

Troop Leading Procedures: The Art and Science

1. Receive Mission
2. Issue the Warning Order
3. Make a Tentative Plan
4. Initiate Movement
5. Conduct Reconnaissance
6. Complete the Plan
7. Issue the Order
8. Supervise & Refine

1. Receive Mission

Bring key leaders with you like your RTO, PSG, and SL it saves time with WARNO and ensures they understand higher's mission

- A. Initial Mission Analysis:
Back brief commander: Understand the mission & your task
Post Graphs: Fold maps and copy overlays
Read the OPORD with Graphics
- B. Initial Time Analysis:
Backwards Plan and create a tentative timeline: 1/3 -2/3, Parallel, backwards, HOPE
- C. Request Assets: "Ask for the world and you may get a town." (i.e. ISR, C-IED enablers, Interpreters, Air Assets, etc.)

2. Issue the Warning Order

Designed to give advanced notice of operations, provides as much information as possible to allow subordinates to begin parallel planning and preparation (do not sacrifice time to gain more info)

WARNO – Keep to 5 paragraph format, must include:

- Situation: Enemy
- Mission
- Time Line: OPORD Brief, Rehearsals, SP
- Specific Instructions: Issue Priorities of Work
- Rehearsals, begin PCI/PCC's and ID mission specific items
- Quick War gaming session with subordinate leaders to get input for plan

DELEGATE:

PSG Responsibilities (or designated TL):
[Paragraph 4 - Sustainment]

Current troops available- total #

- Vehicle security = dismantled

- adjust task organization if necessary

Coordinate vehicle assets on hand/request

- # and type
- Vehicle manifest: who's riding where

Inventory available resources on hand/request:

- Class 1: Sustenance-Water/MRE
- Class 2: BDU's, LBE, other clothing and tools.
- Class 3: POL/Fuel
- Class 4: Construction/Barrier (WIRE)
- Class 5: Ammo/Demo- how many rounds/magazines (SMOKE)
- Class 6: Hygiene Items.
- Class 7: Major end items (Tanks & Trucks).
- Class 8: Medical supplies
- Class 9: Repair parts and Batteries.

Update on PLT Equip Status Card (SOP)

Initiate PCI/PCC's

Point Man/Lead Vehicle Responsibilities (or designated TL):

- COA Sketch/Sand Table
- Set up Map Board & build Terrain Model
- Post graphics & plot grids
- Prepare route brief

RTO Responsibilities (or designated personnel):
[Paragraph 5 - Mission Command]

- Load all radios
- Motorola inventory
- Commo check, PLT and CO

FO Responsibilities (or designated personnel)
[Paragraph 3 – Fires paragraph]

- Input GPS/Dagger/Blue Force Tracker
- Prepare Fires paragraph

3. Make a Tentative Plan

Use FM 3-21.8 (7-8) or Ranger Handbook as a guide to plan through the phases and critical events.

Estimate of the Situation: (must be completed before COA development.

A. Detailed Mission Analysis: (METT-TC):

Mission: [Paragraph 2 - Mission Statement]

- ID purpose & intent (at least 2 levels up)

- Understand your role in the big picture
"Nested Concept"
- ID Main Effort and Supporting Effort
- ID essential, specified, implied & essential tasks
- Understand your "Tactical Task"
- ID decisive point and End
- state in the phases
- Analyze priority info requirements (PIR)
- See the Enemy, the Terrain and Yourself

Enemy: [Paragraph 1 - Enemy]

Order of Battle: (Use Threat Assessment)

- Composition: What are they composed of, capabilities?
- Disposition: Where are they, what are they doing?
- Strength: How many, how well equipped?
- Recent Activities: See daily INTSUM
- Capabilities
- Most Probable COA (MPCOA)
- Most Dangerous COA (MDCOA)

Analyze by WFF:

- Fire support
- Movement and Maneuver
- Protection
- Mission Command
- Intelligence
- Sustainment (formerly called "CSS")

Terrain & Weather: OAKOC (Effects on Enemy/Friendly) [Paragraph 1 Terrain]

Terrain:

- Obstacles: (Foot, Wheel, Tracked, Air) Think about VP/Vas and known enemy engagement areas
- Avenues of Approach (mounted, dismounted)
- Key Terrain (gives an advantage to the enemy or friendly forces)
- Observation and Fields of Fire
- Cover and Concealment

Weather: (for more detail use Ranger Handbook)

- Visibility
- Wind
- Precipitation
- Cloud Cover
- Temperature and Humidity

Troops Available

- Task organization, current & any changes
- Available resources

- Vehicles/weapon systems/assets (translator)
- Current/Request
- Morale, Experience, Leadership

Time Analysis [Paragraph 3 Execution-Timeline]

- ID critical times and useable time-Make a horizontal time line:
- Mission Received-OPORD Briefing
- RECON
- Rehearsals
- SP
- NLT
- Backwards Planning: 1/3 -2/3 rule, parallel, HOPE

Civilians: (Media, Religion, Economics)

- Town: Friendly/Neutral/Hostile
- ID key organizations (ISAF, ANSF, ANA, ANP)
- ID key leaders & locations (Sheik, Emon, Police/Sheriff)
- Calendar: Religious Holidays and Politics
- Cultural Sites: Mosque, historic

B. COA Steps & Development:

- Analyze Relative Combat Power
- Generate Options
- SWOT: Strength, Weakness, Opportunities, Threats
- Array Initial Forces

C. War game

- Involve Key Leaders!
- "Just because it's not my idea, doesn't mean it's not a good idea"

D. Compare COA's

1. Feasibility: Time/Resources
2. Suitability: Aligned with higher
3. Acceptability: Risk/Casualty
4. Distinguishability

E. Make a Decision: [Paragraph 3 Concept of Operation]

- Concept Paragraph: Prepare a COA Sketch and Statement
- Develop a Synch Matrix
- Develop a Scheme of Maneuver

Risk Assessment [OPORD Appendix – Safety]

- 1) ID Hazards
- 2) Assess Hazards

- 3) Develop Controls
- 4) Implement Controls
- 5) Supervise & Evaluate

4. Initiate Movement

- Can take place anytime
- PMCS & Stage Vehicles in Order of March
- Kick out Recon/Snipers/Quartering Party
- ISR, launch – check in with operator
- Take up assembly area, attack position

5. Conduct Reconnaissance

Used to confirm or deny assumptions about the enemy and the terrain. Also helps leaders visualize the operation. Never go anywhere for the first time!

- Types: Map, Satellite, Arial, Predators, Choppers
- Ldr's Recon, Route Recon, OBJ
- Bring digital camera & interpreter
- Leave a GOTWA:
 - Going: Where are you going?
 - Others: Others you are taking with you.
 - Time: Time you are to return.
 - What: What to do if you do not return?
 - Actions: Actions on enemy contact for you and me.

6. Complete the Plan

Put all parts of OPORD together.

- graphics, terrain model/sketch
- designate the briefing area
- coordinate follow up on sustainment and mission command requirements
- final coordination with adjacent units

7. Issue the Order

Using the five paragraph format, the platoon leader concisely and precisely explains how the platoon will accomplish its assigned mission.

Subordinates share the PL's vision. Walk away with a clear understanding of what has to happen

Delivery Responsibilities (Paragraph/Section Briefer):

- Scheme of Maneuver/Route: Point Man
- Fires: FO
- Sustainment: PSG
- Mission Command: RTO

Briefing Techniques:

- Start every OPORD briefing reading the ROE/EOF
- Meetings don't last as long if we all stand up
- Give your subordinate leaders a copy of your OPORD shell to take notes
- Post mission statement so your leaders can copy
- Back of map board use as a portable sand table
- During concept of operation paragraph portion put all pen and papers down and listen
- Write all issues, questions, problems on board and address at end

Briefing Tools:

- laser, pointers, marker board, butcher paper, overlay, sand-tables

8. Supervise & Refine

Rehearsals: (key leaders, force on force, radio, rock drills, sand table)

- Battle drills, C-IED battle drills, & CQC
- Actions on the objective
- CASEVAC (Friendly, COB, EPW)
- EPW Search and Detain
- ROE/EOF
- Translator ?'s Priority Information Requirements (PIR)
- Inspections & Spot Checks (PCI/PCC's)
 - individual equip
 - weapons and ammunition
 - vehicle
 - mission essential equipment (C-IED Equipment, CREW, etc.)
- Brief-back & spot checks

Confirmation Back Brief:

- Enemy most probable COA
- Higher's intent
- Mission analysis: specified, implied, and essential Task
- Unit status: personnel, equip, limitations
- Concept of operation
- Timeline
- Questions/Assistance/Issues/Concerns

AAR/Patrol De-brief (with ColST)

- Restate Mission & Objectives
- Review & Make a Timeline: collect key events from participants
- Strengths/Sustain/What went well
- Weakness/Improve/What didn't go well
- Recommendations (each weakness needs a recommendation)

- Lesson Learned: Tactics, Techniques, & Procedures (TTPs)
- Feedback to improve training, safety, or Intel gathering
- Summary

Mission Planning Considerations for conducting dismounted operations in a C-IED Environment

Dismounted Considerations:

- All personnel must be familiar with:
- Hand Held detection equipment/sweeping techniques
 - Movement Order
 - Rally Points
 - Immediate Action Drills
 - Communication equipment/ procedures
 - Hand and arm signals
 - Brevity codes
 - CREW systems (THOR III)
 - PPE-Present, serviceable, and worn properly

Review

- Rules of Engagement (ROE)
- After action reviews from prior patrols
- Enemy TTPs
- Current intelligence and maps
- Mined areas
- Current friendly TTPs
- Quick Reaction Dismount (QRF)/Explosive Ordnance Disposal (EOD)/CASVAC locations, response times
- Weather conditions
- Procedures for exit and entry of friendly lines

Rehearsals

- Security halt, Actions during short security halt/ long security halt
- Enemy contact, Train to react immediately (assault or break contact)
- Return effective fire
- Actions for an IED before and after detonation
- Failed communications
- Mission specific drills
- Crossing vulnerable points/vulnerable areas
- Sweeping techniques

Requirements

- Pre-combat Checks/Inspections
- Carry everything you need for the fight
- Carry NVGs and mounts
- Carry individual tactical radio
- Medical equipment
- Thorough map reconnaissance

You must have items to fight, survive, communicate, and provide medical aid on your body at all times!

Common TTP violations:

- Failure to focus outward
- Failure to conduct rehearsals
- 5/25/200s are not conducted
- Failure to conduct Pre-combat Checks/Inspections (PCC/PCI)
- Soldiers are not cross trained
- Poor management of planning timelines
- Establishing patterns
- Routes, immediate actions, and compound occupation
- Not conducting a proper threat assessment
- Failure to sweep for secondary's after find
- Straying out of already swept lanes
- Over confirmation of the IED

9 Principle of C-IED Defeat

1. Maintain an Offensive Mind Set
2. Develop and Maintain Situational Awareness
3. Stay Observant
4. Avoid Setting Patterns
5. 360 Degree Security
6. Maintain Standoff
7. Maintain Tactical Dispersion
8. Utilize Blast / Fragmentary Protection
9. Utilize Available Technology

4 C-IED Battle Drills

1. 5/25/200 (Short and Long Halts)
2. 5 C's (Check, Confirm, Clear, Cordon, Control)
3. React to an IED Attack while Dismounted
4. React to an IED Attack while Mounted

5 Tenets of C-IED

- 1) Predict
- 2) Detect
- 3) Prevent
- 4) Mitigate
- 5) Neutralize