

STAFF PROCESS

Quick Reference Series

Military Decision Making Process

Step 1 - Receipt of Mission

(Book 1 of 5)



September 2012

The Staff Process Quick Reference Series (SPQRS) addresses scores of Mission Command topics. Each SPQRS edition is dated and numbered for reference purposes.

SPQRS - 1 - 2012

About This Book

Purpose

This publication has been developed as a tool to assist unit commanders and staffs with the first step of the Military Decision Making Process (MDMP), Receipt of Mission.

How It's Organized

This publication is designed as a quick reference for use during the conduct of the MDMP or to “brush up” on the process before it is initiated. Organization of this book supports a simplified, checklist approach.

The Receipt of Mission major task (step) is briefly described and followed by a graphic that highlights its key features. It is then separated into its supporting tasks with the following information provided: actions that must occur, typical performers of the action, results that should occur, and helpful tips to assist in task execution. A fill-in “Notes” section is provided at the end of each sub-task. Selected tools to assist in task execution are also included, along with a glossary of applicable terms and acronyms.

Note From the Author

This book is not intended to be an “end all” reference tool for the MDMP. To cover every possible staff position and staff-to-topic combination would require far more detail than a reference of this nature can provide. Successful employment of this tool lies in its collaborative use with other staff members, maintaining MDMP process focus, and “checking off” critical process requirements.

It is also impossible to write observations, insights, and lessons (OIL) to fit each reader / user. Suffice it to say that you must balance your MDMP staff duties and responsibilities with those of other staff personnel. As you proceed through the tasks of each step in the MDMP, whether the commander, XO, principal or special staff, consider your support role and those of others in getting the job done. You may not have to take any action on a given task or associated observation or insight, but you should be the “eyes and ears” ensuring the right action is being taken by the right person, on the right tasks, at the right time.

About This Book (cont.)

Special Information Legend

The following icons are included throughout this publication with the purpose of soliciting reader / user attention to information ranging from “considered critical” to noteworthy observations, insights, and lessons (OIL). These are author annotations and may not coincide with reader / user opinion.



Information is considered critical to task / mission accomplishment. Requires special scrutiny to ensure successful staff collaboration and unit execution.



Stop for a minute! Based on the information provided, check that how you proceed is the most effective COA.



Note the reference listed if you need subject clarification or need to know more.



Every task “Tips” section contains valuable observations, insights, and lessons.

Task Reference Legend

Before each step of the MDMP, a table identifying a by-task, paragraph reference to ATTP 5-0.1 has been included. While this book provides a task-by-task breakout of actions that should occur, who performs them, the results that should be achieved, and numerous observations, insights, and lessons (OIL) that will aid in task performance, it is important that a review of current doctrine (by task) be accomplished. As you proceed through the MDMP tasks that follow, use this table to quickly make that review.

About This Book (cont.)

MDMP Step Inputs, Actions, and Outputs

Simply put...there are seven major steps / tasks and multiple sub-tasks. Each step is conducted in an iterative or repetitious manner, where key actions and products are needed as inputs to the tasks within each step, and performance of the tasks within each step produces key outputs...many of which will be needed as inputs to the succeeding MDMP step. **Note the following diagram concerning the first step of the MDMP, Receipt of Mission.** A graphic example unique to the MDMP step being addressed precedes each MDMP step in this publication.

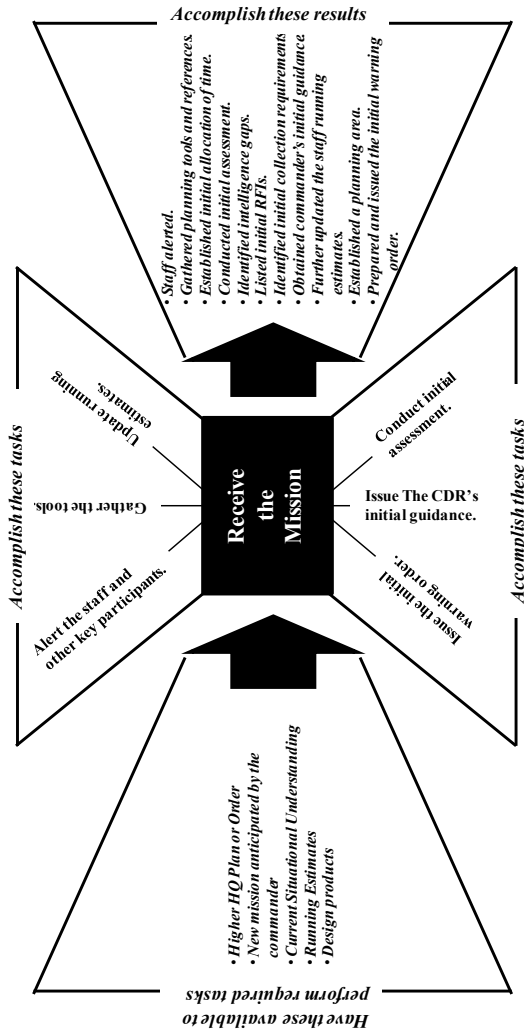


Table of Contents

About This Book.....	1
Table of Contents.....	4
Introduction to the MDMP.....	6
What’s Involved?.....	7
Who Talks to Whom About What.....	8
Receipt of Mission.....	13
<i>Task Reference Legend</i>	14
<i>MDMP Step 1 Inputs, Actions, and Outputs</i>	15
<i>Alert the Staff and Other Key Participants</i>	16
Actions that Must Occur.....	17
Typical Performers of the Action.....	17
Results that Should Occur.....	17
Helpful Tips.....	18
<i>Gather the Tools</i>	21
Actions that Must Occur.....	22
Typical Performers of the Action.....	22
Results that Should Occur.....	22
Helpful Tips.....	22
<i>Update Running Estimates</i>	26
Actions that Must Occur.....	27
Typical Performers of the Action.....	27
Results that Should Occur.....	27
Helpful Tips.....	27
<i>Conduct Initial Assessment</i>	30
Actions that Must Occur.....	31
Typical Performers of the Action.....	31
Results that Should Occur.....	31
Helpful Tips.....	31

Table of Contents (cont.)

<i>Issue the Commander’s Initial Guidance</i>	36
Actions that Must Occur.....	37
Typical Performers of the Action.....	37
Results that Should Occur.....	37
Helpful Tips.....	37
 <i>Issue the Initial Warning Order</i>	 41
Actions that Must Occur.....	42
Typical Performers of the Action.....	42
Results that Should Occur.....	42
Helpful Tips.....	42
 Some Tools That May Help.....	 44
<i>Commander’s Running Estimate Worksheet</i>	45
<i>List of Possible Planning Guidance Topics</i>	52
<i>Commander’s Initial Guidance Reference Tool</i>	54
<i>Commander’s Initial Guidance Card</i>	59
<i>WARNO Format w/Instructions</i>	60
<i>Unit MDMP Benchmark Chart</i>	62
<i>Unit Planning Timeline</i>	64
<i>OPORD Reading Responsibility (Battalion-level)</i>	66
<i>OPORD Reading Responsibility (Brigade-level)</i>	71
 Acronyms and Abbreviations.....	 77
Glossary.....	81

Introduction to the MDMP

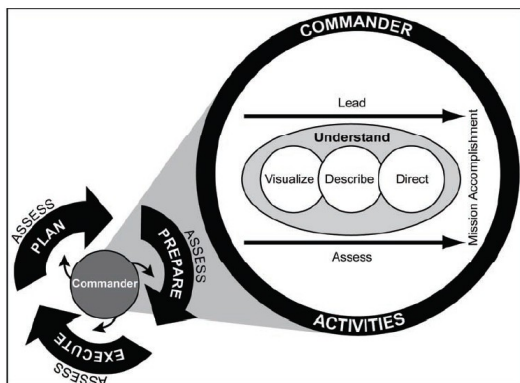
The MDMP is an iterative planning methodology that integrates the activities of the commander, staff, subordinate headquarters, and other partners to understand the situation and mission; develop and compare courses of action; decide on a course of action that best accomplishes the mission; and produce an operation plan or order for execution (ATTP 5-0.1).

The MDMP

- Helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions. *ATTP 5-0.1*
- Helps commanders, staffs, and others think critically and creatively while planning. *ATTP 5-0.1*
- Facilitates collaborative planning. The higher headquarters solicits input and continuously shares information concerning future operations through planning meetings, warning orders, and other means.
- Shares information with subordinate and adjacent units, supporting and supported units, and other military and civilian partners.
- Encourages active collaboration among all organizations affected by the pending operations to build a shared understanding of the situation, participate in course of action development and decision-making, and resolve conflicts before publishing the plan or order. *ATTP 5-0.1*
- Focuses on developing an understanding of the current situation and determining what to assess and how to assess progress using measures of effectiveness and measures of performance. *ATTP 5-0.1*

TIP

At Receipt of Mission, a commander's first task is to achieve a clear understanding of the operational environment.



What's Involved?

The following MDMP table is nothing more than a “snapshot” of the process. The devil is in the details, as there are numerous tasks within each step that must be accomplished to effectively move through the process. Not all tasks within the steps of the MDMP are done sequentially. Many are done simultaneously, as will be pointed out in the explanations ahead. Consider the letter “Z” as you navigate this table. Note, this is not a mirror copy of Figure 4-1 in ATTP 5-0.1. It includes other key input and output information identified in the MDMP step sections of Chapter 4, ATTP 5-0.1.

Key inputs	Steps	Key outputs
<ul style="list-style-type: none"> Higher headquarters' plan or order or a new mission anticipated by the commander 	<p>Step 1 Receipt of Mission</p>	<ul style="list-style-type: none"> Commander's initial guidance Initial allocation of time
Warning order		
<ul style="list-style-type: none"> Higher headquarters' plan or order Higher headquarters' intelligence and knowledge products Knowledge products from other organizations Design concept (if design precedes mission analysis) Updated Running Estimates Initial commander's guidance COA evaluation criteria (from commander's initial guidance) 	<p>Step 2 Mission Analysis</p>	<ul style="list-style-type: none"> Approved problem statement Approved mission statement Initial commander's intent Initial CCIRs and EEFIs Initial commander's planning guidance Information themes and messages Updated IPB and running estimates Assumptions Resource shortfalls Updated operational timeline COA evaluation criteria
Warning order		
<ul style="list-style-type: none"> Approved problem statement Approved mission statement Initial commander's intent, planning guidance, CCIR, and EEFI Updated IPB and running estimates Assumptions Design concept (if developed) Specified and implied tasks 	<p>Step 3 Course of Action (COA) Development</p>	<ul style="list-style-type: none"> COA statements and sketches <ul style="list-style-type: none"> Tentative task organization Broad concept of operations Commander's revised planning guidance to include: <ul style="list-style-type: none"> War-gaming guidance Evaluation criteria Updated running estimates and IPB products Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Revised commander's planning guidance Updated IPB products COA statements and sketches Updated assumptions 	<p>Step 4 COA Analysis (War Game)</p>	<ul style="list-style-type: none"> Refined COAs Potential decision points War-game results Initial assessment measures Updated assumptions Decision support templates and matrixes Synchronization matrixes Potential branches and sequels Updated running estimates
<ul style="list-style-type: none"> Updated running estimates Refined COAs Evaluation criteria War-game results Updated assumptions 	<p>Step 5 COA Comparison</p>	<ul style="list-style-type: none"> Evaluated COAs Recommended COAs Updated running estimates Updated assumptions COA selection rationale
<ul style="list-style-type: none"> Updated running estimates Evaluated COAs Recommended COA Updated assumptions 	<p>Step 6 COA Approval</p>	<ul style="list-style-type: none"> Commander selected COA and any modifications Refined commander's intent, CCIRs, and EEFIs Updated assumptions Final commander's planning guidance
Warning order		
<ul style="list-style-type: none"> Commander selected COA with any modifications Refined commander's intent, CCIRs, and EEFIs Updated assumptions Commander's final planning guidance 	<p>Step 7 Orders Production</p>	<ul style="list-style-type: none"> Approved operations plan or order Schedule for rehearsals

Who Talks to Whom About What

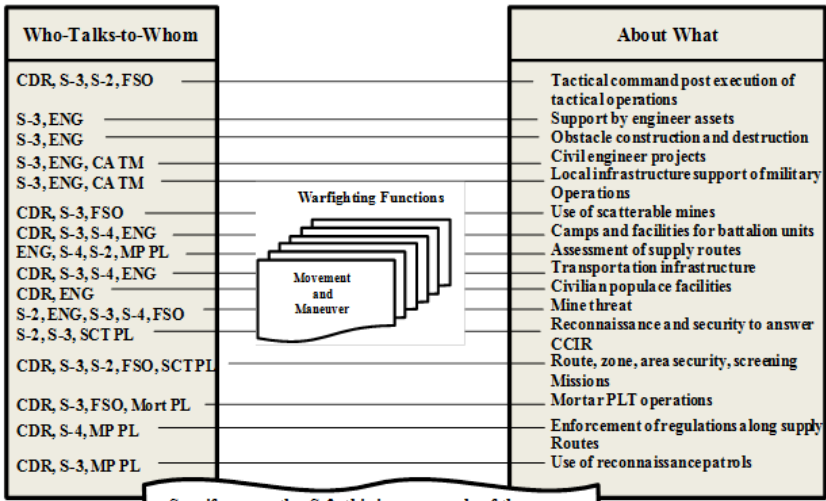
Remember the earlier comment about the “Devil is in the details?” Nowhere is this more true than knowing who to communicate with to get the right answer or product, in the right sequence or format, at the right time. Planning standard operating procedures (PSOP) and Tactical SOPs (TACSOP) should have this information . . . right? Don’t count on it.

As you train on the MDMP, check your SOPs, and find out if there are omissions in “who talks to whom about what”. For every task and product identified in the previous graphic, there are potentially a host of staff personnel interacting with one another to accomplish them.

TIPs

Identify every key staff position involved in the execution of your unit’s MDMP, and ask the question . . . within this process, “who talks to whom about what”? Correct what is wrong and add the correct answers to your SOPs.

For every “what” topic you see in the below graphic, there is also a “why”. Consider “why” a particular staff member may need to collaborate about one of the “what” topics. You may discover a need to collaborate based on another staff member’s “why”.



Who Talks to Whom About What (cont.)

Following are examples of the executive officer’s (XO) interaction with the unit staff organized by two of the six warfighting functions (WFF), Movement and Maneuver and Intelligence. These lists (examples only . . . units may have different requirements than those shown) can be an important tool for the XO and the staff and should be included in unit SOPs. Don’t make the mistake of thinking that the following graphics only apply to the XO. Your staff position is addressed as well. Take the time to identify where you fit within each WFF. You are grouped with other key staff, and information topics (“About What”) that you and others may need to collaborate on are identified. A complete list of collaboration topics within each WFF may be found in the MTC-LVN June 2012 edition of the *Staff Handbook*.

WFF - Movement and Maneuver



Collaboration With	About What
CDR, S-3 CDR, S-3 CDR, All Staff CDR, All Staff CDR, S-3, S-1, S-4 CDR, S-3 CDR, S-3, S-2 S-3 CDR, S-3, CA, S-2 CDR, S-3, FSO, CA CDR, S-3 S-3 CDR, S-3 CDR, S-3, S-4 CDR, S-3 S-3, S-4 FSO, S-3, S-2 CDR, S-3	Shaping the area of operations (AO) and area of influence (AI) Conditions for successful decisive operations Synchronization of all the elements of combat power Commander’s (CDR’s) intent and concept of operations Combat status of all subordinate units Integration of attached units Support to deception, counter-deception operations Battalion (BN) Collection Plan Scope of Civil Affairs Unit taskings and assets to accomplish effects tasks Compatibility of other national military structures with US systems Operational assessments Coordination with adjacent, attached, special operations forces, host nation, and coalition units Battalion unit movements Providing a reserve Mobility in the AO Integration of lethal and non-lethal effects Current operations
CDR, S-3, MP PL CDR, S-3, MP PL CDR, S-1, MP PL CDR, S-3, MP PL CDR, S-3, MP PL CDR, S-3, MP PL S-3, CA TM, S-2, MP PL CDR, S-3, MP PL, S-2 S-2, MP PL CDR, S-3, MP PL CDR, S-3, MP PL CDR, S-3 CDR, S-3 CDR, S-3, S-2 FSO, S-1, S-2, S-3, S-4	Use of reconnaissance patrols Law enforcement missions Criminal investigations Crowd and riot control operations Area damage control Reaction force operations Assessment of civil defense and local police Battalion detainee collection point Physical security Liaison with local police Personnel, convoy, very important person (VIP) security Assets from higher headquarters (HHQ) Training requirements, allocation of training resources, CDR’s training guidance Stability Operations (SO) planning Positioning of fires units

Who Talks to Whom About What (cont.)

WFF - Movement and Maneuver (cont.)

Collaboration With	About What
CDR, S-3, S-2, FSO	Tactical command post execution of tactical operations
S-3, ENG	Support by engineer assets
S-3, ENG	Obstacle construction and destruction
S-3, ENG, CA TM	Civil engineer projects
S-3, ENG, CA TM	Local infrastructure support of military operations
CDR, S-3, FSO	Use of scatterable mines
CDR, S-3, S-4, ENG	Camps and facilities for battalion units
ENG, S-4, S-2, MP PL	Assessment of supply routes
CDR, S-3, S-4, ENG	Transportation infrastructure
CDR, ENG	Civilian populace facilities
S-2, ENG, S-3, S-4, FSO	Mine enemy
S-2, S-3, SCT PL	Reconnaissance and security to answer CCIR
CDR, S-3, S-2, FSO, SCT PL	Route, zone, area security, screening missions
CDR, S-3, FSO, Mort PL	Mortar PLT operations
CDR, S-4, MP PL	Enforcement of regulations along supply routes
CDR, S-3, MP PL	Use of reconnaissance patrols

WFF - Intelligence

Collaboration With	About What
CDR, S-2, CA TM, MI-SO, S-1	Perceptions of the local population, belligerent factions, and local leaders
CDR, S-2, S-1, CA TM, MISO TM, I&I	The political dimension of the operational environment
CDR, S-2, S-3, CHEMO, S-1	The physical and mental health of the command
CDR, S-3, S-2, S-1	Casualty evacuation (CASEVAC) Plan
CDR, S-3, S-2, S-1	Medical treatment to Soldiers, detainees (to include prisoners of war), and civilians
All Staff	Input to measures of effectiveness (MOE) assessment
S-2, S-3, Fires, S-6	The brigade combat team (BCT) intelligence process
All Staff	Intelligence preparation of the battlefield (IPB), including integration of input from other staff sections
Cdr, XO, S-2, S-3	Situation development, to include updating the enemy, terrain and weather, and civil considerations portions of the common operational picture (COP)
S-2, S-3	Synchronization of intelligence support with combat and collections operations; commander's critical information requirements (CCIR) (including priority intelligence requirements [PIR] and friendly forces information requirements [FFIR]), and other information requirements (IR) to develop collection tasks and requests from higher and adjacent units
S-2, S-3	Adjustments to the Collection Plan to facilitate integration
S-2, S-3	Collection operations
S-2, BDE S-2	All-source intelligence that answers PIR
S-2, S-3, Patrol Leaders	Patrol briefings and debriefings
S-2, S-1, S-4, S-3	Oversight and support of military intelligence (MI) assets and units
S-2, S-3, Fires, CA	Pertinent demographic and economic issues

Who Talks to Whom About What (cont.)

WFF - Intelligence (cont.)

Collaboration With	About What
<p>CDR, S-3, S-2, CA TM</p> <p>CDR, S-3, S-2, CA TM CDR, S-3, CA TM</p> <p>CDR, S-3, CA TM CDR, S-3, MP PL S-2, CI, HUMINT, S2X, THT S-2, CMO, S2X, THT, G-2 S-2, S2X, S-6, THT CDR, S-3, S-2, THT</p> <p>S-2, S2X, THT</p>	<p>Preparation and integration of area assessments in support of civil-military operations (CMO).</p> <p>Civilian interference with military operations</p> <p>Performance of specific functions within the limits of the authority and liability established by international treaties and agreements</p> <p>Effects of the civilian population on BN operations</p> <p>Liaison with local civilian law enforcement authorities</p> <p>HUMINT Collection Plan to support the BN Collection Plan</p> <p>Coordination of HUMINT and counter-intelligence (CI) activities in the BN AO with national agencies</p> <p>Technical control measures for HUMINT and CI reporting</p> <p>Operational guidance (not operational control) to HUMINT collectors and CI agents</p> <p>HUMINT and CI activities supporting battalion effects priorities</p>
<p>S-2, CA, MISO TM</p> <p>S-2, THT, CA, Patrol Debriefs S-2, CA, Fires, THT</p> <p>S-2, ENG</p> <p>S-2, THT, CMO, CA, Patrols</p> <p>S-2, Patrol Debriefs, G-2 S-2, Patrol Debriefs, THT S-2, Patrol Debriefs, THT S-4</p> <p>S-2, S-3, CDR S-2, S-2 Section</p> <p>S-2, S-3, Fires</p> <p>S-2, THT, Patrols</p> <p>S-2, CA, THT, IIA</p> <p>All Staff S-2, XO, CDR, S-3 S-2, THT, CA, CMO</p>	<p>Third nation support to belligerents or other outside influences</p> <p>Indicators of continued / increased hostile activities</p> <p>Demographics that allow for encouragement, and / or discouragement of belligerent courses of action (COA)</p> <p>Observation and fields of fire, avenues of approach, key terrain, obstacles and movement, cover and concealment (OAKOC) analysis</p> <p>Belligerent groups and their relationship to each other. (Political, cultural, and economic allegiances between belligerent groups)</p> <p>Leadership links between belligerent groups</p> <p>Discipline and training of belligerent groups</p> <p>Capabilities of belligerent groups</p> <p>Supporting functions associated with belligerent groups for logistics, movement and populace support</p> <p>Responses from belligerent groups to US actions</p> <p>Synchronization effort to ensure every element of the BN understands the intelligence required and plays an active role in the collection and production of that intelligence</p> <p>Nomination of collection tasks to support battalion effects collection efforts</p> <p>Threat propaganda / recruitment teams within or through the area of responsibility (AOR)</p> <p>Current situation regarding enemy and environmental factors that will impact planning and operational execution</p> <p>Maintain IPB</p> <p>Intelligence production team</p> <p>Use of HUMINT</p>

Who Talks to Whom About What (cont.)

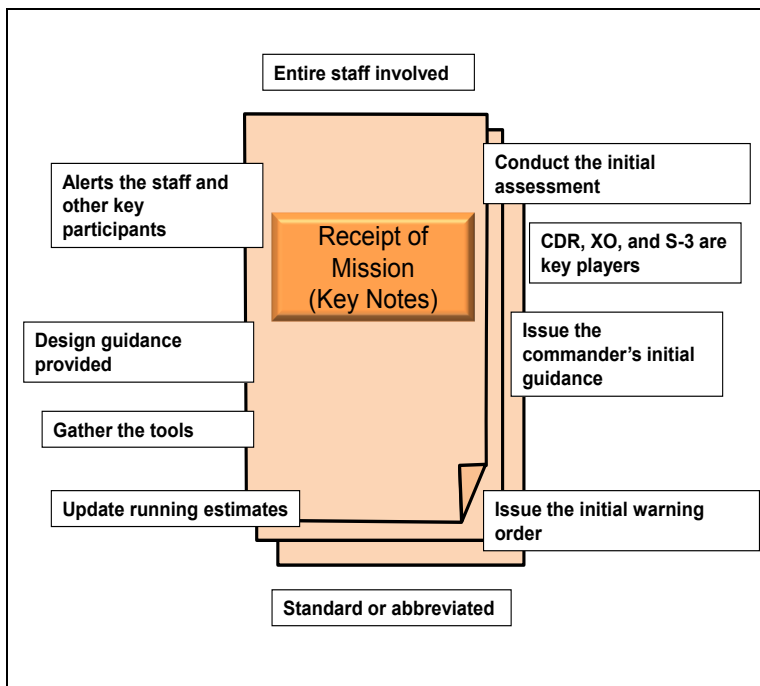
WFF - Intelligence (cont.)

Collaboration With	About What
S-2, SSO	Release of classified US information in accordance with the multinational sharing agreements
S-2, S-3, NGO	Integration of NGOs, international organizations, host nation (HN) / police, civilian police, and others into the intelligence process
S-2, G-2	Integration of intelligence assets from higher levels
All Staff	The battalion (BN) Collection Plan
S-3, S-2	Assessment of the enemy to US forces
S-3, S-2	Historic connections of other nations' involvement in the life of the host nation
S-3, S-2	Local political, social, and economic boundaries, and design of boundaries to capitalize on the administrative political boundaries of the host nation
S-4, S-3, S-2, S-1, FSO	Logistic preparation of the battlefield
S-4, S-2	Impact of operations on the local economy
S-4, S-2	Sustainment stability / capability / vulnerability input to running estimates and COA Analysis
S-4, S-3	The unique logistics capabilities of each member of the multinational force, if applicable
S-6, S-2	Threat force communications capability (UHF, VHF, long-range cordless phone, cell phone systems, commercial, couriers, signaling mirrors, etc.) regarding their potential impact on operations for the S-2
S-6, S-2	Mission Command Systems (MCS) vulnerability to enemy and civilian actions
FSO, S-2	Battalion Observation Plan
S-6, S-2, IIA, CA,	Battle damage assessment (BDA) and MOE are integrated into intelligence estimates
MISO TM	Terrain visualization on the effects of terrain on friendly and enemy operations
ENG, S-2	Terrain visualization on the effects of terrain on friendly and enemy operations
MISO TM, CDR, S-3,	Military information support operations (MISO) activities in support of the battalion
XO, S-2	Enemy propaganda
MISO TM, CDR, S-2	Enemy propaganda
CDR, S-3, CA TM	Public information media under civil control
CDR, S-3, FSO, CA TM	Culturally sensitive sites and protected targets

Receipt of Mission

Commanders initiate the MDMP upon receipt, or in anticipation, of a mission. The ***Receipt of Mission*** step alerts all participants of pending planning requirements, enabling them to determine the amount of time available for planning and preparation and deciding on a planning approach, including guidance on design and how to abbreviate the MDMP, if required. Note the highlights of this step in the following graphic.

MDMP Step 1 Highlights



Receipt of Mission (cont.)

Task Reference Legend

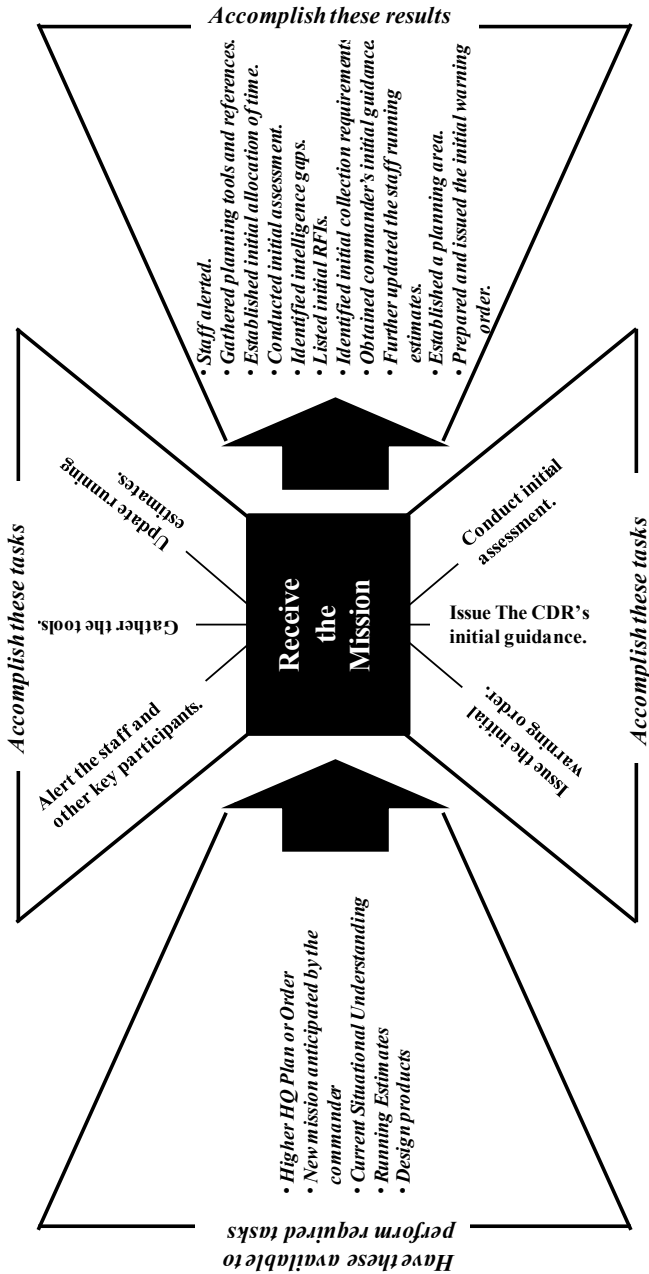
The following table is designed to assist commanders and staff members with a by-task, paragraph reference to ATTP 5-0.1. As you proceed through ***Receipt of Mission***, use this table to quickly make that review.

STEP 1 — Receipt of Mission	4-15 thru 4-24
Alert the Staff and Other Key Participants.....	4-16
Gather the Tools.....	4-17 thru 4-18
Update Running Estimates.....	4-19
Conduct Initial Assessment.....	4-20 thru 4-22
Issue the Commander’s Initial Guidance.....	4-23
Issue the Initial Warning Order.....	4-24

Notes:

Receipt of Mission (cont.)

MDMP Step 1 Inputs, Actions, and Outputs



Receipt of Mission (cont.)

Task: Alert the Staff and other key Participants

“Task Snapshot”

Receipt of Mission

Process Tasks

- Alert the staff and other key participants
- Gather the tools
- Update running estimates
- Conduct initial assessment
- Issue the commander’s initial guidance
- Issue the initial warning order

- ✓ Operations section alerts staff
- ✓ Unit SOP identifies who participates
- ✓ Other military, civilian, and host-nation organizations

Receipt of Mission (cont.)

What follows is a simplistic tool you can use to accomplish the six sub-tasks that must be performed during *Receipt of Mission*. Each task is presented in four parts: the actions that must occur, the typical performers of those actions, the action results that should occur, and a check-the-box list of helpful tips.

Task: Alert the Staff and Other Key Participants

Actions That Must Occur

Check them off as you go.

- S-3 Section drafts and issues an alert to the staff to prepare them for planning.
- Primary staff officers coordinate and supervise the actions of their respective staffs.
- Coordinate staff actions required to ensure staff running estimates are current and staff elements have necessary Mission Analysis tools. Ensure shared network databases are current. Identify information gaps that may require staff action.

Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

- Commander
- XO
- S-3 Section
- Staff / Other _____

Results That Should Occur

Check them off as you go.

- HHQ order or commander's directive to initiate MDMP.
- Staff elements alerted.
- Staff coordination and supervision.
- Coordinated staff actions.
- Currency of shared network databases.
- Information gaps identified.

Receipt of Mission (cont.)

OIL

Helpful Tips

Check them off as you go. If you don't do them, check that someone has.



When the unit receives a new mission, turn your immediate attention to alerting the staff and gathering the planning tools and products that will be needed. Check the unit TACSOP. It should all be there.



Know who should be notified (staff and subordinate commanders), their contact information, and their responsibilities upon notification.



Have the Operations Section notify required participants. Make sure they have the required "attendee" list. Double check what the TACSOP requires.



Know who should participate in *Mission Analysis*, who the alternates are, and where and when they should assemble.



Ensure the Operations Section notifies other military, civilian, and host-nation organizations that impact upcoming operations.



Get the unit TACSOP to supporting and attached units, have them review it, and ensure they are aware of their responsibilities.



If there is a habitual relationship between your unit and another subordinate unit, ensure they have your TACSOP prior to mission planning.



Consider the level of participation in the unit's planning process with the complexity of the mission, ongoing mission support, the need for key leadership to be present, and the experience of both key leaders and staff representatives.



Ensure maps are available (analog and digital) for overlay development for each WFF.



Ensure digital systems supporting the operation are present with trained operators.



Do an inventory of orders and overlays ensuring it is complete to know what needs to be duplicated for distribution.



Check that all systems are a "go" for producing copies of the HHQ order and operations overlay.



Determine who has the requirements for overlay production and how they are to be distributed. Ensure you address both analog and digital products and units both inside and outside the CP.

Receipt of Mission (cont.)

Helpful Tips (cont.)

Check them off as you go. If you don't do them, check that someone has.

- Check that all plans and orders are compliant with domestic and international law, and that all planning products are relevant and suitable for subordinates, based on the commander's intent.
- Refer to the staff's running estimates and check the status of committed and uncommitted subordinate units and key equipment. Generally, there are questions that will drive initial requests for information (RFI).
- Check that the internal RFI process is nested with the HHQ process.
- You know *Mission Analysis* is next, so prepare early. Set up the CP for it.
- Monitor external requirements / personnel tasks to ensure the necessary personnel are available for the MDMP.
- Check the plans SOP to see which staff tools will be required to complete the MDMP.
- Each member of the staff is responsible for (must read and / or analyze) what is in the base order and the annexes they have been given. What's your status?



Notes:

Receipt of Mission (cont.)

Task: Gather the Tools

“Task Snapshot”

Receipt of Mission

Process Tasks

- Alert the staff and other key participants
- **Gather the tools**
- Update running estimates
- Conduct initial assessment
- Issue the commander’s initial guidance
- Issue the initial warning order

- ✓ Appropriate field manuals, including ATTP 5-0.1 and FM 1-02.
- ✓ All documents related to the mission and area of operations (AO), including the higher headquarters’ OPLAN and OPORD, maps and terrain products, and operational graphics.
- ✓ Higher headquarters’ and other organizations’ intelligence and assessment products.
- ✓ Both their own and the higher headquarters’ SOPs.
- ✓ Current running estimates
- ✓ Any design products, including the design concept.

Receipt of Mission (cont.)

Task: Gather the Tools

Actions That Must Occur

Check them off as you go.

- Unit staff prepares for *Mission Analysis* by gathering the tools needed to perform it.
- Gather the HHQ order, planning directive from the commander, or anticipation of a mission initiates the MDMP.
- Check the unit TACSOP / PSOP to ensure the necessary tools and any other special preparatory requirements are checked off.

Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

- S-3 Section
- Staff / Other _____

Results That Should Occur

Check them off as you go.

- References and tools for succeeding steps of the MDMP.
- Staff running estimates.

OIL

Helpful Tips


Check them off as you go. If you don't do them, check that someone has.

- Check on these tools being available:
 - References (ATTPs, field manuals (FM), etc.)
 - HHQ plan / order
 - Maps
 - Terrain products
 - Operational graphics
 - HHQ and other organization intelligence products
 - Estimates and products from other military and civilian organizations

Receipt of Mission (cont.)

Helpful Tips (cont.)

Check them off as you go. If you don't do them, check that someone has.

- Yours and HHQ SOPs
- Current running estimates
- Design products and design concept
- Ensure the TACSOP addresses who gets what annexes, that all annexes are assigned to a specific staff section, and who is the primary staff representative responsible for the annex.
- Review the reference section (located before paragraph 1: Situation) of HHQ operation plans and orders to identify documents (such as theater policies and memoranda) related to the upcoming operation.
- In addition to the base order, check to see if you have the task organization, functional annexes, and the operational graphics.
- Check that you have a list of tool requirements for the mission at hand, their relevancy, and when / if they will be available. 
- Remember to gather and update knowledge products throughout the MDMP, not just as part of this MDMP step.
- Has the Operations Section posted the HHQ order (WARNO, OPOD, or FRAGO), graphics, and the anticipated new mission statement to the CP server home page? (Review it, and place it in the shared folder named for the mission at hand.)
- Check your running estimate to ensure currency and relevancy. (It should contain the minimum requirements addressed in the unit TACSOP.)
- Use pre-made charts to list PIR and FFIR recommended as proposed CCIR. (Start thinking early about how CCIR fits for anticipated decisions the commander must make.)
- Ensure maps are available (analog and digital) for overlay development for each WFF.
- Ensure digital systems supporting the operation are present with trained operators.

Receipt of Mission (cont.)

Helpful Tips (cont.)

Check them off as you go. If you don't do them, check that someone has.

- Do an inventory of orders and overlays ensuring it is complete to know what needs to be duplicated for distribution.
- Check that all systems are a "go" for producing copies of the HHQ order and operations overlay.
- Determine who has the requirements for overlay production and how they are to be distributed. Ensure you address both analog and digital products and units both inside and outside the CP.
- Ensure the HHQ order and overlay are distributed in accordance with the TACSOP. Try and find the time to conduct an overview brief.
- Check to see if the Operations Section provided a sketch or enlarged map to display the friendly / enemy situation. (If this is to become the planning map, ensure the remainder of the staff has copies of it also.)

Notes

Receipt of Mission (cont.)

Task: Update Running Estimates

“Task Snapshot”

Receipt of Mission

Process Tasks

- Alert the staff and other key participants
- Gather the tools
- **Update running estimates**
- Conduct initial assessment
- Issue the commander’s initial guidance
- Issue the initial warning order

- ✓ Critical facts and assumptions from each staff section.
- ✓ Information from other military and civilian organizations.
- ✓ Status of friendly units and resources.
- ✓ Key civil considerations that affect each functional area.
- ✓ Continuous throughout the operations process.

Receipt of Mission (cont.)

Task: Update Running Estimates

Actions That Must Occur

Check them off as you go.

- The commander and staff quickly assess staff running estimates and/or information already available to assist planning.
- They review and revise running estimates as required.

Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

- Commander
- Staff / Other _____

Results That Should Occur

Check them off as you go.

- Running estimates updated and ready for mission analysis
- Identified gaps in staff running estimates.

OIL

Helpful Tips

Check them off as you go. If you don't do them, check that someone has.

- Start your estimate updates immediately upon mission receipt. Then, continue estimate updates throughout the operations process. (Check to see that correct formats by WFF are included in the unit TACSOP.)
- Know how estimate updates affect *COA Development*.
- Look for "gaps" in the knowledge needed to plan successfully and convert them into IRs and RFIs.
- Be aggressive in seeking information important to your functional area, and know where to look for information.
- Be on the alert for updates regarding committed and uncommitted subordinate units and key equipment.



Receipt of Mission (cont.)

Helpful Tips (cont.)

Check them off as you go. If you don't do them, check that someone has.

Continuously review the situation and determine the status of the unit's assets (includes organic, supporting, and attached).

Check with the S-2 and S-3 on available information collection assets, with emphasis on their respective taskings, processing, exploitation, and dissemination (TPED) and their ability to collect the needed information based upon target characteristics, capability of the asset, IPB, collection architecture, and time and distance to move to required locations.

Check with the S-2 and S-3 to ensure that scouts and snipers are actively involved in the IPB process and the development of the Information Collection Plan.

Check with the commander to see if he did an estimate (he has an implied task to do that). If so, critical planning information will be included.

Notes:

Receipt of Mission (cont.)

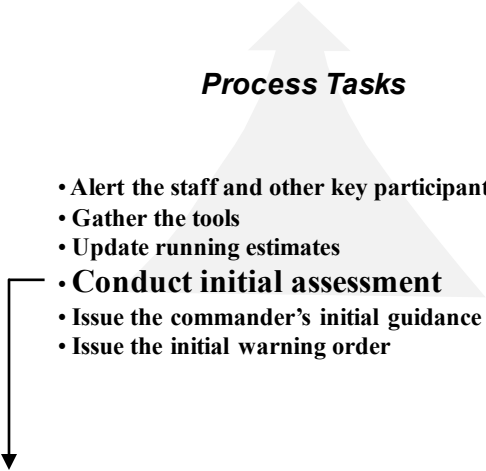
Task: Conduct Initial Assessment

“Task Snapshot”

Receipt of Mission

Process Tasks

- Alert the staff and other key participants
- Gather the tools
- Update running estimates
- **Conduct initial assessment**
- Issue the commander’s initial guidance
- Issue the initial warning order

- 
- ✓ Time needed by headquarters’ and sub-units to plan and prepare.
 - ✓ Guidance on design and abbreviating the MDMP.
 - ✓ Outside agencies / organizations to incorporate in the planning process.
 - ✓ Staff experience, cohesiveness, rest, stress.
 - ✓ Initial allocation of available time.
 - ✓ XO develops staff planning timeline.

Receipt of Mission (cont.)

Task: Conduct Initial Assessment

Actions That Must Occur

Check them off as you go.

The commander and staff conduct an initial assessment of time and resources available to plan, prepare, and begin execution of an operation.

Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

Commander

Staff/ Other _____

Results That Should Occur

Check them off as you go.

Initial allocation of available time.

Time needed to plan and prepare for the mission for both the headquarters and subordinate units.

Guidance on design and abbreviating the MDMP, if required.

Staff experience, cohesiveness, and level of rest or stress.

Helpful Tips

OIL

Check them off as you go. If you don't do them, check that someone has.

Check the TACSOP lists for generic planning time lines. (Remember, they are only a guide. Based on the factors of METT-TC, adjustments will occur.)

Help the commander in visualizing, describing, and directing operations and planning.


Use the assessment to achieve how you can optimize time for subordinate commanders to perform troop leading procedures.

Use the one-third, two-thirds rule to ensure sufficient planning and preparation time is provided to subordinate units.

Receipt of Mission (cont.)

Helpful Tips (cont.)


Check them off as you go. If you don't do them, check that someone has.

- Be aware that the cognitive application of design and the formal planning process overlap.
- The commander's guidance regarding design should address three distinct elements that collectively provide a design concept: framing the operational environment (what is the context in which design will be applied), framing the problem (what problem is the design intended to solve), operational approach (what broad, general approach will solve the problem). 
- During design, the commander and staff must consider the conditions, circumstances, and factors that affect the use of capabilities and resources, as well as those that bear on decision making.
- Avoid the need for immediate action to overly influence the need for detailed planning. An acceptable balance must be found.
- The commander, with the advice of his staff, must determine whether the time available for planning will permit a complete MDMP or if the process must be abbreviated to produce an OPORD.
- If the decision is made to shorten the MDMP, the commander must provide accompanying guidance.
- Carefully consider the resources available for planning. Each will have a critical supporting mission. Each will need to be positioned on the battlefield, and each will need to be directly involved in the planning process.
- The XO is responsible for the staff planning time line. To accomplish it, consider at a minimum the following:
 - Time from mission receipt to mission execution
 - Time needed by the unit HQ and subordinate units to plan and prepare
 - The current IPB products available
 - The current running estimates and amount of updating required

Receipt of Mission (cont.)

Helpful Tips (cont.)

Check them off as you go. If you don't do them, check that someone has.

- Time required to position critical elements for the planned operation
- Staff experience, time working together, fatigue, and stress factors
- The staff planning time line should identify what products are due, who is responsible for them, and who receives them.
- Understand the importance of meeting time requirements, benchmarks, simplicity, and a level of detail that will contribute to a successful plan.
- Organize your time line into planning, preparing, and executing segments.
- Include time for meetings, briefings, briefing preparation, and rehearsals in all time estimates. 
- Take a hard look at the operational time line and determine how long you believe you can spend on each step of the MDMP and which planning products will be produced by whom and by when.
- A possible allocation time associated with steps of the MDMP might be; *Mission Analysis* 30%; *COA Development* 20%; *COA Analysis / Comparison / Decision* 30%; *Orders Production* 20%.
- Do not overlook periodic “targeting cell,” “information collection,” and “risk management” team meetings being incorporated into the unit’s planning time line.
- Determine how to incorporate collaborative planning, should it be required.
- The design methodology fosters dialog and collaboration as commanders and staffs formulate conditions that define a desired end state and develop approaches that aim to achieve those conditions.

Receipt of Mission (cont.)

Task: Issue the Commander's Initial Guidance

“Task Snapshot”

Receipt of Mission

Process Tasks

- Alert the staff and other key participants
- Gather the tools
- Update running estimates
- Conduct initial assessment
- **Issue the commander's initial guidance**
- Issue the initial warning order



- ✓ Initial time allocation.
- ✓ Decision to initiate design or go straight into the MDMP.
- ✓ How to abbreviate the MDMP, if required.
- ✓ Necessary coordination to perform, including liaison officers to exchange.
- ✓ Authorized movements and any reconnaissance and surveillance to initiate.
- ✓ Collaborative planning times and locations.
- ✓ Initial information requirements (IR).
- ✓ Additional staff tasks.

Receipt of Mission (cont.)

Task: Issue the Commander's Initial Guidance

Actions That Must Occur

Check them off as you go.

The commander issues his initial guidance. (See Commander's Initial Reference Guidance Tool on page 54.)

Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

Commander

Results That Should Occur

Check them off as you go.

Initial time allocations.

The decision to initiate design or go straight into the MDMP.

How to abbreviate the MDMP (if required).

Necessary coordination, including exchange of liaison officers.

Authorized movements and any reconnaissance and surveillance to initiate.

Collaborative planning times and locations.

Initial information requirements (IR).

Additional staff tasks.

OIL

Helpful Tips

Check them off as you go. If you don't do them, check that someone has.



The commander's guidance orients the focus of planning and operations, linking desired conditions to potential combinations of actions the force may employ to achieve them.

The staff must know whether the commander desires to go with the deliberate planning process or the abbreviated process.

Receipt of Mission (cont.)

Helpful Tips (cont.)

Check them off as you go. If you don't do them, check that someone has.

- Remember, based on the operational time line, the commander may feel that there is not enough time to accomplish the full MDMP process and some abbreviation must occur.
- If the commander decides in his guidance to abbreviate the MDMP, or portions thereof, available planning time, staff training levels, and position fills may need to change. 
- Check the current TACSOP. His standard guidance content should be there.
- Look at the planning time line carefully. It can be an ally or an enemy depending on the amount available.
- Know the key elements of initial guidance that you should expect from the commander. If you don't hear all that is necessary for planning, ask for it. Always refer to the TACSOP.
- Key is the commander's review of available intelligence products. Obtain guidance from him regarding any products he wants developed or collected to include the product and collection development time line.
- The commander's initial questions result in IRs or CCIR and helps focus the staff on what he believes is important, e.g., the information collection planner will need to refer to them to reinforce whether the gaps he has found and the questions he has asked are adequate to answer the commander's questions. Ensure his questions are captured and addressed. 
- While the commander's initial guidance will greatly assist your setup for the initiation of planning, do not confuse it with the commander's planning guidance that occurs during *Mission Analysis*.
- Based on HHQ taskings, if available, review the information requirements that have been developed and have the S-2 provide draft indicators and / or Specific Information Requirements (SIR) to guide collection assets. Initial guidance SIR is key to the development of the initial Collection Plan.

Receipt of Mission (cont.)

Notes:

Lined area for notes.

Receipt of Mission (cont.)

Task: Issue the Initial Warning Order

“Task Snapshot”

Receipt of Mission

Process Tasks

- Alert the staff and other key participants
- Gather the tools
- Update running estimates
- Conduct initial assessment
- Issue the commander’s initial guidance
- **Issue the initial warning order**

WARNO includes, at a minimum...

- ✓ Type of operation
- ✓ General location of operation
- ✓ Initial operational timeline
- ✓ R&S tasks
- ✓ Movements to initiate
- ✓ Collaborative planning sessions
- ✓ Initial IR and CCIR

Receipt of Mission (cont.)

Task: Issue the Initial Warning Order

Actions That Must Occur

Check them off as you go.

S-3 Section drafts and issues initial WARNO to subordinate and supporting units to prepare them for planning.

Typical Performers of the Actions

Check as your SOP may dictate. Add where appropriate.

S-3 Section

Results That Should Occur

Check them off as you go.

Initial WARNO

OIL

Helpful Tips

Check them off as you go. If you don't do them, check that someone has.

Always be aware of the impact of time on subordinate elements. Planning time saved at the headquarters level equates to more troop leading time given to subordinate elements (e.g., the preparation and assembly of required equipment, the conduct of battle drills, movement / repositioning).

Get a WARNO out as quickly as possible after the commander's initial guidance and include as a minimum:

The type of operation

The general location of the operation

The initial time line

Any movements or reconnaissance to initiate

The S-3 should designate a staff member to draft warning orders. This is a good task for a senior non-commissioned officer (NCO) from the S-3 Section.

Receipt of Mission (cont.)

Some Tools That May Help

As indicated by the exaggerated graphic below, many processes require a multitude of tools to achieve a successful end state. The MDMP is no different. This publication on *Receipt of Mission* only has the space to provide a few key ones.

However, two editions of *The Azimuth*, July 2012 and First Quarter FY 2013, will provide a broad array of tools developed by training teams and “borrowed” from open sources within the training community. Each has been reviewed, updated with current doctrine, and been broken down, in many cases, into step-by-step procedures.

There are numerous tools that are available to assist with the *Receipt of Mission*. One of the most useful is the OPORD Reading Responsibility Matrix, which has been included in this book.

TIP

The creation and use of planning tools separates successful staffs from staffs that struggle with processes.



Which ones do I need? Which ones will work for me?

Receipt of Mission (cont.)

Some Tools That May Help

Commander's Running Estimate Worksheet

From:	Tasks:	S	I	E	Task to:
para 3i(4)	Example: establish combat outpost vicinity grid PK1234	x			

From:	Constraints: a restriction placed on you by a HHQ that dictates an action or inaction, thus restricting your freedom (i.e. limit of advance, bypass criteria, size of reserve, ROE, certain GCMS)
para 3c(1)	Example: Phase Line CHARLIE will not be crossed until the Recon Sqdn has completed recon of Disruption Zone

Assets Available:			
Unit	Type	Equipment	Capabilities / Limitations

Risk: refer to FM 5-19 and unit SOP	Probability	Severity	Controls
Example: fratricide	Seldom	Critical	GCMS and BFT

Information Requirements (IR) / EEFI: info needed to make decisions, to continue to plan, and/or to improve situational understanding	PIR	FFIR	CCIR	EEFI
Example: main effort at 75% combat power – decision to shift the main effort		x	x	

Receipt of Mission (cont.)

Some Tools That May Help

Commander's Running Estimate Worksheet (cont.)

1. Initial Guidance

Once you determine whether to initiate design, conduct design and MDMP in parallel, or proceed directly into the MDMP, issue your initial guidance to the staff. *(Use this guidance to focus the staff's mission analysis effort—tell them what you want them to focus on during mission analysis and also identify the things that you do not want them to waste time doing because you already understand it . . . e.g., clearly describe the capabilities and limitations of the attached xx company).* Although brief, the commander's initial guidance includes—

- initial time allocations,
- decision to initiate design or go straight into MDMP,
- how to abbreviate the MDMP, if required,
- coordination to perform, including liaison officers (LNO) to exchange,
- movements, reconnaissance, or surveillance to initiate,
- collaborative planning times and locations,
- initial information requirements, and
- additional staff tasks *(COA evaluation criteria)*.

Communicate your visualization to your staff and subordinates using the problem statement, commander's intent, planning guidance, and mission statement / mission narrative.

2. Mission Narrative / Problem Statement

(refer to FM 5-0, Chapter 3)

3. Commander's Intent

Commander's intent is *a clear, concise statement of what the force must do and the conditions the force must establish with respect to the enemy, terrain, and civil considerations that represent the desired end state—it succinctly describes what constitutes success.* It includes the operation's purpose and the conditions that define the end state. A clear intent facilitates a shared understanding, focuses staff and subordinate unit action, and spurs initiative. *The shorter, the better.* Typically, the commander's intent statement is three to five sentences long and must be easy to remember / understand two echelons down.

Purpose: Describe why your unit is conducting an operation. *(i.e., to protect the flank of the brigade main effort; to enable host nation security forces to conduct independent operations, to rebuild civic infrastructure)*

End state: Those future conditions that define mission accomplishment. Consider addressing the relationship between friendly forces, the enemy, the terrain, and/or the local population *(i.e., two companies at 85% combat power in hasty defensive positions IVO Hill 871; local police forces respected by the population and able to conduct independent operations)*

4. Planning Guidance

Planning guidance may be as broad or as detailed as circumstances require. The amount of detail will vary depending on the staff's level of experience (less experienced staff, more detailed guidance), the time available, and the degree of latitude allowed by the HHQ. Consider the following—but **you do not have to** address everything. Be particularly careful that your guidance does not conflict with itself *(i.e., move rapidly through the enemy security zone, but don't by-pass enemy squad-size elements)*.

- a. Where in time and / or space is the **decisive point**? *(a geographic place, specific key event, critical factor, or function that, when acted upon, allows commanders to gain a marked advantage over an enemy or adversary or contributes materially to achieving success—JP 3-0)*

Receipt of Mission (cont.)

Some Tools That May Help

Commander's Running Estimate Worksheet (cont.)

4. Planning Guidance (cont.)

b. Describe the **decisive operation** (*the operation that directly accomplishes the mission*), as well as how **shaping and sustaining operations** will contribute to the decisive operation.

c. Describe **specific COAs for the staff to consider** (how many and the priority for developing them).

- friendly COA1—

- form of maneuver or type of defense (*frontal attack, infiltration, area defense forward*):

- battlefield organization (*decisive / shaping / sustaining*), including where you will accept risk:

- sequential or simultaneous operation:

- critical events and/or essential stability tasks:

- possible branches and sequels:

- friendly COA2—

- form of maneuver or type of defense (*frontal attack / infiltration / area defense forward*):

- battlefield organization (*decisive / shaping / sustaining*), including where you will accept risk:

- sequential or simultaneous operation:

- critical events and/or essential stability tasks:

- possible branches and sequels:

Receipt of Mission (cont.)

Some Tools That May Help

Commander's Running Estimate Worksheet (cont.)

4. Planning Guidance (cont.)

d. **Identify potential Tactical Decision Points:** For most operations, there are about three to five big decisions that the commander will need to make personally. (e.g., *shift the main effort, commit the reserve*):

1. _____
2. _____
3. _____
4. _____
5. _____

e. **Commander's Critical Information Requirements (CCIR):** *Less is better.* Too many dilute the staff's collection effort. CCIR help to confirm or deny the commander's visualization of the battlefield, and answering a CCIR will often enable the commander to make a decision. It's normal to have one set of CCIR during planning and a different set during execution.

- **Priority Information Requirements (PIR):** (what you need to know about the enemy or the environment) (*consider how and what asset will collect it*):

- **Friendly Force Information Requirements (FFIR):** (what you need to know about your own forces or those adjacent to us):

f. **Reconnaissance and Surveillance (R&S):** (consider using the following concepts, if they make sense to you):

- focus / objective:
 - terrain or enemy:

- reconnaissance push or pull:

- objective:

- tempo:
 - deliberate or rapid:

- stealthy or forceful:

- aggressive or discreet:

g. **Deception Objective:** (*With what asset will you execute deception operations—not addressing this is OK*):

- who is the target? (About what do you want to deceive the target?):

Receipt of Mission (cont.)

Some Tools That May Help

Commander's Running Estimate Worksheet (cont.)

4. Planning Guidance (cont.)

h. **Fires:** (What effects do you want to achieve? Don't forget non-lethal effects):

- high-payoff targets (HPT) (those assets that if lost will significantly degrade the enemy's capability):

- fire support tasks:

i. **Security measures:**

- EEFI (*What information do you want to prevent the enemy from knowing?*):

- task and purpose for security forces (if not addressed elsewhere):

j. **Other priorities:** *What overall effect from each do you want?*

- engineer priority of effort and priority of support:

- critical assets to be protected (*Those assets that if lost will significantly degrade your capability*):

- sustainment priority of effort and priority of support:

- communications: where, when, and with who you must be able to communicate:

- time line (*including any collaborative planning sessions*):

- targeting / R&S huddle: _____
- COA Brief: _____
- COA Decision Brief: _____
- Warning Order (WARNO) 3 issued: _____
- Operation Order (OPORD) brief: _____
- back-briefs: _____
- Combined Arms Rehearsal (CAR): _____
- other: _____

Receipt of Mission (cont.)

Some Tools That May Help

Commander's Running Estimate Worksheet (cont.)

4. Planning Guidance (cont.)

- type and location of rehearsals:

- type of order to issue:

- movements: which to begin and priorities:

k. **Initial evaluation criteria:** *What criteria do you want the staff to use during COA Analysis? (Good criteria include a definition and a measurement metric, i.e., speed; number of hours to reach OBJECTIVE ALPHA; fewer criteria is better)*

The CDR's running estimate worksheet is not a Receipt of Mission product, but, like other running estimates, is a product that is constantly refined throughout the MDMP.

Notes:

Receipt of Mission (cont.)

Some Tools That May Help

Commander’s Running Estimate Worksheet (cont.)

Notes:

Receipt of Mission (cont.)

Some Tools That May Help

List of Possible Planning Guidance Topics

The following is a list of items commanders *may want to consider* addressing in their planning guidance. It is neither mandatory nor desired that every item be addressed. They are included as a supplement to this worksheet.

INTELLIGENCE WFF:

- gaps in knowledge required to improve your understanding of the situation / operational environment
- specific terrain effects (including identification of key terrain) and weather factors
- identification of key aspects of the environment, including civil considerations
- desired intelligence support from non-organic resources and special collection requests

MOVEMENT AND MANEUVER WFF:

- critical events
- task and purpose of subordinate units
- reserve guidance (composition, size, mission, planning priorities, and command and control measures)
- possible branches and sequels
- risk (to friendly forces and of collateral damage or civilian casualties)
- specific control measures to implement

FIRES WFF:

- focus of fires (lethal and/or non-lethal) with maneuver
- requirements, restrictions, and priorities for special munitions
- counter-fire priorities and use of radars—critical friendly zones (CFZ) and call-for-fire zones (CFFZ)
- no-strike list, including cultural, religious, historical, and high-density civilian population areas
- military information support operations (MISO) (formerly PSYOP) and military deception

PROTECTION WFF

- specific measures to be implemented in order to avoid fratricide
- base or installation force protection measures
- chemical, biological, radiological, or nuclear protection levels or measures
- explosive ordnance disposal measures
- personnel recovery considerations
- environmental considerations

SUSTAINMENT WFF

- priorities in terms of tactical sustainment functions (arming, manning, fueling, fixing, etc)
- health system support priorities
- movement of detainees and sustainment of internment and resettlement activities
- guidance on integrating HHQ enablers and assets (airdrop, sling-load, host nation, logistics capability, etc)
- task organization of sustainment assets—changes to commander's tracked items list (CTIL)
- requirements for through-put based on concept of operations

Receipt of Mission (cont.)

Some Tools That May Help

List of Possible Planning Guidance Topics (cont.)

MISSION COMMAND WFE:

- rules of engagement (ROE) and escalation of force
- command post positioning / location of the commander
- liaison officer guidance
- time line guidance: both the time line for planning and the operational time line
- inform and influence activities: target audiences, intended effects, acceptable risks
- civil affairs activities—
 - establishing liaison with host-nation, interagency, and governmental and nongovernmental organizations
 - providing resources for humanitarian assistance
 - prioritizing allocated funds dedicated to civil affairs operations

Notes:

Receipt of Mission (cont.)

Some Tools That May Help

Commander's Initial Guidance Reference Tool

Once the commander returns from the HHQ operation order (OPORD) briefing, he generally has little time to formulate a great deal of guidance for the staff. This short tool brings together, in one place, all the necessary pieces of information the staff require to begin the Military Decision Making Process. This list generally includes, but is not limited to:

- initial time allocations
- a decision to initiate design or go straight into the MDMP
- how to abbreviate the MDMP, if required
- necessary coordination to exchange liaison officers
- authorized movements and initiation of any reconnaissance and surveillance
- collaborative planning times and locations
- initial information requirements
- additional staff tasks

Initial Time Allocations

The commander must, as he travels back to his CP, determine exactly how much time is available for his and subordinate staffs to plan. This is done by looking at the time available from mission receipt to mission execution. Care must be given to ensure adequate time is allocated for planning, preparing, and executing both his and his subordinate unit missions. Based on this information and utilizing the 1/3rd - 2/3rds rule, the commander makes a rough planning time line which the executive officer (XO) or chief of staff (CoS) will use to further develop the initial time line during *Receipt of Mission*.

Design or Straight into the MDMP

Based on the complexity or the level of structure that has been defined by higher headquarters, the commander may have to use both critical and creative thinking to understand, visualize, and describe the problem and develop approaches to solve them. This is the function of "Design."

The commander is the central figure in design and the more complex the problem, the more important the role of the commander becomes. Design takes time and the commander must decide, in that short ride from the HHQ OPORD brief back to his staff, if the mission is well enough defined and adequate time is available to assemble the necessary members of the staff to better define the problem.

Mission Training Complex - Fort Leavenworth

Receipt of Mission (cont.)

Some Tools That May Help

Commander's Initial Guidance Reference Tool (cont.)

Abbreviating the MDMP, if Required

Based on the mission, the experience of the staff and the unit, the environment, and the amount of time available between receipt of mission and mission execution, the commander may determine that there is not enough time to conduct the full MDMP. When this happens, the commander must determine how to abbreviate the MDMP process to allow subordinate elements maximum time to plan and rehearse their operations. Any abbreviation of the MDMP process hinges on the commander being able to devote greater than normal time personally to the MDMP process. He must also limit the courses of actions to be developed and considered during the MDMP process. Other ways to more successfully shorten the MDMP is through the use of both collaborative and parallel planning. By ensuring warning orders (WARNO) are produced quickly with the maximum amount of information available to enable subordinates to plan as their headquarters plans, the subordinate element can quickly transition from planning to preparing for an operation. Liaisons become key during abbreviated or time constrained MDMP planning. Through their use, critical information is quickly transferred from higher to lower allowing subordinate elements additional time to prepare their orders and their units.

Necessary Coordination to Exchange Liaison Officers (LNO)

Generally, liaison personnel are not exchanged for specific missions. This may become a necessity in some instances when the unit is conducting a mission that involves non-traditional unit involvement. An infantry company conducting a mounted river crossing using dedicated engineer assets may have an engineer LNO assigned to the command post to better pass necessary information from one unit to another. LNOs are critical during Joint, Interagency, Multinational, and Contingency operations. The use of LNOs decreases the risk of unfamiliar standard operating procedures (SOP) and the use and capabilities of unit specific equipment. Unless otherwise directed, the following practices generally apply to LNOs:

- higher-echelon units establish liaison with lower echelons
- units on the left establish liaison with units on their right
- supporting units establish liaison with units they support
- units of the same echelon and units in the rear establish liaison with those to their front
- units not in contact with the enemy establish liaison with units in contact with the enemy

Receipt of Mission (cont.)

Some Tools That May Help

Commander's Initial Guidance Reference Tool (cont.)

Necessary Coordination to Exchange Liaison Officers (cont.)

- during a passage of lines, the passing unit establishes liaison with the stationary unit
- during a relief in place, the relieving unit establishes liaison with the unit being relieved

Authorized Movements and Initiation of any Reconnaissance or Surveillance

A commander is generally limited on movement of personnel and any other ancillary movement by the higher headquarters. Sometimes, based on the initial location of his forces, he may direct that a movement toward what he feels would gain an advantage for his forces or a position that would better protect them is required. If the latitude of the HHQ permits, he may move the forces as he feels necessary. There may be issues of the movement of forces that, while better serving the unit commander, might have a detrimental effect on the HHQ plan. In these cases, authorization may be required for the movement of forces.

Depending on the current situation and the status of ongoing reconnaissance and surveillance efforts, the commander may, again based on authorization from the HHQ, either continue his collection efforts or initiate collection based on perceived gaps in information. Reconnaissance and surveillance may be done in an effort to gather information or prevent an enemy element from gathering information on friendly forces. Constraints may have already been put into place in the HHQ operations order that preclude the commander from deploying any forces or keep them from being deployed forward of a graphic control measure such as the forward line of own troops (FLOT) or the forward edge of the battle area (FEBA). In these cases, the commander may ask for authorization to have this constraint removed or accept the constraint as it stands.

Collaborative Planning Times and Locations

Conducting collaborative planning is not only done when conditions exist that require an abbreviated process. Collaborative planning with both higher and lower echelons is a labor reducing technique that provides additional time to subordinate elements as well as promoting a greater synchronization between elements. The utilization of the scout platoon leader or reconnaissance squadron commander, while building the reconnaissance and surveillance plan, adds both their tremendous knowledge to the planning team as well as allowing them input into operations involving their Soldiers.

Mission Training Complex - Fort Leavenworth

Receipt of Mission (cont.)

Some Tools That May Help

Commander's Initial Guidance Reference Tool (cont.)

Collaborative Planning Times and Locations (cont.)

Knowing the types of missions their elements will be participating in at an early stage of planning allows them to begin preparations that will allow them to meet execution timelines with less turbulence.

The XO is key here. Building and executing the planning time line is critical to determining when these subordinate elements must be available for collaborative planning sessions. Unlike the planning staff these subordinate elements have additional responsibilities built around executing the current mission and preparing for future ones.

Initial Information Requirements and Staff Tasks

Generally, these two sections are the “extra stuff” spaces. Any additional questions the commander feels require answers prior to continuing with the planning process are addressed here. Additionally, based on guidance received during the HHQ OPORD briefing, there may be additional staff tasks the commander wishes to address early in the planning process. These additional tasks are addressed in this section.

The information presented in the past three pages is meant to clarify the short bullets from ATTP 5-0.1 (*Commander and Staff Officer Guide*) referencing the issuance of the commander's initial guidance. Should you already have a method for the commander to identify his initial planning requirements and articulating it to the staff, you are probably in good shape. If not, the following Commander's Initial Guidance Card may serve as a short tool to help the commander organize his thoughts and be prepared to provide meaningful guidance to the planning staff following his return from the HHQ OPORD briefing.

Notes:

Receipt of Mission (cont.)

Some Tools That May Help

Commander's Initial Guidance Card

Commander's Initial Guidance Card	
Initial Time Allocation	Authorized Movements / Initiation of R & S
Design / MDMP	Collaborative Times and Locations
MDMP Abbreviation Techniques	Initial Information Requirements
Coordination / Liaisons	Additional Staff Tasks
Any Additional Guidance	

Notes:

Receipt of Mission (cont.)

Some Tools That May Help

WARNO Format w/Instructions (Re. Figure 12-4, ATTP 5-0.1)

[CLASSIFICATION]

(Change from verbal orders, if any) (Optional)
 [Heading data is the same as for OPLAN/OPORD]

WARNING ORDER [number]

(U) References: *Refer to higher headquarters' OPLAN or OPORD and identify map sheets for operation (Optional).*

(U) Time Zone Used Throughout the OPLAN/OPORD: *(Optional).*

(U) Task Organization: *(Optional).*

1. (U) Situation. *The situation paragraph describes the conditions and circumstances of the operational environment that impact operations in the following subparagraphs:*

- a. (U) Area of Interest.
- b. (U) Area of Operations.
- c. (U) Enemy Forces.
- d. (U) Friendly Forces.
- e. (U) Interagency, Intergovernmental, and Nongovernmental Organizations.
- f. (U) Civil Considerations.
- g. (U) Attachments and Detachments. *Provide initial task organization.*
- h. (U) Assumptions. *List significant assumptions for order development.*

2. (U) Mission. *State the issuing headquarters' mission.*

3. (U) Execution.

- a. (U) Initial Commander's Intent. *Provide brief commander's intent statement.*
- b. (U) Concept of Operations. *This may be "to be determined" for an initial WARNO.*
- c. (U) Tasks to Subordinate Units. *Include any known tasks at time of issuance of WARNO.*
- d. (U) Coordinating Instructions.

4. (U) Sustainment. *Include any known logistics, personnel, or Army health system preparation tasks.*

5. (U) Command and Signal. *Include any changes to the existing order or state "No change."*

ACKNOWLEDGE:

[Commander's last name]
 [Commander's rank]

OFFICIAL:

[Authenticator's name]
 [Authenticator's position]

ANNEXES: *List annexes by letter and title.*

DISTRIBUTION:

[page number]
 [CLASSIFICATION]

Receipt of Mission (cont.)

Some Tools That May Help

Unit MDMP Benchmark Chart

Begin MDMP Time																													
MDMP Step																													
Receipt of Mission		From 1 Jan 0600	To 1 Jan 0700	Initial Guidance	1 Jan 0700	WARNO 1		1 Jan 1000																					
Mission Analysis		From 1 Jan 0700	To 1 Jan 1200	Reverse WFF WS to S2	1 Jan 0815	Reconnaissance and Surveillance Huddles		1 Jan 0900		Develop Evaluation Criteria (S/J XO)		1 Jan 0700		MA WS to S3		1 Jan 0945		MA Slides Complete		1 Jan 1000		MA Brief Rehearsal		1 Jan 1015		WARNO 2		1 Jan 1400	
COA Development		From 1 Jan 1200	To 1 Jan 1600	Generate Options	1 Jan 1200	COA-D Slides Complete		1 Jan 1500		COA-D Brief Rehearsal		1 Jan 1515		COA-D Brief		1 Jan 1530													
COA Analysis		From 1 Jan 1600	To 1 Jan 2300	Set-up Complete	1 Jan 1615	War-game COA 2		1 Jan 2030		WARNO 3		1 Jan 2300		WFF Draft OPOD Products Complete		1 Jan 2300													
COA Comparison		From 1 Jan 2300	To 1 Jan 2215	DECMAAT Complete	1 Jan 2215																								
COA Approval		From 1 Jan 2300	To 1 Jan 2315	Decision Brief Slides Complete	1 Jan 2315	Decision Brief		1 Jan 2330		WARNO 3		2 Jan 0230																	
OPORD Production		From 2 Jan 0001	To 2 Jan 0400	WFF Final Products Complete	2 Jan 0245	OPORD Brief Slides Complete		2 Jan 0300		OPORD Brief Rehearsal		2 Jan 0315		OPORD Brief		2 Jan 0400													
End MDMP Time																													
Rehearsals		From 2 Jan 0600	To 3 Jan 1400	Backbriefs Complete	2 Jan 0600	CAR Rehearsal		3 Jan 1000		CAR		3 Jan 1100		Support Rehearsal		3 Jan 1300		Battle Drills OP Rehearsal		3 Jan 1400									

Receipt of Mission (cont.)

Some Tools That May Help

Unit Planning Time Line (Chart)

Start	End	Action / Deliverable	Who
DAY 1 (1 Jan 2012)			
0430	0530	Receive OPORD Brief from HHO	CDR, S-3, S-2, FSO
	0700	Initial Timeline Developed	XO
	0700	Receive Commander's Initial Planning Guidance	All
0630	0700	Determine Evaluation Criteria	CDR, XO, S-3
	0815	Reverse WFF worksheets to S-2	All
0830	0915	Initial Targeting Meeting	CDR, XO, S-2, S-3, FSO, IIA
0915	0945	Initial R&S Huddle	S-3, S-2, FSO
	0945	Mission Analysis Worksheets to S-3	All
	1000	WARNO 1 Produced and Distributed	S-3
0900	1000	Build MA Briefing Slide deck	S-3
1015	1055	Mission Analysis Brief Rehearsal	All
1100	1200	Mission Analysis Briefing	All
1200	1230	Generate Options Complete	CDR, XO, S-3
1230	1500	COA Development Tools Complete (Higher graphics, Unit Icons)	COA Tm 1 & 2
	1400	WARNO 2 Produced and Distributed	
	1500	COA Statement and COA Sketch and Brief Slides Complete	COA Tm 1 & 2
1515	1530	Rehearse COA Development Brief	All
1530	1600	COA Development Brief	All
1600	1615	Gather Tools and prepare COA Analysis site	S-3
1630	2030	Execute COA Analysis of COA 1 (Attack)	All
2030	2215	Execute COA Analysis of COA 2 (Attack)	All
	2215	DECMAT Complete	All
	2300	WFF Draft OPORD Products Complete	All
	2300	WFF Decision Briefing Slides Complete and Sent to S-3	All
2315	2330	Rehearse COA Decision Brief	All
2330	2400	COA Decision Brief	All
DAY 2 (2 Jan 2012)			
0001	0245	Execute Orders Production	All
	0230	WARNO 3 Proceed and Disseminated	S-3
	0245	OPORD Compiled	All
	0245	ANNEXes Complete	All
	0245	Operations Graphics Complete	All
	0300	OPORD Brief Slides Complete	All
	0300	OPORD Complete with Graphics	All
0315	0400	Rehearse OPORD Brief	All Staff
0400	0600	OPORD Brief to Subordinate elements	All
0600	0730	BN CDR Backbrief Rehearsal	CDRs, Staff
DAY 3 (3 Jan 2012)			
0700	0900	Build Terrain Model	All
	0900	Terrain Model Complete	All
1000	1100	Combined Arms Rehearsal (Rehearsal)	All
1100	1300	CAR	All
1300	1400	Support Rehearsal	XO, S-1, S-4, FSC Commander
1400	UTC	Battle Drill / SOP Rehearsals	All
1700	1800	Units move from Aas to Attack Positions	Sub units
1800		Units cross LD	Sub Units

	Receipt of Mission Tasks
	Mission Analysis Tasks
	COA Development Tasks
	COA Analysis Tasks
	COA Comparison Tasks
	COA Approval Tasks
	Orders Production Tasks
	Preparation Tasks / Rehearsal Schedule

Receipt of Mission (cont.)

Some Tools That May Help

OPORD Reading Responsibility (Battalion-level)

	CDR	XO	S1	S2	S3	S4	S5	S6	S7	S9	FSO	ISPO
Base OPOD	x	x	x	x	X	x	x	x	x	x	x	x
Annex A (Task Organization)	x	x	x	x	X	x	x	x	x	x	x	x
Annex B (Intelligence)				X								
Appendix 1 (Intelligence Estimate)	x	x	x	X	x	x	x	x	x	x	x	x
Tab A (Terrain)	x	x	x	x	x	x	x	x	x	x	x	x
Tab B (Weather)	x	x	x	X	x	x	x	x	x	x	x	x
Tab C (Civil Considerations)	x	x	x	x	x	X	x	x	x	x	x	x
Tab D (IPB Products)	x	x	x	X	x	x	x	x	x	x	x	x
Appendix 2 (Intel Synchronization Matrix)				X	x							
Appendix 3 (Counterintelligence)				X	x							
Appendix 4 (Signals Intelligence)				x				X	x			
Appendix 5 (Human Intelligence)				X	x							
Appendix 6 (Geospacial Intelligence)				X	x							
Appendix 7 (Imagery Intelligence)				X	x							
Annex C (Operations)					X							
Appendix 1 (Design Concept)	x	x			X							
Appendix 2 (Operation Overlay)	x	x	x	x	X	x	x	x	x	x	x	x
Appendix 3 (Decision Support Products)	x	x			X							
Tab A – Execution Matrix	x	x			X							
Tab B – Decision Support Template and Matrix	x	x			X							
Appendix 4 (Gap Crossing Operations)					X	x						x
Tab A – Traffic Control Overlay					X	x						
Appendix 5 (Air Assault Operations)					X	x	x	x			x	x
Tab A – Pickup Zone Diagram					X	x	x	x			x	x
Tab B – Air Movement Table					X	x	x	x			x	x
Tab C – Landing Zone Diagram					X	x	x	x			x	x
Appendix 6 (Airborne Operations)					X	x					x	
Tab A – Marshalling Plan					X	x					x	
Tab B – Air Movement Plan					X	x					x	

Legend: X=Primary x=Also reads

Receipt of Mission (cont.)

Some Tools That May Help

OPORD Reading Responsibility (Battalion-level) (cont.)

	CDR	XO	S1	S2	S3	S4	S5	S6	S7	S9	S9	FSD	SPO
Tab C – Drop Zone/Extraction Zone Diagram					X								x
Appendix 7 (Amphibious Operations)					X								x
Tab A – Advance Force Operations					X								x
Tab B – Embarkation Plan					X								x
Tab C – Landing Plan					X								x
Tab D – Rehearsal Plan					X								x
Appendix 8 (Special Operations)					X								x
Appendix 9 (Battlefield Obscuration)					X								x
Appendix 10 (Airspace Command and Control) (A/C2)					X								x
Tab A – Air Traffic Services					X								x
Appendix 11 (ROE)	x	x	x	x	X	x	x	x					x
Tab A – No Strike List	x	x	x	x	X	x	x	x					x
Tab B – Restricted Target List	x	x	x	x	X	x	x	x					x
Appendix 12 (Law and Order Operations)					X								
Tab A – Police Engagement					X								
Tab B – Law Enforcement					X								
Appendix 13 (Internment and Resettlement Operations)					X	x							x
Annex D (Fires)					X	x							x
Appendix 1 (Fire Support Overlay)					X								X
Appendix 2 (Fire Support Execution Matrix)					X								X
Appendix 3 (Targeting)					X								X
Tab A – Target Selection Standards					X								X
Tab B – Target Synchronization Matrix					X								X
Tab C – Attack Guidance Matrix					X								X
Tab D – Target List Worksheets					X								X
Tab E – Battle Damage Assessment					X								X
Appendix 4 (Field Artillery Support)					X								X
Appendix 5 (Air Support)					X								X
Appendix 6 (Naval Fire Support)					X								X
Appendix 7 (Cyber/Electromagnetic Activities)					X								X
Tab A – Electronic Warfare					X								X

Legend: X=Primary x=Also reads

Receipt of Mission (cont.)

Some Tools That May Help

OPORD Reading Responsibility (Battalion-level) (cont.)

	CDR	XO	S1	S2	S3	S4	S5	S6	S7	S9	FSO	SPO
Tab B – Computer Network Operations					x							x
Tab C – Computer Network Attack					x							x
Tab D – Computer Network Exploitation					x							x
Annex E (Protection)					x							
Appendix 1 (Air and Missile Defense)					x							
Tab A – Enemy Air Avenues of Approach					x							
Tab B – Enemy Air Order of Battle					x							
Tab C – Enemy Theater Ballistic Missile Overlay					x							
Tab D – Air and Missile Defense Protection Overlay					x							
Tab E – Critical Asset List/Defended Asset List					x							
Appendix 2 (Personnel Recovery)	x	x	x	x	x	x	x	x			x	x
Appendix 3 (Fratricide Prevention)	x	x	x	x	x	x	x	x			x	x
Appendix 4 (Operational Area Security)					x							
Appendix 5 (Antiterrorism)					x							
Appendix 6 (CBRN Defense)					x							
Appendix 7 (Safety)	x	x	x	x	x	x	x	x			x	x
Appendix 8 (Operations Security)					x							
Appendix 9 (Explosive Ordnance EOD)					x							
Appendix 10 (Force Health Protection)			x									
Annex F (Sustainment)			x									
Appendix 1 (Logistics)						x						x
Tab A (Sustainment Overlay)						x						x
Tab B (Maintenance)						x						x
Tab C (Transportation)						x						x
Exhibit 1 – Traffic Circulation and Control			x									x
Exhibit 2 – Traffic Circulation Overlay			x									x
Exhibit 3 – Road Movement Table			x									x
Exhibit 4 – Highway Regulation			x									x
Tab D (Supply)			x									x
Tab E (Field Services)			x									x
Tab F (Distribution)			x									x

Legend: X=Primary x=Also reads

Receipt of Mission (cont.)

Some Tools That May Help

OPORD Reading Responsibility (Battalion-level) (cont.)

	CDR	XO	S1	S2	S3	S4	S5	S6	S7	S9	FSO	SPO
Tab H (Mortuary Affairs)			x			X						x
Tab I (Interment and Resettlement Support)			x			X						x
Appendix 2 (Personnel Services Support)			X			x						x
Tab A – Human Resources Support			X			x						x
Tab B – Financial Management			X			x				x		x
Tab C – Legal Support			X			x						x
Tab D – Religious Support			X			x						x
Tab E – Band Operations			X			x						x
Appendix 3 (Army Health System Support)			X			x						x
Annex G (Engineer)					x							
Appendix 1 (Mobility-Counter mobility)					x	x					x	x
Tab A – Obstacle Overlay					x	x					x	x
Appendix 2 (Survivability)					x	x						x
Appendix 3 (General Engineering)					x	x						x
Appendix 4 (Geospatial Engineering)					x	x						x
Appendix 6 (Environmental Considerations)							x					
Tab A – Environmental Assessments							x					
Tab B – Environmental Assessment Exemptions							x					
Tab C – Environmental Baseline Survey							x					
Annex H (Signal)					x			X				
Appendix 1 – Information Assurance					x			X				
Appendix 2 – Voice and Data Network Diagrams					x			X				
Appendix 3 – Satellite Communications					x			X				
Appendix 4 – Foreign Data Exchanges					x			X				
Appendix 5 – Electromagnetic Spectrum Operations					x			X				
Annex I (not used)												
Annex J (Inform and Influence Activities)			x		x				X			
Appendix 1 (Public Affairs)										x		
Appendix 2 (Military Deception)										X		
Appendix 3 (Military Information Support Operations)										X		
Appendix 4 (Soldier and Leader Engagement)										X		

Legend: X=Primary x=Also reads

Receipt of Mission (cont.)

Some Tools That May Help

OPORD Reading Responsibility (Battalion-level) (cont.)

	CDR	XO	S1	S2	S3	S4	S5	S6	S7	S9	FSO	SPO
Annex K (Civil Affairs)					x	x	X					x
Appendix 1 (Execution Matrix)					x	x	X					x
Appendix 2 (Populace and Resources Control Plan)					x	x	X					x
Appendix 3 (Civil Information Management Plan)					x	x	X					x
Annex L (Resonance and Surveillance)				x	X	X					x	x
Appendix 1 (Reconnaissance and Surveillance Overlay)				x	X	X					x	x
Appendix 2 (Reconnaissance and Surveillance Tasking Matrix)				x	X	X					x	x
Annex M (Assessment)	x	x	x	x	X	X	x	x	x		x	x
Appendix 1 (Nesting of Assessment Efforts)	x	x	x	x	X	X	x	x	x		x	x
Appendix 2 (Assessment Framework)	x	x	x	x	X	X	x	x	x		x	x
Appendix 3 (Assessment Working Group)	x	x	x	x	X	X	x	x	x		x	x
Annex N (Space Operations)					X							
Annex O (not used)												
Annex P (Host Nation Support)						X						
Annex Q (not used)												
Annex R (Reports)	X	X	X	X	X	X	X	X	X	X	X	X
Annex S (Special Technical Operations)					X			x				
Appendix 1 (Special Technical Operations Capabilities Integration Matrix)												
Appendix 2 (Functional Area I Program and Objectives)					X							
Appendix 3 (Functional Area II Program and Objectives)					X							
Annex T (not used)												
Annex U (Inspector General)												
Annex V (Interagency Coordination)	x	x			X							
Annex W (not used)												
Annex X (not used)												
Annex Y (not used)												
Annex Z (Distribution)		x			X							

Legend: X=Primary x=Also reads

Receipt of Mission (cont.)

Some Tools That May Help

OPORD Reading Responsibility (Brigade-level)

	CDR	XO	S1	S2	S3	S4	S5	S6	S7	S9	FSO	EN	ADO	JAG	PAO	PMO	AVN	EWI
Base OPORD	x	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x
Annex A (Task Organization)	x	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x
Annex B (Intelligence)				X														
Appendix 1 (Intelligence Estimate)	x	x	x	x	x	x	x	x	x	x	x	X	x	x	x	x	x	x
Tab A (Terrain)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Tab B (Weather)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Tab C (Civil Considerations)	x	x	x	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x
Tab D (IPB Products)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Appendix 2 (Intel Synchronization Matrix)				X	x													x
Appendix 3 (Counterintelligence)				X	x													x
Appendix 4 (Signals Intelligence)				x			X				x							x
Appendix 5 (Human Intelligence)				X	x													x
Appendix 6 (Geospatial Intelligence)				X	x													x
Appendix 7 (Imagery Intelligence)				X	x													x
Annex C (Operations)					X													
Appendix 1 (Design Concept)	x	x			X													
Appendix 2 (Operation Overlay)	x	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x
Appendix 3 (Decision Support Products)	x	x			X													
Tab A – Execution Matrix	x	x			X													
Tab B – Decision Support Template and Matrix	x	x			X													
Appendix 4 (Gap Crossing Operations)					X							x						
Tab A – Traffic Control Overlay					X							x						
Appendix 5 (Air Assault Operations)					X	x		x			x	x	x					x
Tab A – Pickup Zone Diagram					X	x		x			x	x	x					x
Tab B – Air Movement Table					X	x		x			x	x	x					x
Tab C – Landing Zone Diagram					X	x		x			x	x	x					x
Appendix 6 (Airborne Operations)					X	x		x			x	x	x					x
Tab A – Marshalling Plan					X													
Tab B – Air Movement Plan					X													

Legend: X=Primary x=Also reads

Receipt of Mission (cont.)

Some Tools That May Help

OPORD Reading Responsibility (Brigade-level) (cont.)

	CDR	XO	S1	S2	S3	S4	S5	S6	S7	S9	F50	EN	ADO	JAG	PAO	PMO	AVN	EMO
Tab C – Drop Zone/Extraction Zone Diagram					X							X						
Appendix 7 (Amphibious Operations)					X							X						
Tab A – Advance Force Operations					X							X						
Tab B – Embarkation Plan					X							X						
Tab C – Landing Plan					X							X						
Tab D – Rehearsal Plan					X							X						
Appendix 8 (Special Operations)					X							X						
Appendix 9 (Battlefield Obscuration)					X							X						
Appendix 10 (Airspace Command and Control) (AC2)					X							X						X
Tab A – Air Traffic Services					X							X						X
Appendix 11 (ROE)					X							X						X
Tab A – No Strike List	X	X	X	X	X	X	X	X				X						
Tab B – Restricted Target List	X	X	X	X	X	X	X	X				X						
Appendix 12 (Law and Order Operations)			X	X	X	X	X	X				X						X
Tab A – Police Engagement		X			X													X
Tab B – Law Enforcement		X			X													X
Appendix 13 (Interment and Resettlement Operations)		X			X													X
Annex D (Fires)					X	X												
Appendix 1 (Fire Support Overlay)					X	X						X						X
Appendix 2 (Fire Support Execution Matrix)					X	X						X						X
Appendix 3 (Targeting)					X	X						X						X
Tab A – Target Selection Standards					X	X						X						X
Tab B – Target Synchronization Matrix					X	X						X						X
Tab C – Attack Guidance Matrix					X	X						X						X
Tab D – Target List Worksheets					X	X						X						X
Tab E – Battle Damage Assessment					X	X						X						X
Appendix 4 (Field Artillery Support)			X		X							X						X
Appendix 5 (Air Support)					X							X						X
Appendix 6 (Naval Fire Support)					X							X						X
Appendix 7 (Cyber/Electromagnetic Activities)					X							X						X
Tab A – Electronic Warfare					X							X						X

Legend: X=Primary x=Also reads

Receipt of Mission (cont.)

Some Tools That May Help

OPORD Reading Responsibility (Brigade-level) (cont.)

	CDR	XO	S1	S2	S3	S4	S5	S6	S7	S9	SFO	EN	ADO	JAG	PAO	PMO	AVN	AVN	EWG
Tab B – Computer Network Operations					x														x
Tab C – Computer Network Attack					x														x
Tab D – Computer Network Exploitation					x														x
Annex E (Protection)					x														
Appendix 1 (Air and Missile Defense)					x														
Tab A – Enemy Air Avenues of Approach					x														
Tab B – Enemy Air Order of Battle					x														
Tab C – Enemy Theater Ballistic Missile Overlay					x														
Tab D – Air and Missile Defense Protection Overlay					x														
Tab E – Critical Asset List/Defended Asset List					x														
Appendix 2 (Personnel Recovery)	x	x	x	x	x														
Appendix 3 (Fratricide Prevention)	x	x	x	x	x														
Appendix 4 (Operational Area Security)					x														
Appendix 5 (Antiterrorism)					x														
Appendix 6 (CBRN Defense)					x														
Appendix 7 (Safety)	x	x	x	x	x														
Appendix 8 (Operations Security)					x														
Appendix 9 (Explosive Ordnance EOD)					x														
Appendix 10 (Force Health Protection)					x														
Annex F (Sustainment)					x														
Appendix 1 (Logistics)																			
Tab A (Sustainment Overlay)						x													
Tab B (Maintenance)						x													
Tab C (Transportation)						x													
Exhibit 1 – Traffic Circulation and Control						x													
Exhibit 2 – Traffic Circulation Overlay						x													
Exhibit 3 – Road Movement Table						x													
Exhibit 4 – Highway Regulation						x													
Tab D (Supply)						x													
Tab E (Field Services)						x													
Tab F (Distribution)						x													
Tab H (Mortuary Affairs)						x													

Legend: X=Primary x=Also reads

Receipt of Mission (cont.)

Some Tools That May Help

OPORD Reading Responsibility (Brigade-level) (cont.)

	CDR	XO	S1	S2	S3	S4	S5	S6	S7	S9	F50	EN	ADO	JAG	PAO	PMO	AVN	EMO
Tab I (Internment and Resettlement Support)			x			X												
Appendix 2 (Personnel Services Support)			X															
Tab A – Human Resources Support			X			x												
Tab B – Financial Management			X			x								x				
Tab C – Legal Support			X			x								x				
Tab D – Religious Support			X			x								x				
Tab E – Band Operations			X			x												
Appendix 3 (Army Health System Support)			X			x						X						
Annex G (Engineer)					x							X						
Appendix 1 (Mobility-Counter mobility)					x							x						
Tab A – Obstacle Overlay					x							X						
Appendix 2 (Survivability)					x							X						
Appendix 3 (General Engineering)					x							X						
Appendix 4 (Geospatial Engineering)					x							X						
Appendix 6 (Environmental Considerations)												X						
Tab A – Environmental Assessments							x					X						
Tab B – Environmental Assessment Exemptions							x					X						
Tab C – Environmental Baseline Survey							x					X						
Annex H (Signal)					x							X						
Appendix 1 – Information Assurance					x							X						
Appendix 2 – Voice and Data Network Diagrams					x							X						
Appendix 3 – Satellite Communications					x							X						
Appendix 4 – Foreign Data Exchanges					x							X						
Appendix 5 – Electromagnetic Spectrum Operations					x							X						
Annex I (not used)																		
Annex J (Inform and Influence Activities)			x															
Appendix 1 (Public Affairs)																		
Appendix 2 (Military Deception)																		
Appendix 3 (Military Information Support Operations)																		
Appendix 4 (Soldier and Leader Engagement)																		

Legend: X=Primary x=Also reads

Receipt of Mission (cont.)

Some Tools That May Help

OPORD Reading Responsibility (Brigade-level) (cont.)

	CDR	XO	S1	S2	S3	S4	S5	S6	S7	S9	F50	EN	ADO	JAG	PAO	PMO	AVN	EWG
Annex K (Civil Affairs)					x	x	x											
Appendix 1 (Execution Matrix)					x	x	x											
Appendix 2 (Population and Resources Control Plan)					x	x	x											
Appendix 3 (Civil Information Management Plan)					x	x	x											
Annex L (Resonance and Surveillance)				x	x	x											x	x
Appendix 1 (Reconnaissance and Surveillance Overlay)				x	x	x											x	x
Appendix 2 (Reconnaissance and Surveillance Tasking Matrix)				x	x	x											x	x
Annex M (Assessment)	x	x	x	x	x	x	x	x	x									
Appendix 1 (Nesting of Assessment Efforts)	x	x	x	x	x	x	x	x	x									
Appendix 2 (Assessment Framework)	x	x	x	x	x	x	x	x	x									
Appendix 3 (Assessment Working Group)	x	x	x	x	x	x	x	x	x									
Annex N (Space Operations)					x	x	x	x	x									
Annex O (not used)																		
Annex P (Host Nation Support)						x								x				
Annex Q (not used)																		
Annex R (Reports)	x	x	x	x	x	x	x	x	x									
Annex S (Special Technical Operations)					x	x	x	x	x									
Appendix 1 (Special Technical Operations Capabilities Integration Matrix)																		
Appendix 2 (Functional Area I Program and Objectives)					x	x												
Appendix 3 (Functional Area II Program and Objectives)					x	x												
Annex T (not used)																		
Annex U (Inspector General)																		
Annex V (Interagency Coordination)	x	x			x	x												
Annex W (not used)																		
Annex X (not used)																		
Annex Y (not used)																		
Annex Z (Distribution)		x			x													

Legend: X=Primary x=Also reads

Acronyms and Abbreviations

A

ACoS – assistant chief of staff

ADA – air defense artillery

AI – area of influence

AO – area of operations

ARNG – Army National Guard

ASCOPE – areas, structures, capabilities, organizations, people, and events

ATTP – Army Tactics, Techniques, and Procedures

B

BDE – brigade

BSTT – Battalion Staff Training Team

BUB – battle update briefing

C

CA – civil affairs

CASEVAC – casualty evacuation

CBRNE – chemical, biological, radioactive, nuclear and high-yield explosives

CCIR – commander's critical intelligence requirements

CDR – commander

COA – course(s) of action

COA-D – course of action development

COO – combined obstacle overlay

COP – common operational picture

CP – command post

CTCP – combat trains command post

D

DP – decision point

DSCA – defense support of civil authorities (replaced civil support)

DSM – decision support matrix

DST – decision support template

DTED – digital terrain elevation data

DTT – Doctrine Training Team

E

EEFI – essential element(s) of friendly information

EVENTEMP – event template

Acronyms and Abbreviations

F

FADS-C – feasible, acceptable, distinguishable, suitable, complete
FFIR – friendly forces information requirement(s)
FM – field manual
FRAGO – fragmentary order
FSC – forward support company
FSCM – fire support coordination measures
FSO – fire support officer
FSMT – forward support medical evacuation team
FSP – forward supply point
FST – fire support tasks

G

GCM – graphic control measure(s)
GLOCS – ground lines of communication

H

HHQ – higher headquarters
HN – host nation
HPT – high-payoff target
HPTL – high-payoff target list
HVT – high-value target
HVTL – high-value target list

I

INFOSYS – information systems
IPB – intelligence preparation of the battlefield
IR – information requirement(s)
ISR – intelligence, surveillance, and reconnaissance (per Army terminologist)
IVL – intervisibility line

L

LD – line of departure
LEIOV – latest event information of value
LOA – limit of advance
LOC – line(s) of communications
LOS – line-of-sight
LTIOV – latest time information is of value

Acronyms and Abbreviations

M

MA – mission analysis

MC – mission command

MCOO – modified combined obstacle overlay

MCS – mobility, counter-mobility, and survivability

MCS – Mission Command Systems

MCTSP – Mission Command Training Support Program

MDMP – Military Decision Making Process

MEDEVAC – medical evacuation

METT-TC – mission, enemy, terrain, time available, troops available and civilians

MISO – military information support operations (formerly PSYOP)

MOE – measure of effectiveness

MOP – measure of performance

MTC – Mission Training Complex

MTC-LVN – Mission Training Complex-Fort Leavenworth

N

NAI – named area(s) of interest

NCO – noncommissioned officer

O

OAKOC – observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment

OE – operational environment

OIL – observations, insights, and lessons

OPFOR – opposing force(s)

OPLAN – operation plan

OPORD – operation order

OPSEC – operational security

P

PIR – priority intelligence requirements

PLT – platoon

PSOP – plans standard operating procedure

R

R&S – reconnaissance and surveillance

RETRANS – retransmission

RFI – request(s) for information

ROE – rules of engagement

RTO – radio-telephone operator

Acronyms and Abbreviations

S

SA – situational awareness

SIGO – signal officer

SIR – specific information requirement(s)

SITTEMP – situation template

SOP – standard operating procedure(s)

SU – situational understanding

SWEAT-MSO – sewage, water, electricity, academic, trash-medical, safety, and other considerations

T

TACSOP – tactical standard operating procedures (also called **TSOP**)

TAFT – Training Analysis Feedback Team

TAI – targeted area(s) of interest

TLP – troop-leading procedure(s)

TO – task organization

TPED – tasking, processing, exploitation, and dissemination

W

WARNO – warning order

WFF – warfighting function

X

XO – executive officer

Glossary

This glossary contains a selection of terms, with definitions, intended to assist the unit commander and staff when executing the MDMP. The definitions were taken from selected ATTPs, ADPs, ADRPs, Joint Technical Publications (JTP), and several FMs, including FM 1-02, *Operational Terms and Graphics*.

-A-

Area of Influence (AI) – A geographical area wherein a commander is directly capable of influencing operations by maneuver and fire support systems normally under the commander's command or control. JP 1-02

Area of Interest (AOI) – That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission. JP 2-03

Area of Operations (AO) – An operational area defined by the joint force commander for land and naval forces. Areas of operations do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. JP 3-0

Areas, Structures, Capabilities, Organizations, People, and Events (ASCOPE) - Acronym is retained but no longer formally defined. ADRP 6-0

-C-

Commander's Critical Information Requirements (CCIR) – (joint) An information requirement identified by the commander as being critical to facilitating timely decision-making. The two key elements are friendly force information requirements and priority intelligence requirements. JP 3-0

Course of Action Development (COA-D) – The COA development step generates options for follow-on analysis and comparison that satisfy the commander's intent and planning guidance. ATTP 5-0.1

Combined Obstacle Overlay (COO) - The combined obstacle overlay is used to depict areas where military mobility can be categorized as unrestricted, restricted, or very restricted. Unrestricted areas are free of any obstacles or restrictions to movement. Restricted areas are usually depicted on overlays by diagonal lines to indicate terrain that hinders movement to some degree. Very restricted areas are usually depicted by crosshatched diagonal lines to indicate terrain that severely hinders or slows military movement unless some effort is made to enhance mobility. JP 1-02

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Glossary

Common Operational Picture (COP) – (Army) A single display of relevant information within a commander’s area of interest tailored to the user’s requirements and based on common data and information shared by more than one command. FM 3-0

Composite Risk Management (CRM) – Composite risk management is the Army’s primary decisionmaking process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations, and activities (Term changed to Risk Management IAW Army Doctrinologist) FM 5-19

-D-

Decisive Point (DP) – (joint) A geographic place, specific key event, critical factor, or function that, when acted upon, allows commanders to gain a marked advantage over an adversary or contribute materially to achieving success. JP 3-0 (Note: In this context, adversary also refers to enemy.)

Decision Support Matrix (DSM) – A written record of a war-gamed course of action that describes decision points and associated actions at those decision points. ADRP 5-0

Decision Support Template (DST) – A combined intelligence and operations graphic based on the results of wargaming. The decision support template depicts decision points, timelines associated with movement of forces and the flow of the operation, and other key items of information required to execute a specific friendly course of action. JP 2-01.3

Digital Terrain Elevation Data (DTED) – A standard of digital datasets which consists of a matrix of terrain elevation values.

-E-

Essential Element of Friendly Information (EEFI) – (Army) A critical aspect of a friendly operation that, if known by the enemy, would subsequently compromise, lead to failure, or limit success of the operation, and therefore should be protected from enemy detection. FM 1-02

Event Template (EVENTEMP) – A model against which enemy activity can be recorded and compared. It represents a sequential projection of events that relate to space and time on the battlefield and indicate the enemy’s ability to adopt a particular course of action. The event template is a guide for collection and reconnaissance and surveillance planning. FM 2-01.3

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Glossary

Execution Matrix – A visual and sequential representation of the critical tasks and responsible organizations by time or for a tactical operation used as a staff tool. ATTP 5-0.1

-F-

Friendly Force Information Requirement (FFIR) – (joint) Information the commander and staff need to understand the status of friendly force and supporting capabilities. ATTP 5-0.1

-I-

Intelligence Preparation of the Battlefield (IPB) – IPB is the staff planning activity undertaken by the entire staff to define and understand the AO and the options it presents to friendly and enemy forces. It includes input from the whole staff. IPB is a systematic process of analyzing and visualizing the enemy and AO in a specific geographic area for a specific mission or in anticipation of a specific mission. FM 2-0

Information Requirement (IR) – Any information element the commander and staff require to successfully conduct operations. ADRP 6-0

Intervisibility Line (IVL) – Not a terrain feature, but an effect of terrain on observation. A relative, localized, pattern of limitations on observation, caused by (often subtle) variations in terrain elevation relative to an Observer and the Observed. Terrain that allows observation from one point to another. FM 3-90.1

Intelligence Warfighting Function – The related tasks and systems that facilitate understanding of the operational environment, enemy, terrain, and civil considerations. FM 3-0

-L-

Latest Event Information of Value (LEIOV) – A subset of LTIOV, an event which dictates the latest time the information can be used by the commander in making the decision the priority intelligence requirement supports. TC 2-01

Latest Time Intelligence is of Value (LTIOV) – The time by which information must be delivered to the requestor in order to provide decision-makers with timely intelligence. FM 2-01.3

Glossary

-M-

Modified Combined Obstacle Overlay (MCOO) – A digital or analog graphic depiction of the terrain which provides the basis for identifying air and ground AA and mobility corridors. It integrates into one overlay all obstacles to movement, including but not limited to, built-up areas, slope, soil, vegetation, and transportation systems. FM 2-01.3

Military Information Support Operations (MISO) – Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals in a manner favorable to the originator's objectives. JP 3-13.2

Mission Command – The conduct of military operations through decentralized execution based on mission orders. Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative, acting aggressively and independently to accomplish the mission within the commander's intent. FM 3-0

Measure of Effectiveness (MOE) – A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. JP 3-0

Measure of Performance (MOP) – A criterion used to assess friendly actions that is tied to measuring task accomplishment. JP 3-0

Movement and Maneuver Warfighting Function – The related tasks and systems that move forces to achieve a position of advantage in relation to the enemy. Direct fire is inherent in maneuver, as is close combat. FM 3-0

-N-

Named Area of Interest (NAI) – The geographical area where information that will satisfy a specific information requirement can be collected. Named areas of interest are usually selected to capture indications of adversary courses of action, but also may be related to conditions of the AO. FM 2-01.3

-O-

Operational Environment (joint) – A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. JP 1-02

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Glossary

Operational Theme – The character of the dominant major operation being conducted at any time within a land force commander’s area of operations. The operational theme helps convey the nature of the major operation to the force to facilitate common understanding of how the commander broadly intends to operate. FM 3-0

Operations Process – The major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation. The commander drives the operations process. FM 1-02

Orders Group – A group assembled to receive a commander’s orders. The basic composition of this group is normally prescribed in the standard operating procedures of the unit or formation concerned. FM 1-02

Overlay Order – A technique used to issue an order (normally a fragmentary order) that has abbreviated instructions written on an overlay. FM 1-02

-P-

Priority Intelligence Requirement (PIR) – (joint) An intelligence requirement, stated as a priority for intelligence support, that the commander and staff need to understand the adversary or the operational environment. JP 2-0

Protection Warfighting Function – The related tasks and systems that preserve the force so the commander can apply maximum combat power. FM 3-0

Probability – In risk analysis, the likelihood that an event will occur. There are five degrees of probability: frequent (A), likely (B), occasional (C), seldom (D), and unlikely (E). FM 5-19

-R-

Reconnaissance and Surveillance (R&S) – Two of the primary information collection tasks. *Reconnaissance* are those operations undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographical or geographical characteristics and the indigenous population of a particular area. *Surveillance* is the systematic observation of aerospace, surface, or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. Surveillance involves observing an area to collect information. FM 3-55

Rules of Engagement (ROE) – Directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate and / or continue combat engagements with other forces encountered. JP 1-04

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Glossary

-S-

Situational Awareness (SA) – Immediate knowledge of the conditions of the operation, constrained geographically and in time. FM 1-02

Specific Information Requirement (SIR) – All information elements the commander and staff require to successfully conduct operations; that is, all elements necessary to address the factors of METT-TC. For the purposes of the intelligence warfighting function and R&S synchronization, validated information requirements are requirements that fill a gap in knowledge and understanding of the area of interest (terrain and weather, and civil considerations) or the enemy. FM 2-0

Situation Template (SITTEMP) – A series of projections that portray, based on enemy doctrine, the most probable disposition and location of enemy forces within constraints imposed by weather and terrain. FM 2-01.3

Situational Understanding (SU) – The product of applying analysis and judgment to relevant information to determine the relationships among the operational and mission variables to facilitate decision making. ADP 5-0

-T-

Troop-Leading Procedure (TLP) – A dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. ADP 5-0

Tasking, Processing, Exploitation, and Dissemination (TPED) – The Joint R&S concept of operations which addresses how all available collection assets are used to answer the Joint force's intelligence requirements. FM 3-55

-W-

Warfighting Function (WFF) – A group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives. FM 3-0