Order.

b. Detail enemy electronic capabilities, communications, noncommunications, and radio-electronic combat systems. (NOTE: These may be provided in appendixes to the annex.)

c. Outline the higher headquarters' EW plan with any additional EW assets or resources supporting the unit. (NOTE: Must match base order or explain changes.)

2. MISSION. Use higher unit's Mission statement.

3. EXECUTION.

a. State the proposed EW and electronic combat operations.

b. Establish priorities for Electronic Attack.

c. Establish priorities for Electronic Support.

4. SERVICE SUPPORT

5. COMMAND AND SIGNAL

a. Command

b. Signal

(1) State whom to report collected information to specifically and on what nets.

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- (2) State retransmission plan to support the operation.

VIII. Trends and General Comments.

1. We do not understand the enemy. This is evident in:

- a. The unit's incorrect use of doctrinal terminology and abbreviations. (i.e., BANs vs BNs, general outpost (Korea) vs forward position (OPFOR), combat outpost (Korea) vs combat security outpost (OPFOR), etc)

- b. Enemy Courses of Action

- (1) Not detailed enough to aid in the commander's battlefield visualization ; does not explain how we expect the enemy to fight.

- (2) Often a copy of higher's Enemy COA with little or no refinement.

- (3) Not detailed enough with regard to each enemy BOS to aid staff in visualizing how the enemy will fight the battle. BOS representatives do not understand how the enemy fights their BOS. This results in poor contributions to the IPB effort.

- (4) Enemy Courses of Action should include: Detailed information about enemy engineer, ADA, Fire Support, etc., threat not included in paragraph 1.a. of the BOS specific Annex.

- (a) Offense: Battlefield framework

- Reconnaissance

- Maneuver

- Fire support

- Force multipliers

- Cover the enemy's task and purpose and paint a picture of how the commander intends to fight.

- (b) Defense: Battlefield framework

- Composition of the security zone

- Composition of the MDA

- Obstacles and fire sacks

- Enemy reserve and trigger for commitment

- Fire support and triggers for each phase

2. PIR

- a. Not tied to Decision Points or EFSTs.

- b. Not specific by time, location, unit, or event.

- c. PIR should always be prioritized. If the operation is phased the PIR must be phased as well.

- d. Not all tied to an NAI and given a tasked looker.

3. Collection priorities.

- a. Base order, intelligence annex and fire support annex must agree, and must support answering PIR.

- b. Electronic Support (ES) and Electronic Attack (EA) priorities must agree.

4. R&S Planning

- a. Are higher headquarters' NAIs tasked to BDE by DIV, or to BN by BDE, included in subordinate R&S plans? If they are, is a unit tasked to cover the NAI?

- b. Are NAIs tied to TAIs, collection priorities, or PIR?

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c. The BDEs do not collect R&S plans and then synchronize them to insure there is no duplication of effort and no major collection gaps.

d. Scout platoons overtasked. Other assets, such as maneuver companies, tasked to cover NAIs. ADA scouts, engineers, forward observers, COLTs, and GSRs are not fully utilized?

e. Are assets tasked to conduct missions beyond their capabilities? For example, GSRs will be tasked to conduct bridge classification, identify MOPP level of enemy, or locate stationary positions (LP/OP).

5. Intelligence support to targeting:

a. BDEs do not know how to assimilate intelligence from the Q36 or Q37 radars.

b. The unit's do not have a clear understanding of the difference between HVTs and HPTs and the process for determining each.

This results in a disconnected targeting effort as we try to synch the collection plan and the observation plan at each target.

c. Crosswalk the Observation Plan in Annex D, the Collection Plan in Annex B and the R&S Plan in Annex L.

d. The unit's do not have a clear understanding of the capabilities of the COLTs. This often results in ineffective positioning and a poor sensor to shooter link.

e. The unit's often have a poor understanding of the Command Relationships for the COLT teams. This frequently results in one team being tasked by several units.

6. Subordinate units copy the higher headquarters assessment of the enemy, weather and terrain, and do not tailor the information to their AO or their operation.

7. Did a senior staff officer for the unit crosswalk the order to ensure enemy situation and COAs are consistent throughout all the Annexes, and thus throughout the unit? Include subordinate unit orders in this crosswalk.

8. Annexes and estimates are not formatted IAW doctrinal standards (FM 101-5).

9. CSS Planning checklist:

a. Are the R&S assets carrying enough food and water to support themselves until the unit can realistically conduct resupply?

b. What is the plan to resupply the R&S assets? If resupply is conducted by air:

(1) What are the air routes?

(2) Are they planning on supporting the flights with gunships?

(3) Where are the LZs and how are they marked?

(4) What is the SOP for dropping the bundles?

(5) How are they ensuring the flights get to the right LZ?

(6) Who is briefing the pilots and what are they briefing?

(7) What are they doing to ensure the R&S assets don't get compromised during the flight or at the LZ?

c. If resupply is conducted by air similar questions apply.

d. What is the plan for evacuating casualties en route to OBJs and while on the OBJ? The same questions as for resupply exist for CASEVAC.

e. Do the units have adequate supplies of batteries to support radios, sensors and other systems that they are taking in? If the unit is using rechargeable batteries what is the process to recharge them?

f. Who is responsible for the logistics planning and execution in support of the R&S effort?