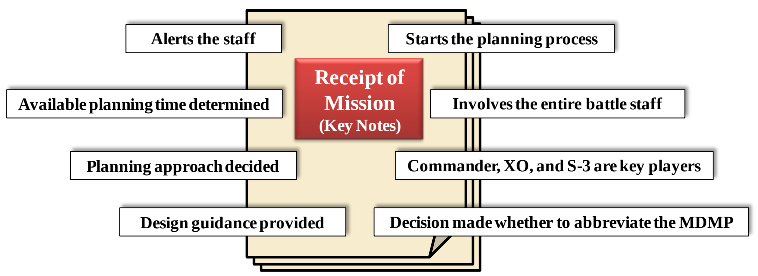
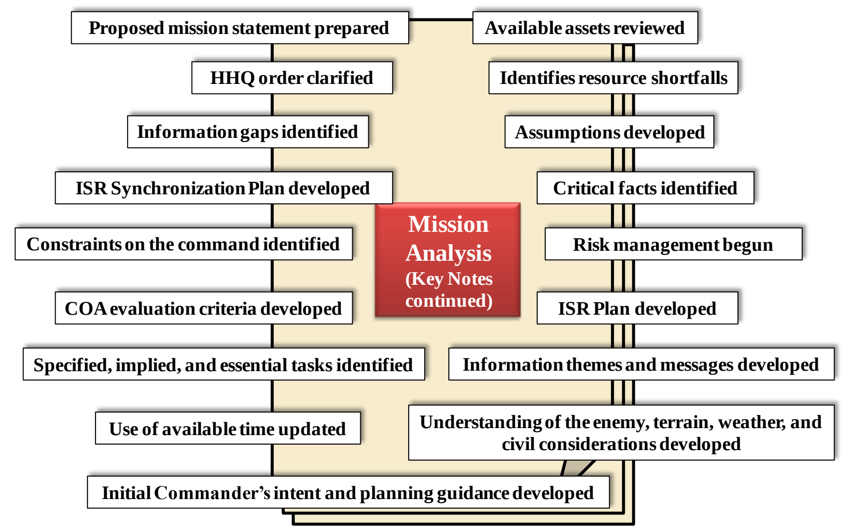
The New MDMP (1 of 3)

(Highlights and "Takeaways")

Job Aid



• Ensure your Operations Section knows who is participating in the MDMP and how to get in touch with them. Give them maximum time to get there.
• All subordinate elements need to know how you do business, even those with whom you do not have a habitual relationship. The only way to do this is through the effective use and continued updating of the unit TACSOP and PSOP.
• Your PSOP should have a chart telling everybody what portions of the order they are responsible for throughout the MDMP, to include orders production. (See chart following page).
• The S-3 and all staff sections should always have the planning tools required for the complete MDMP. This comes with repetition (and getting chewed out by the Commander and XO). While this list of tools may be included in the PSOP, it is better to have them as an annex in your section internal SOP. What is required for one section might not cover all. These section lists should be scrubbed by the Operations Section to ensure there is both completeness and redundancy.
• Running estimates are the backbone of the MDMP and are required as input for every step, as well as an output after they are refined during the MDMP step. Establish what each staff section's running estimate should look like and have it annotated in both the PSOP and internal section SOP. If replacing another unit, get the data they have been using and use it as a starting point.
• Determine how much time is needed for planning and preparation for both your staff and subordinate elements. Develop an allocation-of-time matrix based on generally accepted time percentages for each MDMP step. Well-practiced staffs may massage this based on past experience.
• Based on time allocation, the Commander determines if a complete MDMP is possible. If not, he will determine where it will be streamlined; understanding his role in staff planning will be increased dramatically.
• Get it out as quickly as possible. Good task for senior noncommissioned officer from the Operations Section. Get in the habit early of proper WARNO / OPORD / FRAGO formats. If the entire plan or order is unclassified, no classification markings are required. (FM 5-0, p. E-5). Give as much information as you can but ensure it is pertinent to your target audience.



• Establish your RFI procedure early. Some questions can be answered informally with a phone call. If you get an answer to a question, share it.
• Back to Receipt of Mission . . . ensure someone reads every annex appendix and enclosure.
• An LNO is not the "extra" officer or NCO. He is a link between your unit and your HHQ . . . make sure he is a good one.
• Ensure you understand what you are being tasked with (by FM 1-02 definitions).
• IPB is not just the job of the S-2. Make sure he is well staffed. Make sure he is well trained. Make sure he is given guidance on his priorities early based on the time line. The S-2 will start with the weather and terrain because it is easy. He must do the enemy piece in order to get to the next step.
• Staff collaboration is imperative.
• The S-2 is not the SME for enemy fire assets, signal assets, or logistics. Individual WFF / staff sections have the responsibility of "nugging" out the enemy capabilities and weather and terrain effects as they apply to their own WFF or staff section, then funneling them to the S-2 for compilation into the updated enemy COA.
• A maneuver HHQ is maneuver focused. If you are not a maneuver unit, you can not just cut and paste or even refine the HHQ IPB. Yours will be different. Focus on the information you need to build your running estimate.
• Develop your ECOAs through refinement of the HHQ ECOA. As you build the ECOA verbiage, ensure you refine it on the SITTEMP (this is a product required for COA-Development). Determine if the ECOAs lend themselves to the development of an event template (EVENTEMP). They don't always.
• The S-2 needs to run the ECOAs by the S-3 to ensure they are tactically feasible. Remember, civilians and civilian infrastructure are covered under human terrain and are part of IPB. This is also true in offensive and defensive operations.
• Don't "hand wave" the people! Use your ECOAs to determine the HVTs. Take the time now to identify where you might find these HVTs on the battlefield. This will reduce the time necessary to develop the initial collection plan. Bottom line – at the end of Mission Analysis, the staff will be expecting to see a set of SITTEMPs, an EVENTEMP, an HVTL, and a MCOO.

• Specified tasks WILL be found throughout the OPORD. This is why it is essential for every portion to be read by a staff section (not just the Commander and XO).
• Use a marker to highlight the specified and essential tasks in the OPORD. The essential task(s) will generally be found in the tasks to subordinate units and will be nested with the HHQ mission. Just because it is a sustainment or fires or engineer or protection essential task, doesn't necessarily mean it is a unit essential task.
• Keep a running list of specified, implied, and essential tasks posted in the TOC. This will help eliminate redundancy and allow the S-3 / XO to quality control them during the process. Don't include standard tasks (SOP items) like feeding the troops or providing medical care.
• Resource shortfalls refer to resources not part of the MTOE and not supplied as attachments that are needed (based on Mission Analysis) to complete the mission. For example, there is a large river between you and the objective. You define an implied task as "river crossing" and you have neither organic nor attached bridging assets. Units will fail during the MDMP if they fail to "see themselves." Know your unit's equipment and capabilities.
• Constraints are found in the order. They are things you "must do" or "must not do." Do not confuse them with specified tasks. Do not confuse them with limitations. You generally will not know your limitations until you develop COAs and war game them. Rule of thumb — ROE is a constraint.
• Facts are things that are known to be true but "the earth revolves around the sun" is not something we need to brief to the Commander and staff. Ensure your facts are pertinent to the mission.
• Assumptions must be "valid" and "necessary." Every assumption needs to be changed into a fact either by making them an Information Requirement (IR) and answering them, developing a Request for Information (RFI) and requesting the answer from HHQ, or through the exploitation of open sources (newspapers, magazines, other complied data). If you still have assumptions when you get to COA Analysis, you must develop a branch plan in case your assumption proves incorrect. Do not make assumptions about the enemy. This is covered during IPB and the development of ECOAs.
• Although FM 5-19 has combined the two types of risk (tactical and accidental), if it makes it easier for you to focus, continue to think of them as separate entities. Once you develop a list of potential risks, annotate them in your TACSOP / PSOP. You will most likely use them again. Do not pay "lip service" to this task. XOs and commanders must ensure it is included in the Mission Analysis Briefing or it will not be addressed again. Go through the steps of the MDMP and show updated CRM on the DA Form 7566 to ensure mitigation of risk is being addressed. Remember, Commander, your name will be on the bottom of this document.
• CCIR are commander and mission dependent. Just because the HHQ has a specific set of PIR, they are not *necessarily* yours. Commanders designate CCIR and are the only ones who can say when they are answered.

• CCIR are ALWAYS tied to a decision (*not necessarily a decision point*) the Commander must make. Ask yourself when you evaluate the Information Requirements or Intelligence Requirements, "What decision will the Commander have to make if this requirement is answered?" If you can't answer this, it's probably not a CCIR.
• If you designate something as EEFI, you must task yourself with protecting it through your OPSEC Plan (Annex E, Appendix 8).
• Use your targeting meeting to generate your PIR. Post your CCIR and the HHQ CCIR in your TOC. You have the responsibility to answer both. Have your CCIR posted near your RTOs. They are the point of entry for information into your TOC.
• Understand what collection assets and their capabilities bring to the fight. Don't forget sustainment personnel. They are the eyes and ears on a daily basis.
• Understand HHQ capabilities and how far you can effectively reach for collection support. Understand how you request support and how much lead time you need.
• Be prepared to support the targeting meeting by leveraging available assets against HPT collection requirements.
• Your initial ISR Plan will be no more than collecting on HHQ-defined collection tasks if your don't have an initial targeting meeting. The initial targeting meeting will produce a list of HPTs and proposed PIR.
• If you did your job correctly during ECOA development, you should have developed Named Areas of Interest (NAIs) to support your HVTs.
• The event template will give you the "when" and all that is left is to develop the Specific Information Requirements (SIR).
• The S-2 and / or S-3 does not develop an ISR Plan in a vacuum. This is a staff planning event requiring communications, sustainment, fires, and maneuver support.
• By the time you get to updating the use of available time, the time line has probably already changed. Be prepared but understand the difference between a 100% plan too late, and an 80% plan on time. Post the time line and let your subordinates know when they should be expecting products. Ensure the staff knows the battle rhythm and post it. Always remember you have a responsibility to provide your subordinate elements with adequate time for planning and troop leading procedures. Practice leaning forward in the foxhole by developing TTPs for gathering the tools for future MDMP steps early.
• Determining the key players you need to influence is as important as developing the themes and messages you want to get across. Some players will help solve problems, while others will complicate them. You are striving to gain trust.
• When developing the mission statement, ensure it is nested with the HHQ statement and that "on order" missions are addressed. Do not address "be prepared" missions. Ensure what you have defined as essential tasks have been addressed and that you have answered the "who," "what," "where," "when," and "why." Get rid of unnecessary words. Be concise.

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