

# FM 5-0 Issue Paper # 1: Modifying the Operation Order Format

## INTRODUCTION

1. The Combined Arms Doctrine Directorate has begun the process of revising FM 5-0. This revision will increase the scope of the manual from strictly planning and orders production to exercising command and control (C2) throughout the conduct (planning, preparation, execution, and assessment) of operations. The new title for FM 5-0 is *The Operations Process*. It will retain the fundamentals of planning and the military decision-making process while adding doctrine on organizing the headquarters for operations and exercising C2 during preparation, execution, and assessment.

2. Lessons learned from ongoing operations, Army transformation, and the revision of joint and Army capstone doctrine—specifically, the revision of JP 3-0 and pending publication of a revised FM 3-0—require adjustments to the Army’s current operation order (OPORD) format.<sup>1</sup> FM 3-0’s introduction of the warfighting functions to replace the battlefield operating systems, the addition of five Army information operations (IO) tasks, and the Army’s new operational concept of full spectrum operations require significantly revising the current OPORD format. Lessons learned on the importance of assessing the progress of operations using a formalized assessment plan also may require a modification to the OPORD format as well.

3. This paper begins by reviewing the purpose and functions of plans and orders. Next, it discusses considerations for an effective OPORD format. The paper then lists significant doctrinal changes and lessons learned that affect the current OPORD format and provides recommended format changes. The paper includes a recommended OPORD format at enclosure 1 and a recommended list of annexes and their components at enclosure 2.

## PURPOSE AND FUNCTIONS OF PLANS AND ORDERS

4. Before considering modifications to the current OPORD format, it is important to understand the purpose and function of plans and orders. Army doctrine defines a *plan* as a design for future operations (FM 5-0).<sup>2</sup> Joint and Army doctrine define an *operation order* as a directive issued by a commander to subordinate commanders for the *purpose* [emphasis added] of effecting the coordinated execution of an operation (JP 1-02). The primary difference between an OPORD and an operation plan (OPLAN) is that an OPORD has a designated time or event for execution. Once issued, the OPORD serves as the initial guide for execution, which is modified as the situation changes.

5. Commanders issue plans and orders to subordinates to communicate their visualization of an operation. Plans and orders summarize the situation (current conditions) and describe the operation’s end state (desired future conditions). Effective plans focus on the results commanders expect to achieve rather than how to achieve them. Plans and orders convey the unit’s mission, commander’s intent, and the concept of operations. These serve as the guiding constructs for coordinating the force during execution. A concept of operations sequences forces in time, space, and purpose to accomplish the mission and achieve the operation’s end state. Plans and orders task-organize the force, allocate resources, and assign tasks to subordinate units. A concept of sustainment and a concept of C2 complete the base plan or order. Details regarding the situation and instructions necessary to synchronize the force are contained in annexes.<sup>3</sup>

---

<sup>1</sup> Estimated publication date of FM 3-0 is September 2007. The manual is currently undergoing final editing and incorporating guidance from the Chief of Staff of the Army. Term definitions in this paper are those that will be use in FM 3-0 when it is published.

<sup>2</sup> This paper uses a modified form of the format used to identify military terms and definitions in FMs. The term appears in bold italic. The definition is followed by the term’s proponent publication in parentheses.

<sup>3</sup> FM 5-0 (2005) provides the format for Army plans and orders. The format for joint plans and orders is in JP 5-0, *Joint Operation Planning* (26 Dec 2006), and CJCSM 3122.03B, *Joint Operation Planning and Execution System*, volume II, *Planning Formats and Guidance* (28 Feb 2006).

6. Plans and orders vary in scope, complexity, and planning horizon length.<sup>4</sup> Strategic plans cover the overall conduct of a war or a crisis from a national perspective. Operational and campaign plans cover a series of related military operations aimed at accomplishing strategic and operational objectives within an area of responsibility or a joint operations area. Tactical plans cover the employment of corps and lower level units in operations. Tactical plans and orders also vary greatly. A division OPORD covering the conduct of a 12-month operation and a rifle platoon OPORD for an ambush patrol, for example, are significantly different in scope, complexity, and length of planning horizon. While each type of plan or order serves a particular purpose, they all follow the basic five-paragraph format: situation, mission, execution, administration and logistics (service support), and command and control.

7. The Army's OPORD format must be usable at all echelons and in all situations. The proposals in this paper represent a complete Army OPORD, including all annexes, appendixes, and tabs. There are instances when an OPORD will be very detailed with all annexes completed (typically the initial OPORD at the start of an operation). However, not all echelons and situations require the use of all parts of the OPORD. Platoon and company OPORDs, for example, often include a base OPORD with only a couple of annexes needed to coordinate execution. When determining the amount of detail in an OPORD, leaders use judgment based on the situation. They place the most important information in the base OPORD (specifically, the commander's intent, concept of operations, tasks to subordinate units, and key coordinating instructions). Often, many annexes do not apply to a particular echelon or the situation. In that case, they are not used. Commanders modify the original OPORD with fragmentary orders (FRAGOs) that address only changes to the original order.

## AN EFFECTIVE FORMAT

8. An effective OPORD format facilitates several aspects of C2. The OPORD format should help commanders think about and design operations while facilitating subordinates' comprehension of the plan. Edward Filiberti, in his 1987 paper titled, "The Standard Operations Order Format: Is Its Current Form and Content Sufficient for Command and Control?" writes,

The OPORD issued must be flexible enough to take into account the unique nature of each situation yet detailed enough to aid the writer in composing an order with all required information. To accomplish this, the OPORD format must avoid the extremes of specificity or generality. It must not be so specific as to limit its application to the infinitely variable situation typical of combat. Conversely, it must not be so general as to obviate the advantages inherent in structured communications. However, no matter how eloquent, detailed, or brilliant the intended plan, unless the concept is *understood and remembered* [emphasis added] by the subordinate leaders, the plan will not be executed. Thus, the OPORD format should account for the cognitive processes common to its receivers as to facilitate understanding. To optimize the OPORD format, we must sequence its elements so that the mind can quickly and efficiently assimilate the guidance necessary to conduct operations.<sup>5</sup>

9. Revisions to the Army OPORD format need to reinforce changes to doctrine brought about by changes in how Army commanders and leaders think about and conduct operations. Modification to the OPORD format must improve effective C2 of forces to add real value. Additionally, a revised Army OPORD format should align with the joint OPORD format as much as possible to enhance interoperability. Any modification to the OPORD format should contribute to one or more of the following:

- Assist commanders and staffs in visualizing and describing an operation.
- Assist subordinates in comprehending the commander's plan.
- Facilitate quick reference to information and instructions during execution.

---

<sup>4</sup> Different types of plans and orders include operation plan (OPLAN); concept plan (CONPLAN) with or without time-phased force and deployment data (TPFDD), operation order (OPORD), service support order, warning order (WARNO); and fragmentary order (FRAGO).

<sup>5</sup> Filiberti, Edward J. "The Standard Operations Order Format: Is Its Current Form and Content Sufficient for Command and Control?", unpublished paper, School of Advanced Military Studies, US Army Command and General Staff College, Fort Leavenworth, Kansas (4 Dec 1987), p.3.

## 1 GUIDES TO EFFECTIVE COMMUNICATION AND COMPREHENSION

2 10. There are several concepts related to effective communication and comprehension that can assist with develop-  
3 ing a more effective OPORD format. The first is the benefits of structured communication. “The use of a common  
4 structured format to communicate similar type information has been empirically proven to be an efficient and effec-  
5 tive means of communicating information”.<sup>6</sup> The Marine Corps and joint OPORD formats and organizations are  
6 nearly identical, with the Marine Corps’ formatted OPORD being slightly different to account for how Marine forces  
7 conduct operations. Likewise, there are parts of the joint formatted OPORD that normally do not apply to Army  
8 forces, and there are aspects of Army operations not accounted for in the joint format. For example, the scheme of  
9 maneuver and airspace command and control are two subjects not addressed in the joint formatted OPORD. The  
10 Army’s base OPORD format (five paragraphs), the format for annexes, appendixes, and tabs (five paragraphs) and  
11 the lettering of annexes to the base OPORD, however, should mirror the joint format where possible. This will im-  
12 prove communication and interoperability. It will also ease the transition of an Army headquarters to a joint task  
13 force headquarters. The recommended list of Army OPORD annexes at enclosure 2.

14 11. Second, grouping like information assists receivers with comprehension and facilitates quick reference. When  
15 published, FM 3-0 will adopt the six warfighting functions to replace the battlefield operating systems. Commanders  
16 visualize, describe, direct, and lead operations in terms of the warfighting functions. The warfighting functions help  
17 commanders think about and describe operations. An OPORD format organized along the warfighting functions will  
18 facilitate describing the plan. It will help subordinates understand the plan by grouping like information. The pro-  
19 posed OPORD format at enclosure 1 and is organized along the warfighting functions.

20 12. A third area related to comprehension is the concept of the primacy of information. Generally, information pre-  
21 sented first has primacy over information that follows.<sup>7</sup> Additionally, the mind tends to take elements of information  
22 sequentially and append additional elements of information in accordance with their relationship to the first. In this  
23 regard, the most important information for the force as a whole should be located in the base OPORD. The base  
24 OPORD must convey the commander’s overall plan and the expected results. Major tasks to subordinate units and  
25 key coordinating instructions are also critical components of the base OPORD. Detailed information necessary to  
26 fully understand the situation and coordinate the force should be located in the different annexes.

## 27 MISSION COMMAND AND SIMPLICITY

28 13. In addition to the requirement for effective communication and comprehension, the Army’s fundamental of mis-  
29 sion command and the principle of war simplicity require consideration when making improvements to the Army’s  
30 OPORD format. **Mission command** is defined as the conduct of military operations through decentralized execution  
31 based on mission orders. Successful mission command demands that subordinate leaders at all echelons exercise  
32 disciplined initiative, acting aggressively and independently to accomplish the mission within the commander’s in-  
33 tent (FM 3-0).<sup>8</sup> Mission command, as opposed to detailed command, is the Army’s preferred C2 method. The ele-  
34 ments of mission command are—

- 35 ● Commander’s intent.
- 36 ● Subordinates’ initiative.
- 37 ● Mission orders.
- 38 ● Resource allocation.

39 14. Under mission command, commanders strive to give subordinates the greatest possible freedom of action within  
40 the commander’s intent. Commanders focus their orders on the purpose of the operation rather than the details of  
41 how to perform assigned tasks. Commanders delegate most decisions to subordinates. Doing this minimizes detailed  
42 control and empowers subordinates’ initiative. Mission command emphasizes timely decision making, understanding

---

<sup>6</sup> Ibid., p.4.

<sup>7</sup> Hayes, J.R., D.A. Waterman, and C.A. Robinson, “Identifying Relevant Aspects of a Problem Text,” *Cognitive Science*, 1977, pp. 297–313, as cited in Filiberti, p. 6.

<sup>8</sup> Mission command was promulgated in FM 6-0 (11 Aug 2003). FM 3-0 (2007) will slightly modify its definition but not its significance.

1 the higher commander's intent, and clearly identifying the subordinates' tasks necessary to achieve the desired end  
2 state. It improves subordinates' ability to act effectively in fluid, chaotic situations.

3 15. The Army OPORD format must be compatible with mission orders. *Mission orders* is a technique for develop-  
4 ing orders that emphasizes to subordinates the *results to be attained* [emphasis added], not how they are to achieve  
5 them. It provides maximum freedom of action in determining how to best accomplish assigned missions (FM 3-0). A  
6 revised OPORD format should help commanders use the mission orders technique. It should eliminate elements not  
7 essential to understanding the commander's intent and concept of operations in the base OPORD and avoid redun-  
8 dancy in annexes.

9 16. The principle of war simplicity is key to preparing an effective OPORD. Effective plans and orders are simple  
10 and direct. Clear, concise orders enable thorough understanding. They use doctrinally correct operational terms and  
11 graphics and eliminate opportunities to misunderstand the commander's intent. Simple plans require an easily un-  
12 derstood concept of operations. They limit the number of actions or tasks to the minimum the situation requires.  
13 They minimize details where possible, allowing subordinates to develop specifics within the commander's intent.  
14 This is the essence of the mission orders technique.

## 15 **LESSONS LEARNED AND MAJOR DOCTRINAL CHANGES**

16 17. Joint and Army doctrinal changes (such as those in JP 3-0, JP 3-33, JP 5-0, and FM 3-0), the redesign of Army  
17 headquarters at all echelons above company, and lessons learned from operations all require revisions to the current  
18 OPORD format. This section identifies significant doctrinal changes and recommends modifications to the current  
19 OPORD format. The OPORD format at enclosure 1 shows recommended changes for each of the subjects addressed  
20 below and detailed annotations for most paragraphs and subparagraphs.

## 21 **WARFIGHTING FUNCTIONS**

22 18. A significant change to Army doctrine that affects the OPORD format is replacing the battlefield operating sys-  
23 tems with the warfighting functions.<sup>9</sup> A *warfighting function* is a group of tasks and systems (people, organizations,  
24 information, and processes) united by a common purpose that commanders use to accomplish missions and training  
25 objectives (FM 3-0). The warfighting functions are movement and maneuver, intelligence, fires, sustainment, com-  
26 mand and control, and protection. Commanders visualize, describe, direct, and lead operations in terms of the war-  
27 fighting functions. Adopting the warfighting functions not only affects the OPORD format but also influences how to  
28 think about operations, the organization of Army headquarters (staff and command post cells) for operations, and the  
29 organization of FM 7-15, *The Army Universal Task List*. This section examines each warfighting function and its  
30 impact on the current OPORD format.

### 31 **Movement and Maneuver**

32 19. The *movement and maneuver warfighting function* is the related tasks and systems that move forces to achieve  
33 a position of advantage in relation to the enemy. Direct fire is inherent in maneuver, as is close combat (FM 3-0).  
34 This warfighting function includes force projection tasks related to gaining a positional advantage over an enemy; for  
35 example, the movement of forces to conduct large-scale air assault or airborne assault, or the deployment of forces to  
36 staging bases in preparation for an offensive. In general, movement as part of this warfighting function does not in-  
37 clude administrative movements of personnel and materiel. These are sustainment related. The movement and ma-  
38 neuver warfighting function include the following major tasks:

- 39 ● Deploy.
- 40 ● Maneuver.
- 41 ● Move.
- 42 ● Conduct direct fires.
- 43 ● Occupy an area.

---

<sup>9</sup> The warfighting functions were originally promulgated in FMI 5-0.1, *The Operations Process*, 31 Mar 2006. This paper contains refinements made to the definitions and discussions during FM 3-0 development.

- 1 ● Conduct mobility and countermobility operations.
- 2 ● Battlefield obscuration.

3 20. The movement and maneuver warfighting function primarily affects paragraph 3 (Execution) of the base  
4 OPORD. The current annotated Army OPORD format reads, “As a minimum, the concept of operations includes a  
5 scheme of maneuver (paragraph 3.a.1) and concept of fires (paragraph 3.a.2)”. The current OPORD format includes  
6 several other subparagraphs for such topics as schemes of intelligence, air and missile defense, and IO for use as  
7 needed.

8 21. To be consistent with the warfighting functions, this paper recommends renaming paragraph 3.b.1 of the base  
9 OPORD to (Movement and Maneuver) vice (Maneuver). This paragraph will describe the employment of major ma-  
10 neuver units, including reserves, in accordance with the commander’s intent and concept of operations. To account  
11 for the “move” function of “maneuver”, this paragraph will also address large movements to gain a positional advan-  
12 tage, such as air or amphibious assaults. Details for air assault operations, airborne operations, road marches, etc.  
13 will be located in stand-alone tabs to Appendix 2 (Movement and Maneuver) to Annex C (Operations). Paragraph 4  
14 (Sustainment) of the base OPORD and Annex D (Logistics) will address administrative movements, deployments,  
15 and transportation.

16 22. The proposed formatted OPORD will rescind paragraph 3.a.5 (Engineer) of the current base OPORD and Annex  
17 F (Engineer). Mobility and countermobility fall under the movement and maneuver warfighting function. Therefore,  
18 priorities for mobility and countermobility by unit and area will be addressed in the movement and maneuver para-  
19 graph of the base OPORD (3.b.1). Additional details may be placed in Tab A (Mobility and Countermobility) to  
20 Appendix 2 (Movement and Maneuver) to Annex C (Operations). Survivability falls under the protection warfighting  
21 function. It will be discussed under subparagraph 3.b.4 (Protection) and Tab F (Survivability) to Appendix 4 (Protec-  
22 tion) to Annex C (Operations). General engineering is a sustainment task. It will be discussed under paragraph 4  
23 (Sustainment) and Appendix 8 (General Engineering Support) to Annex D (Logistics). The unit’s engineer coordina-  
24 tor is responsible for producing and authenticating these portions of the OPORD.

25 23. Battlefield obscuration is also part of the movement and maneuver warfighting function. Priorities for battlefield  
26 obscuration by unit or area will be addressed in the movement and maneuver paragraph or in Tab B (Battlefield Ob-  
27 scuration) to Appendix 2 (Movement and Maneuver) to Annex C (Operations). The unit’s chemical, biological, radi-  
28 ological, and nuclear (CBRN) officer is responsible for producing and authenticating this tab.

## 29 **Intelligence**

30 24. The *intelligence warfighting function* is the related tasks and systems that facilitate understanding of the ene-  
31 my, terrain, weather, and civil considerations (FM 3-0). Intelligence is more than just collection. It also involves ana-  
32 lyzing information from all sources and conducting operations to develop the situation. The intelligence warfighting  
33 function includes the following tasks:

- 34 ● Support to force generation.
- 35 ● Support to situational understanding.
- 36 ● Conduct intelligence, surveillance, and reconnaissance (ISR).
- 37 ● Provide intelligence support to targeting and IO capabilities.

38 25. Intelligence information in the OPORD can be divided into two basic categories: information that describes the  
39 current and future situation (support to situational understanding), and instructions to coordinate intelligence support.

40 26. This paper recommends three OPORD format changes concerning the intelligence warfighting function:

- 41 ● That information concerning the current and future threat, physical environment, and civil considera-  
42 tion remain in paragraph 1 (Situation) of the base OPORD and in Annex B (Intelligence).
- 43 ● That the intelligence subparagraph under the concept of operations (3.b.4.) combines the information  
44 contained in a scheme of ISR (paragraph 3.a.3.) and a scheme of intelligence (paragraph 3.a.4.) of the  
45 current OPORD format.
- 46 ● That Appendix 2 (Intelligence Synchronization) and Appendix 3 (Counterintelligence) of the current  
47 OPORD format be rescinded.

1 ***Situation Paragraph and Intelligence Annex***

2 27. This paper recommends that information concerning the current and future threat, physical environment, and  
3 civil considerations remain in paragraph 1 (Situation) of the base OPORD and in Annex B (Intelligence). If more  
4 detail is required, the results of IPB will be placed in Appendix 1 (Situation) to Annex B (Intelligence).

5 28. The current Army OPORD format lists Appendix 1 to Annex B (Intelligence) as the intelligence estimate. FMI  
6 5-0.1 established that all estimates are continuously updated running estimates. The intelligence annex describes the  
7 enemy situation at the time an OPORD is issued. It is a different product from the intelligence running estimate,  
8 which the G-2 staff maintains. In addition, all information in the intelligence estimate is not pertinent to the force as a  
9 whole and should not be included in the OPORD. Appendix 1 (Situation) to Annex B (Intelligence) will capture sig-  
10 nificant portions of the intelligence estimate and describe the relationships among the threat, physical environment,  
11 and civil considerations. It will identify the options available to the threat, friendly forces, and populations. Tabs to  
12 this appendix may include weather data, terrain products, area studies, and other tools to assist with execution and  
13 understanding the situation.

14 ***Intelligence Subparagraph to the Concept of Operations***

15 29. This paper recommends a change to paragraph 3 (Execution) concerning intelligence and ISR. The current for-  
16 mat for paragraph 3 (Execution), lists subparagraphs for a scheme of ISR (3.a.3) and a scheme of intelligence (3.a.4).  
17 Since a primary function of the intelligence warfighting function is “conduct ISR”, the scheme of intelligence and  
18 scheme of ISR can form one subparagraph. This paper recommends that the intelligence subparagraph under the  
19 concept of operations (3.b.3) describe how the intelligence effort supports situation development, ISR, targeting, and  
20 assessments, including priorities. This subparagraph will describe the priority of intelligence support to units. The  
21 intelligence subparagraph will also state the primary reconnaissance and surveillance objectives, referring to the de-  
22 tails of ISR operations in Appendix 9 (ISR Operations) to Annex C (Operations). Details, to include individual intel-  
23 ligence disciplines (such as human intelligence and counterintelligence) concepts of support and priorities, will be  
24 placed in the base portion of Annex B (Intelligence).

25 ***Rescinding of Intelligence Synchronization and Counterintelligence Appendixes to Intelligence Annex***

26 30. This paper recommends rescinding Appendix 2 (Intelligence Synchronization) and Appendix 3 (Counterintelli-  
27 gence) of the current OPORD format. Intelligence synchronization, now called ISR synchronization in FM 3-0, is a  
28 vital intelligence task. ISR synchronization ensures that ISR, intelligence reach, and requests for information result in  
29 successful reporting, production, and dissemination of information, combat information and intelligence to support  
30 decision making. ISR synchronization is a staff function led by the G-2 that, among many things, provides the back-  
31 bone for ISR operations. The different staff tools and products used for ISR synchronization are dynamic and at a  
32 level of detail not appropriate for an OPORD. Taskings to subordinate units that result from ISR synchronization  
33 however, will be included in paragraph 3.c (Tasks to Subordinate Units) and Appendix 9 (ISR Operations) to Annex  
34 C (Operations). Counterintelligence is one of several intelligence disciplines and does not need a stand-alone appen-  
35 dix to annex B. All intelligence disciplines, including their concepts of support, should be addressed in the base por-  
36 tion of Annex B (Intelligence).

37 **Fires**

38 31. The ***fires warfighting function*** is the related tasks and systems that provide collective and coordinated Army  
39 indirect fires, joint fires, and command and control warfare through the targeting process (FM 3-0). It involves inte-  
40 grating these capabilities into the concept of operations during planning. The fires warfighting function includes the  
41 following tasks:

- 42 ● Decide surface targets.
- 43 ● Detect and locate surface targets.
- 44 ● Provide fire support.
- 45 ● Assess effectiveness.
- 46 ● Integrate command and control warfare (C2W).

1 32. The current Army format titles Annex D as Fire Support. This paper recommends that fires now be addressed in  
2 Appendix 3 (Fires) to Annex C (Operations). (Appendix 1 is the operation overlay. Appendix 2 will address move-  
3 ment and maneuver). This parallels the construct of the warfighting function subparagraphs under paragraph 3 (Ex-  
4 ecution) in the base OPORD. It also frees up Annex D to become logistics, which would align the Army formatted  
5 OPORD with the joint and Marine Corps formatted OPORDs. Additionally, the Marine Corps formatted OPORD  
6 addresses fires in Annex C.

7 33. FM 3-0 introduces C2W as one of five Army IO tasks and places C2W under the fires warfighting function. This  
8 paper recommends adding instructions for C2W to paragraph 3.b.2 (Fires) of the base OPORD and Appendix 3  
9 (Fires) to Annex C (Operations).

## 10 **Sustainment**

11 34. The *sustainment warfighting function* is the related tasks and systems that provide support and services to en-  
12 sure freedom of action, extend operational reach, and prolong endurance (FM 3-0). Sustainment is the provision of  
13 logistics, personnel services, and health service support necessary to maintain operations until mission accomplish-  
14 ment. Internment, resettlement, and detainee operations fall under the sustainment warfighting function.

15 35. Logistics is the science of planning, preparing, executing, and assessing the movement and maintenance of  
16 force. It includes—

- 17 ● Maintenance.
- 18 ● Transportation.
- 19 ● Supply.
- 20 ● Field services.
- 21 ● Distribution.
- 22 ● Contracting
- 23 ● General engineer support.

24 36. Personnel services are those sustainment functions that take care of Soldiers. Personnel services complement  
25 logistics by planning for and coordinating efforts that provide and sustain personnel. They include—

- 26 ● Human resources support.
- 27 ● Financial management.
- 28 ● Legal support.
- 29 ● Religious support.
- 30 ● Band support.

31 37. Health service support consists of all support and services performed, provided, and arranged by the Army  
32 Medical Department. It promotes, improves, conserves, or restores the mental and physical well-being of Soldiers  
33 and, as directed, other personnel. This includes casualty care, which involves all Army Medical Department func-  
34 tions, including—

- 35 ● Organic and area medical support.
- 36 ● Hospitalization.
- 37 ● Treatment aspects of dental care and behavioral health/neuropsychiatric treatment.
- 38 ● Clinical laboratory services and treatment of chemical, biological, radiological, and nuclear patients.
- 39 ● Medical evacuation.
- 40 ● Medical logistics.

41 38. This paper recommends that paragraph 4 (Service Support) of the base OPORD be renamed (Sustainment). Pa-  
42 ragraph 4 will have three subparagraphs: 4.a (Logistics); 4.b (Personnel Services), and 4.c. (Health Service Support)  
43 to mirror the three major sustainment subfunctions. Details will be included in the following Annexes: Annex D (Lo-  
44 gistics), Annex E (Personnel), and Annex Q (Health Service Support). This format aligns with the joint and Marine  
45 Corps formatted OPORDs.

39. Numerous staff officers contribute to developing the concept of sustainment. The G-4/S-4 is responsible for ensuring the concept of sustainment is synchronized with the concept of operations. Sustainment information and instructions are often lengthy. Paragraph 4 (Sustainment) of the base OPOD should focus on a description of the broad concept of sustainment. Details are covered in appropriate annexes.

40. Internment, resettlement, and detainee operations cuts across logistics, personnel services, and health service support. This paper recommends that an internment, resettlement, and detainee operations appendix (Appendix 9) be located under Annex D (Logistics). The unit's provost marshal is responsible for preparing this appendix.

## Command and Control

41. The *command and control warfighting function* is the related tasks and systems that support commanders in exercising authority and direction (FM 3-0). Information systems provide the backbone of the C2 warfighting function. The C2 warfighting function includes those tasks associated with acquiring friendly information, managing relevant information, and directing and leading subordinates. Through C2, commanders integrate all warfighting functions toward mission accomplishment. The C2 warfighting function includes the following tasks:

- Execute the operation process.
- Conduct command post operations.
- Integrate the information superiority contributors—ISR, information management, knowledge management, information operations.
- Integrate information-related capabilities.
- Conduct civil affairs activities.
- Execute command programs.

42. This paper recommends renaming paragraph 5 of the base OPOD (Command and Control) vice (Command and Signal) and subparagraph 5.b (Control) vice (Signal) to match the C2 warfighting function. It also recommends adding a subparagraph containing a concept of communications support to subparagraph 5.b. Other changes to paragraph 5 propose a format for information that currently appears in this paragraph.

43. This paper recommends relettering the current Annex H (Command, Control, Communications, and Computer Operations) to Annex K to align with the joint formatted OPOD. It also recommends adding four appendixes addressing various aspects of C4 operations.

44. Other changes to paragraph 3 of the OPOD format based on FM 3-0's five IO tasks and that affect Annex P (Information Operations) are addressed in the next section. Changes to civil-military operations and Annex Q (Civil-Military Operations), which will be re-lettered Annex G (Civil Affairs), are addressed under the Full Spectrum Operations discussion.

## Protection

45. The *protection warfighting function* is the related tasks and systems that preserve the force so the commander can apply maximum combat power (FM 3-0). Preserving the force includes protecting personnel (combatant and noncombatant), physical assets, and information. Protection determines the degree to which potential threats can disrupt operations and provides counters or mitigation for them. Protection efforts are continuous. The protection warfighting function integrates protection capabilities within the force to safeguard bases, secure routes, and protect forces. The protection warfighting function includes tasks in the following categories:

- Air and missile defense
- Personnel recovery
- Information protection
- Fratricide avoidance.
- Operational area security.
- Antiterrorism.
- Survivability.



- 1 ● Force health protection.
- 2 ● Chemical, biological, radiological, and nuclear (CBRN) defense.
- 3 ● Safety.
- 4 ● Operations security.
- 5 ● Explosive ordnance disposal.

6 46. Establishing the protection warfighting function requires significant changes to the OPORD format. Under the  
7 current format, the above categories are in multiple locations throughout the OPORD. This paper recommends con-  
8 solidating the categories where practicable under a concept of protection in paragraph 3.b.4 (Protection) and in Ap-  
9 pendix 4 (Protection) to Annex C (Operations).

10 47. Several staff officers are responsible for the many tasks that fall under the protection warfighting function. A  
11 protection coordinator is assigned to the modular division and corps headquarters. At brigade and below, the com-  
12 mander normally designates the air and missile defense coordinator, engineer coordinator, provost marshal, or  
13 CBRN officer as the protection coordinator. The protection coordinator is responsible for producing the concept of  
14 protection. He or she will integrate the areas of protection in the Appendix 4 (Protections) to Annex C. (Operations).

15 48. Paragraph 3.b.4 (Protection) should describe the overall concept of protection and the priorities of protection by  
16 unit and area. This paragraph will address operational area security, including security for routes, bases, and critical  
17 infrastructure. It will also identify tactical combat forces and other reaction forces. Commanders may choose to add  
18 subparagraphs (for example, air and missile defense) based on the situation. Details will be contained in Appendix 4  
19 (Protection) to Annex C (Operations).

20 49. While information protection is part of the protection warfighting function, it mostly concerns procedural and  
21 technical instructions related to information systems, including networks. As such, details for information protection  
22 will be addressed in Appendix 1 (Information Protection) to Annex K (Command, Control, Communications, and  
23 Computer Systems). Force health protections will be covered in Appendix 4 (Force Health Protection) to Annex Q  
24 (Health Service Support). The G-6/S-6 and Surgeon will coordinate their respective appendixes with the protection  
25 coordinator.

## 26 **ARMY INFORMATION OPERATIONS TASKS**

27 50. A second major area that affects the current OPORD format is FM 3-0's reorganization of Army IO capabilities  
28 in terms of five IO tasks. (See figure 1.) Joint doctrine defines *information operations* as the integrated employment  
29 of the core capabilities of electronic warfare, computer network operations, psychological operations, military decep-  
30 tion, and operations security, in concert with specified supporting and related capabilities, to influence, disrupt, cor-  
31 rupt or usurp adversarial human and automated decision making while protection our own (JP 1-02). Army doctrine  
32 retains this joint definition. However, Army forces conduct IO in terms of the five IO tasks depicted in figure 1. Un-  
33 der the old Army IO construct, the G/S-7 was responsible for integrating all aspects of IO, and detailed instruction  
34 for IO were included in Annex P (Information Operations). FM 3-0 now responsibilities for IO elements across the  
35 staff. This paper recommends rescinding the IO annex.

Army IO tasks	Army IO capabilities <sup>1</sup>	Staff responsibility	Functional coordinating cell	Intended effects	Integrating process
Military deception	Military deception	G-5	Plans	Exploit deceive	Operations process
Information engagement	PSYOP	PSYOP	Information engagement	Influence Inform	
	Combat camera Defense support to public diplomacy	G-7			
	Public affairs	PAO			
Command and control warfare	Physical attack	G-3/G-2 <sup>2</sup>	Fires	Deceive Disrupt Deny Degrade Destroy Search Intercept Identify Locate Exploit	
	Electronic attack				
	Electronic warfare support				
	Computer network attack				
	Computer network exploitation				
Information protection	Information assurance	G-6	C4OPS	Detect Protect Defend	
	Computer network defense				
	Electronic protection				
Operations security	Operations security Physical security	G-3	Protection	Secure Deny	
	Counterintelligence	G-2			Protect

<sup>1</sup> Civil-military operations is not an Army IO capability  
<sup>2</sup>To be further defined in FM 3-13 and other subordinate manuals

C4OPS	command, control, communications, and computer operations	G-6	assistant chief of staff, C4OPS
G-2	assistant chief of staff, intelligence	G-7	assistant chief of staff, information operations
G-3	assistant chief of staff, operations	IO	information operations
G-5	assistant chief of staff, plans	PAO	public affairs office
		PSYOPS	psychological operations

Figure 1. Army IO Tasks

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17

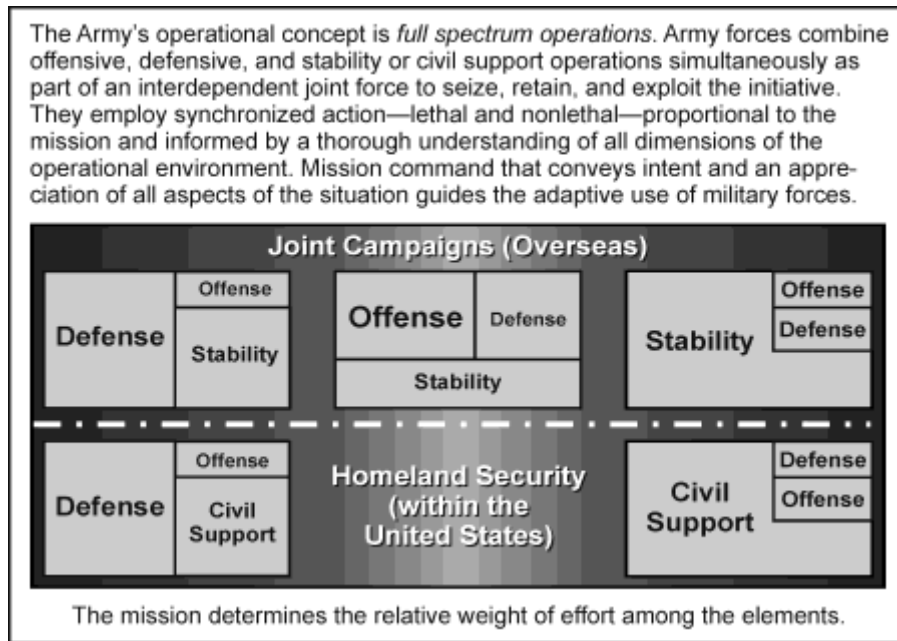
51. This paper recommends that the revised OPORD format place information concerning Army IO tasks in those parts of the OPORD prepared by the staff officer responsible for overseeing the task’s execution as follows:

- **Military deception.** Military deception moves from Annex P (Information Operations) to Appendix 7 (Military Deception) to Annex C (Operations). The G-5 is responsible for developing this appendix.
- **Information engagement.** *Information engagement* is the integrated employment of public affairs, psychological operations, combat camera, and other means necessary to inform or influence enemy, adversary, neutral, and friendly audiences. It includes the interaction of commanders and Soldiers with these audiences (FM 3-0). This paper recommends describing how public affairs, psychological operations, and combat camera are integrated under information engagement in Appendix 6 (Information Engagement) to Annex C (Operations). This appendix will identify major command themes to inform and influence various audiences. These command themes may also be part of the coordinating instructions of the base OPORD (paragraph 3.d.5). (See page 18). The information engagement appendix will identify key leaders and groups for information engagement by priority. The G-7 is responsible for developing this appendix. A separate public affairs annex (developed by the units public affairs officer) will also be part of the OPORD format—Annex F (Public Affairs)—which aligns with the joint formatted OPORD.

- **Command and control warfare.** As discussed in paragraph 33, C2W instructions will be addressed in paragraph 3.b.2 (Fires) and Tab D (C2W) to Appendix 2 (Fires) to Annex C (Operations).
- **Information protection.** The components of information protection are information assurance, computer network defense, and electronic protection. As discussed in paragraph 49, information protection is addressed in Appendix 1 (Information Protection) to Annex K (Command, Control, Communications, and Computer Systems).

## FULL SPECTRUM OPERATIONS

52. A third major area that affects the OPORD format is the Army’s operational concept of *full spectrum operations*. (See figure 2.)



**Figure 2. Full Spectrum Operations**

53. Historically, commanders have focused their concept of operations on offensive and defensive operations with civil-military operation often an after thought. Civil-military operations were address in paragraph 3.1.10 (Civil-Military Operations) in the base OPORD and in Annex Q (Civil-Military Operations). Full spectrum operations; however, requires commanders to develop operations where stability or civil support operations are closely integrated with offensive and defensive operations. As such, stability or civil support operations must be addressed in the concept of operations. This includes, at a minimum, a description of how the commander plans to address the stability tasks of civil security, civil control, and provision for essential services. This paper recommends that the civil-military operations subparagraph in paragraph 3 (Execution) of the base OPORD be rescinded. Information and instruction concerning stability operations will be addressed within the concept of operations in terms of stability or civil support tasks. Tasks assigned to subordinate units, to include civil affairs units, will be addressed in paragraph 3.c (Tasks to Subordinate Units). This paper also recommends that Annex Q (Civil-military operations) be rescinded with Annex G now being titled (Civil Affairs). This aligns with the joint formatted OPORD.

## CONCEPT OF OPERATIONS

54. This paper recommends changing the concept of operations subparagraph from 3.a to 3.b. Subparagraph 3.a will become the commander’s intent statement. The current OPORD format places the commander’s intent above paragraph 3.a (Concept of Operations) but does not assign the commander’s intent a subparagraph number. Making the

1 commander's intent paragraph 3.a will clarify the placement of the commander's intent statement and bring the  
2 OPORD format into compliance with standard formatting practice.

3 55. The *concept of operations* is a statement that establishes the sequence of actions by which the force will achieve  
4 the end state. It directs the manner in which subordinate units cooperate to accomplish the mission. It is expressed in  
5 terms of decisive, shaping, and sustaining operations (FM 3-0). The concept of operations is generally broad in nature  
6 and must account for the combination and sequencing of offensive, defensive, and stability or civil support operations.  
7 Specified tasks to subordinate units are listed in paragraph 3.c (Tasks to Subordinate Units).

8 56. This paper recommends commanders identify and sequence the decisive operation (the forces, capabilities and  
9 actions that directly accomplish the mission) with shaping operations (the forces, capabilities, and actions required to  
10 ensure the success of the decisive operations) in paragraph 3.b (Concept of Operations). Sustaining operations are  
11 addressed in paragraph 4 (Sustainment). Commanders express and clarify the decisive and shaping operations in  
12 terms of offensive, defensive, and stability or civil support tasks. Figure 3 lists the tasks and purposes of offensive,  
13 defensive, stability, and civil support operations.

14 57. If the operation is phased, the concept of operations is described by phase. Each phase's description includes  
15 how the commander wants to combine the elements of full spectrum operations in that phase. If the concept of operations  
16 is lengthy, paragraph 3.b (Concept of Operations) of the base OPORD provides a summary and refers to Annex  
17 C (Operations).

<p style="text-align: center;"><b>Offense</b></p> <p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>• Movement to contact</li> <li>• Attack</li> <li>• Exploitation</li> <li>• Pursuit</li> </ul> <p><b>Purposes</b></p> <ul style="list-style-type: none"> <li>• Dislocate, isolate, disrupt, and destroy enemy forces</li> <li>• Seize key terrain</li> <li>• Deprive the enemy of resources</li> <li>• Develop intelligence</li> <li>• Deceive and divert the enemy</li> <li>• Create a secure environment for stability operations</li> </ul>	<p style="text-align: center;"><b>Defense</b></p> <p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>• Mobile defense</li> <li>• Area defense</li> <li>• Retrograde</li> </ul> <p><b>Purposes</b></p> <ul style="list-style-type: none"> <li>• Deter or defeat enemy offensive operations</li> <li>• Gain time</li> <li>• Achieve economy of force</li> <li>• Retain key terrain</li> <li>• Protect the populace, critical assets, and infrastructure</li> <li>• Develop intelligence</li> </ul>
<p style="text-align: center;"><b>Stability</b></p> <p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>• Civil security</li> <li>• Civil control</li> <li>• Restore essential services</li> <li>• Support to governance</li> <li>• Support to economic and infrastructure development</li> </ul> <p><b>Purposes</b></p> <ul style="list-style-type: none"> <li>• Provide a secure environment</li> <li>• Secure land areas of the joint operations area</li> <li>• Meet the critical needs of the populace</li> <li>• Develop local capacity for security, economy, and rule of law</li> <li>• Gain support for host-nation government</li> <li>• Shape the environment for interagency and host-nation success</li> </ul>	<p style="text-align: center;"><b>Civil Support</b></p> <p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>• Provide support in response to disaster</li> <li>• Support civil law enforcement</li> <li>• Provide other support as required</li> </ul> <p><b>Purposes</b></p> <ul style="list-style-type: none"> <li>• Save lives</li> <li>• Restore essential services</li> <li>• Maintain or restore law and order</li> <li>• Protect infrastructure and property</li> <li>• Maintain or restore local government</li> <li>• Shape the environment for interagency success</li> </ul>

18 **Figure 3. Elements of full spectrum operations.**

19 **LINES OF EFFORT**

20 58. In protracted operations where the stability element predominates, Army commanders have found it helpful to  
21 describe their concept of operations in terms of lines of effort (formerly known as logical lines of operations). (See  
22 figure 4.) A *line of effort* is a line that links multiple tasks and missions using the logic of purpose—cause and effect—to  
23 focus efforts toward establishing operational and strategic conditions (FM 3-0). Lines of effort help com-

1 manders visualize and describe how military capabilities combine the complementary, long-term effects of stability  
 2 or civil support tasks with sometimes the short-term effects of offensive and defensive tasks.

3 59. Commanders synchronize and sequence related actions along multiple lines of effort. These lines of effort show  
 4 how individual actions are related to each other and to achieving the end state conditions. Seeing these relationships  
 5 help commanders visualize and describe the concept of operations. Commanders may designate one line of effort as  
 6 the decisive operation and others as shaping operations.

7 60. With a graphic depiction of the lines of effort, commanders include a narrative that defines each line of effort  
 8 and describes the logic of purpose between tasks and activities along it. If the lines of effort, graphics, and narratives  
 9 are lengthy, paragraph 3.b (Concept of Operations) in the base OPORD provides a summary and refers to Annex C  
 10 (Operations) for details. Specific tasks to subordinate units are placed in paragraph 3.c (Tasks to Subordinate Units).

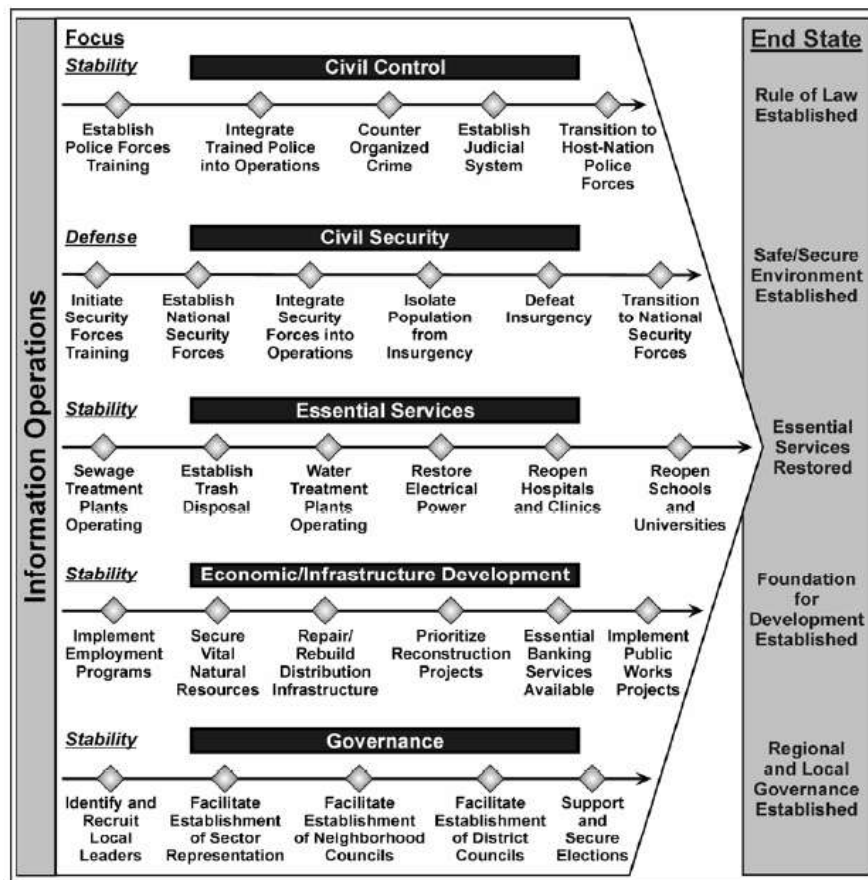


Figure 4. Sample Lines of Effort

11  
 12

### 13 TASKS TO SUBORDINATE UNITS

14 61. Commanders ensure specified tasks to subordinate units are nested with their commander's intent and concept of  
 15 operations. While subordinates normally discern implied tasks from the concept of operations, specified tasks are  
 16 stated in the paragraph 3.c (Tasks to Subordinate Units). The format for writing these tasks is who, what (task),  
 17 when, where, and why (purpose). The why (purpose) of each tasks is nested with the concept of operations and  
 18 commander's intent.

19 62. New in FM 3-0 are the five primary stability tasks and three primary civil support tasks shown in figure 3. FM 7-  
 20 15, *The Army Universal Task List*, and FM 3-07, *Stability Operations* (when updated) and FM 3-28, *Civil Support*  
 21 *Operations* (when published) will provide details. While the list of these tasks will not cover all possible situations, it

1 will be a good start for commanders and planners developing tasks to subordinates for stability and civil support op-  
2 erations.

### 3 **ASSESSMENT**

4 63. *Assessment* is the continuous monitoring and evaluation of the current situation and progress of an operation  
5 (FM 3-0). Commanders, assisted by their staffs, continuously assess the current situation and the progress of the op-  
6 eration and compare it with the concept of operations, mission, and commander's intent. Based on their assessment,  
7 commanders direct adjustments, ensuring that the operation remains focused on the mission and commander's intent.

8 64. While Army doctrine has long discussed the importance of assessment, it lacks specifics on assessment methods  
9 and procedures. The revised FM 5-0 will provide a chapter on the fundamentals of assessment and assessment me-  
10 thodology and tools. This paper recommends that an assessment appendix to Annex C (Operations) be added to the  
11 OPORD format.

12 65. The purpose of Appendix 11 (Assessment) to Annex C (Operations) is to provide an overarching assessment  
13 plan for the command. It will identify the major areas the command will assess to help determine the progress of the  
14 operation, beginning with the commander's intent. It will identify measures of performance and measures of effec-  
15 tiveness for tasks and objectives respectively. This Appendix will also assign specific assessment requirements to  
16 subordinates.

### 17 **CONCLUSION**

18 66. The revision of FM 5-0 will change the scope of the manual from strictly planning and orders production to the  
19 exercise of C2 throughout the conduct of an operation. FM 5-0 will retain the fundamentals of planning and the mili-  
20 tary decision-making process. It will add doctrine on organizing the headquarters for operations and the exercise of  
21 C2 during preparation, execution, and assessment.

22 67. This paper recommends significant revisions to the OPORD format to better align it with new joint and Army  
23 doctrine. When possible, the paper grouped information first by warfighting function, then by the joint formatted  
24 OPORD. The current FM 5-0 provides an annotated base OPORD and annotated Annexes. The revised FM 5-0 will  
25 only provide an annotated base OPORD and a generic sample for developing annexes, appendices, and tabs. Propo-  
26 nent manuals, for example FM 3-13 (Information Operations) will provide samples and instruction for their func-  
27 tional annexes, appendices, and tabs. The Combined Arms Doctrine Directorate welcomes comments concerning the  
28 OPORD format and is looking forward to developing a more efficient and effective OPORD format for the Army.

29  
30

# Revised Annotated OPORD Format

## [Classification]

*Classification data.* Place the classification at the top and bottom of every page of the OPLAN/OPORD. Refer to AR 350-8, *Department of the Army Information Security Program*, for classification and re-release markings instructions.

(Change from oral orders)

*Change from oral orders.* Use if oral orders regarding an operation were previously issued. Enclose changes in parentheses. For example, "(No change from oral orders except paragraphs 3b, 3c, and 3d.)" or "(No change from verbal orders)."

**Copy no. \_\_ of \_\_ copies**

**Issuing headquarters**

**Place of issue**

**Date-time group of signature/authentication**

**Message Reference Number**

*Heading Data.* The *first line* is the copy number assigned by the issuing headquarters. A log is maintained of specific copies issued to addresses. The *second line* is the official designation of the issuing headquarters (e.g. 1st Infantry Division). The *third line* is the place of issue. It may be a code name, postal designation, or geographic location (including coordinates). Put coordinates in parentheses Use capitalized letters (e.g. KANDAHAR) for towns and countries. The *fourth line* is the date or date-time group the plan or order was signed or issued and becomes effective unless specified otherwise in coordinating instructions. The *fifth line* is a headquarters internal control number assigned to all plans and orders. Unit SOP normally describes their allocation and use.

## **OPERATION PLAN/ORDER [number] [code name]**

*Title.* Number plans and orders consecutively by calendar year. Include code name, if any.

## **REFERENCES:**

List documents essential to comprehension of the operation, such as maps, charts, standing operating procedures, etc.). Map entries include series number, country, sheet names or numbers, edition, and scale. References concerning a specific function or area are listed in the appropriate annexes.

## **TIME ZONE:**

State the time zone used in the area of operations during execution. When orders apply to units in different time zones, use ZULU time.

## **TASK ORGANIZATION:**

Describe the organization of forces to support the concept of operations. Refer to Annex A (Tasks Organization), if used. See Appendix D, FM 5-0, for detailed instructions on formatting and sequencing forces.

[Classification]

**[Classification]****OPLAN/OPORD [number] [code name]—[issuing headquarters]**

Place the classification and short title of the OPLAN/OPORD at the top of the second and any subsequent pages of the base OPLAN/OPORD.

1. (U) Situation.

a. (U) Enemy forces. Describe the enemy's dispositions (including organization, strength, and location), doctrine, tactics, equipment, capabilities, vulnerabilities, and probable course of action. Identify and describe any adversaries (potentially hostile forces) within the AO. Refer to Annex B (Intelligence) and intelligence summaries (INTSUMs) as required.

b. (U) Friendly forces. List the mission and commander's intent for headquarters two levels up from the issuing headquarters. Subparagraphs state the missions of adjacent units and other units whose actions have a significant impact on the issuing headquarters. Identify other nonmilitary organizations (for example, interagency, host-nation, international, etc.) that have a significant bearing on the operation. Refer to Annex V (Interagency Coordination) as required.

c. (U) Physical environment. Describe the physical boundaries of the area of operations. Refer to Appendix 1 (Operation Overly) to Annex C (Operations). Describe all critical aspects of terrain and weather and their impact operations. Refer to Annex B (Intelligence) as required.

d. (U) Civil considerations. Describe the social, cultural, political, and economic situation within the area of operations. Identify critical aspects of the civil environment (areas, structures, capabilities, organizations, people, events) that impact operations. Refer to Annex B (Intelligence) as required.

e. (U) Attachments and detachments. Do not repeat information already listed under Task Organization or in Annex A (Task Organization). Try to put all information in the task organization and state, "See Task Organization" or "See Annex A". Otherwise, list units that are attached or detached to the issuing headquarters. State when each attachment or detachment is effective (for example, on-order, on commitment of the reserve) if different from the effective time of the OPLAN/OPORD. Use the term "remains attached" for those attachments that will be or have been attached for a long period of time.

f. (U) Assumptions. List critical assumptions used in the development of the OPLAN/OPORD.

2. (U) MISSION. State the unit's mission statement—a short description of the task and purpose that clearly indicates the action to be taken and the reason for doing so. It contains the elements of who, what, when, where, and why.

**[Classification]**



[Classification]

OPLAN/OPORD [number] [code name]—[issuing headquarters]

3. (U) EXECUTION.

a. (U) Commander's Intent. Provide the commander's personal statement of the operation's end state and the key tasks he/she expects to accomplish. The end state is the commander's description of the future desired conditions of the operational environment, including the relationship between the friendly force and the enemy, terrain, and civil considerations. Key tasks are those activities the force as a whole must accomplish that will directly lead to the operation's end state.

The commander's intent describes what constitutes success in an operation. The commander's intent must be easy to remember and clearly understood two echelons down. The shorter the commander's intent, the better it serves these purposes. Typically, the commander's intent statement is three to five sentences long.

b. (U) Concept of operations. Describe how offensive, defensive, and stability or civil support operations are combined in a sequence of actions to achieve the end state. Do this by identifying and sequencing the decisive operation (the forces, capabilities and actions that directly accomplish the mission) with shaping operations (the forces, capabilities, and actions required to ensure the success of the decisive operation). Stability or civil support operations may be decisive or shaping. Ensure civil security, civil control, and provisions for essential services to the population are addressed in the concept of operations. Address sustaining operations in paragraph 4 (Sustainment). Refer to Appendix 1 (Operation Overlay) to Annex C (Operations).

The concept of operations is generally broad in nature, with specified tasks to subordinate units addressed in paragraph 3.c. (Tasks to Subordinate Units). Commanders may find lines of effort a useful tool in describing their concept of operations when stability or civil support operations predominate.

The concept of operations may be a single paragraph divided into two or more subparagraphs or, if unusually lengthy, prepared as Annex C (Operations). When an operation involves two or more clearly distinct and separate phases, the concept of operations is prepared in subparagraphs describing each phase. Designate phases as "Phase" followed by the appropriate Roman numeral, for example, Phase I. If the operation is phased, all paragraphs and subparagraphs of the base order and all annexes must mirror the phasing established in the concept of operations.

(1) (U) Movement and Maneuver. Describe the employment of maneuver units in accordance with the concept of operations in a scheme of maneuver. Identify the form of maneuver and provide the primary task and purpose of maneuver units conducting the decisive operation, followed by the primary task and purpose of maneuver units conducting shaping operations. Ensure stability or civil support tasks executed by maneuver units are addressed. If the operation is phased, identify the main effort by phase. Include security operations and priorities for the reserve. Refer to Appendix 1 (Operation Overlay) to Annex C (Operations). Refer to Appendix 2 (Movement and Maneuver) to Annex C (Operations) for details of airborne assaults, air assaults, ambitious assaults, and road marches.

(a) (U) Mobility and Countermobility. State the priority for mobility and countermobility by unit or area. Refer to Appendix 2 (Movement and Maneuver) to Annex C (Operations) as required.

(b) (U) Battlefield Obscuration. State the priority for battlefield obscuration by unit or area. Refer to Appendix 2 (Movement and Maneuver) to Annex C (Operations) as required.

[Classification]

**[Classification]****OPLAN/OPORD [number] [code name]—[issuing headquarters]**

(2) (U) Fires. Describe the employment of fires in accordance with the concept of operations and scheme of maneuver. State the purpose of, priorities for, allocation of, and restrictions for fires. Refer to Appendix 3 (Fires) to Annex C (Operations). If Appendix 2 (Fires) is not used, include the following subparagraphs:

- (a) (U) Field Artillery Support.
- (b) (U) Air Support.
- (c) (U) Naval Surface Fire Support.
- (d) (U) Command and Control Warfare.

(3) (U) Intelligence. Describe the concept of intelligence support, to include the priority of effort to situation development, targeting, and assessment. State the priority of intelligence support to units and areas. Refer to Annex B (Intelligence) as required. Describe the overall ISR concept, to include primary ISR objectives. Refer to Appendix 9 (ISR Operations) to Annex C (Operations), as required.

(4) (U) Protection. Describe the concept of protection, to include the priorities of protection by unit and area. Address the concept of operational area security, to include security for routes, bases, and critical infrastructure. Identify tactical combat forces and other reaction forces. Use subparagraphs for protection categories (for example, air and missile defense and explosive ordnance disposal) based on the situation. Refer to Appendix 4 (Protection) to Annex C (Operations), if used.

c. (U) Tasks to subordinate units. State the tasks assigned to each unit that reports directly to the headquarters issuing the order. Every task must include a purpose that links it to the concept of operations. Express tasks to subordinate units by who, what, when, where, and why. Use a separate subparagraph for each unit. List units in task organization sequence. Place tasks that affect two or more units in paragraph 3.d. (Coordinating Instructions).

d. (U) Coordinating instructions. List only instructions applicable to two or more units and not covered in unit SOPs.

(1) (U) Time or condition when a plan or an order becomes effective.

(2) (U) Commander's critical information requirements. List CCIRs here. A rule of thumb is to establish no more than ten CCIRs at one time to facilitate recall by the staff and subordinates.

(3) (U) Essential Elements of Friendly Information. List EEFIs here. Refer to Appendix 4 (Protection) to Annex C (Operations) as required.

(4) (U) Rules of engagement (ROE). Refer to Appendix 5 (ROE) to Annex C (Operations) as required.

(5) (U) Information Engagement. State the major command themes used to inform and influence audiences. Refer to Appendix 6 (Information Engagement) to Annex C (Operations) as required.

(6) (U) Fire Support Control Measures. Refer to Appendix 2 (Fires) to Annex C (Operations), as required.

**[Classification]**

**[Classification]****OPLAN/OPORD [number] [code name]—[issuing headquarters]**

(7) (U). Airspace Control Measures. Refer to Appendix 8 (Airspace Command and Control) to Annex C (Operations), as required.

(8) (U). Risk Reduction Control Measures. These are measures specific to this operation and not included in unit SOPs. They may include mission-oriented protective posture, operational exposure guidance, troop-safety criteria (corps only), and fratricide prevention measures. Refer to Annex 4 (Protection) to Annex C (Operations) as required.

(9) (U). Personnel Recovery Coordination Measures. Refer to Appendix 4 (Protection) to Annex C (Operations) as required.

(10) (U) Environmental Considerations. Refer to Annex L (Environmental Considerations) as required.

(11) (U) Other coordinating instructions.

4. (U) Sustainment. Describe the concept of sustainment, including priorities of sustainment, by unit or area. Include instructions for administrative movements, deployments, and transportation—or references to applicable appendixes—if appropriate. Use the following subparagraphs to provide the broad concept of support for logistics, personnel, and health services support. Provide detailed instructions for each sustainment subfunction in the annexes listed below. Refer to the sustainment overlay in Appendix 1 (Sustainment Overlay) to Annex D (Logistics).

a. (U) Logistics. Refer to Annex D (Logistics) as required.

b. (U) Personnel. Refer to Annex E (Personnel) as required.

c. (U) Health Services Support. Refer to Annex Q (Health Services Support) as required.

5. (U) COMMAND AND CONTROL.

a. (U) Command.

(1) (U) Location of Commander. State where the commander plans to be during the operation.

(2) (U) Succession of Command. State the succession of command if not covered in the unit's SOP.

(3) (U) Liaison Requirements. State liaison requirements not covered in the unit's SOP.

b. (U) Control.

(1) (U) Command Posts. Describe the employment of CPs, to include the location of each CP and its time of opening and closing, as appropriate. State the primary controlling CP for specific portions or types of the operation (for example, Division TAC will control the air assault).

(2) (U) C4 Operations. Describe the concept of communications support, to include location and movement of key signal nodes throughout the operations. Refer to Annex K (C4 Operations) as required.

(3) (U) Reports. List reports not covered in SOPs. Refer to Annex R (Reports) as required.

**[Classification]**

[Classification]

**OPLAN/OPORD [number] [code name]—[issuing headquarters]**

**ACKNOWLEDGE:** Include instructions for the acknowledgement of the plan or order by addressees. The word “acknowledge” may suffice or you may refer to the message reference number. Acknowledgement of a plan or order means that it has been received and understood.

[Commander’s last name]

[Commander’s rank]

The commander or authorized representative signs the original copy. If the representative signs the original, add the phrase “For the Commander.” The signed copy is the historical copy and remains in headquarters files.

**OFFICIAL:**

[Authenticator’s Name]

[Authenticator’s Position]

Use only if the commander does not sign the original order. If the commander signs the original, no further authentication is required. If the commander does not sign, the signature of the preparing staff officer requires authentication and only the last name and rank of the commander appear in the signature block.

**ANNEXES:** List annexes by letter and title. If a particular annex is not used, place a “not used” beside that annex letter.

**DISTRIBUTION:** Furnish distribution copies either for action or for information. List in detail those who are to receive the plan or order. Refer to Annex Z (Distribution) if lengthy.

[Classification]

## Revised List of Annexes

<i>Current organization</i>	<i>Proposed organization</i>
Annex A (Task Organization)	ANNEX A – TASK ORGANIZATION
Annex B (Intelligence) Appendix 1 (Intelligence Estimate) Appendix 2 (Intelligence Synchronization Plan) Appendix 3 (Counterintelligence) Appendix 4 (IPB Products)	ANNEX B – INTELLIGENCE Appendix 1 – Situation
Annex C (Operation Overlay)	ANNEX C – OPERATIONS Appendix 1 – Operation Overlay Appendix 2 – Movement and Maneuver Tab A – Mobility and Countermobility Tab B – Battlefield Obscuration Tab C – Air Assault Operations Tab D – Airborne Operations Tab E – Amphibious Operations Appendix 3 – Fires Tab A – Field Artillery Support Tab B – Air Support Tab C – Naval Surface Fires Support Tab D – Command and Control Warfare Tab E – Targeting Appendix 4 – Protection Tab A – Air and Missile Defense Tab B – Personnel Recovery Tab C – Fratricide Avoidance Tab D – Operational Area Security Tab E – Antiterrorism Tab F – Survivability Tab G – CBRN Defense Tab H – Safety Tab I – Explosive Ordinance Disposal Tab J – Operations Security Appendix 5 – Rules of Engagement Appendix 6 – Information Engagement Tab A – Psychological Operations Tab B – Combat Camera Appendix 7 – Military Deception Appendix 8 – Airspace Command and Control Appendix 9 – Intelligence, Surveillance, and Reconnaissance Operations

<b>Current organization</b>	<b>Proposed organization</b>
	Appendix 10 – Special Operations Appendix 11 – Assessment
Annex D (Fire Support) Appendix 1 (Air Support) Appendix 2 (Field Artillery Support) Appendix 3 (Naval Gunfire Support)	ANNEX D – LOGISTICS Appendix 1 – Sustainment Overlay Appendix 2 – Maintenance Appendix 3 – Transportation Appendix 4 – Supply Appendix 5 – Field Services Appendix 6 – Distribution Appendix 7 – Contracting Appendix 8 – General Engineering Support Appendix 9 – Internment, Resettlement, and Detainee Operations
Annex E (Rules of Engagement) Appendix 1 (ROE Card)	ANNEX E – PERSONNEL Appendix 1 – Human Resources Support Appendix 2 – Financial Management Appendix 3 – Legal Support Appendix 4 – Religious Support
Annex F (Engineer) Appendix 1 (Obstacle Overlay) Appendix 2 (Environmental Considerations) Appendix 3 (Terrain) Appendix 4 (Mobility/Counter-mobility/Survivability Execution Matrix and Timeline) Appendix 5 (EOD)	ANNEX F – PUBLIC AFFAIRS (PA)
Annex G (Air and Missile Defense)	ANNEX G – CIVIL AFFAIRS
Annex H (Command, Control, Communications, and Computer Operations)	ANNEX H – Not Used (Placeholder for joint formatted OPORD)
Annex I (Service Support) Appendix 1 (Service Support Matrix) Appendix 2 (Service Support Overlay) Appendix 3 (Traffic Circulation and Control) Tab A (Traffic Circulation Overlay) Tab B (Road Movement Table) Tab C (Highway Regulation) Appendix 4 (Personnel) Appendix 5 (Legal) Appendix 6 (Religious Support) Appendix 7 (Foreign and Host-Nation Support) Appendix 8 (Contracting Support) Appendix 9 (Reports)	ANNEX I – Not Used (I is not authorized in a joint formatted OPORD.)

Annex J (Nuclear, Biological, and Chemical Operations)	ANNEX J – COMMAND RELATIONSHIPS
Annex K (Provost Marshal)	ANNEX K – COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER SYSTEMS Appendix 1 – Information Protection Appendix 2 – Satellite Communications (SATCOM) Appendix 3 – Defense Courier Service Appendix 4 – Foreign Data Exchanges Appendix 5 – Electromagnetic Spectrum Management
Annex L (Intelligence, Surveillance, and Reconnaissance Operations) Appendix 1 (ISR Tasking Plan/ Matrix.) Appendix 2 (ISR Overlay)	ANNEX L – ENVIRONMENTAL CONSIDERATIONS
Annex M (Rear Area and Base Security)	ANNEX M – Not Used (Placeholder for Joint Formatted OPORD)
Annex N (Space)	ANNEX N – SPACE OPERATIONS
Annex O (Army Airspace Command and Control)	ANNEX O – Not Used (Placeholder for joint formatted OPORD)
Annex P (Information Operations) Appendix 1 (OPSEC) Appendix 2 (PSYOP) Appendix 3 (Military Deception) Appendix 4 (Electronic Warfare) Appendix 5 (IO Execution Matrix)	ANNEX P – HOST-NATION SUPPORT
Annex Q (Civil-Military Operations)	ANNEX Q – HEALTH SERVICE SUPPORT Appendix 1 – Casualty Care Appendix 2 – Medical Evacuation Appendix 3 – Medical Logistics Appendix 4 – Force Health Protection
Annex R (Public Affairs)	ANNEX R – REPORTS
	ANNEX S – Not Used (Placeholder for joint formatted OPORD)
	ANNEX T – Not Used (Placeholder for joint formatted OPORD)
	ANNEX U – Not Used (Placeholder for joint formatted OPORD)
	ANNEX V – INTERAGENCY COORDINATION Appendix 1 – Humanitarian Appendix 2 – Economic Appendix 3 – Political

	ANNEX W – Not Used (Placeholder for joint formatted OPORD)
	ANNEX X – Not Used (Placeholder for joint formatted OPORD)
	ANNEX Y – Not Used (Placeholder for joint formatted OPORD)
	ANNEX Z – DISTRIBUTION
<p><b>Note.</b> The letters H, I, M, O, S, T, W, X, Y are not used. I is not authorized in a joint formatted OPORD. The other letters are placeholders for the joint formatted OPORD.</p>	