

Operations Planning Process - Stage 2 – Orientation (Mission Analysis)

 DPKO & DFS/ITS - *UN Peacekeeping PDT Standards, Specialized Training Material for Staff Officers 1st Edition 2011*



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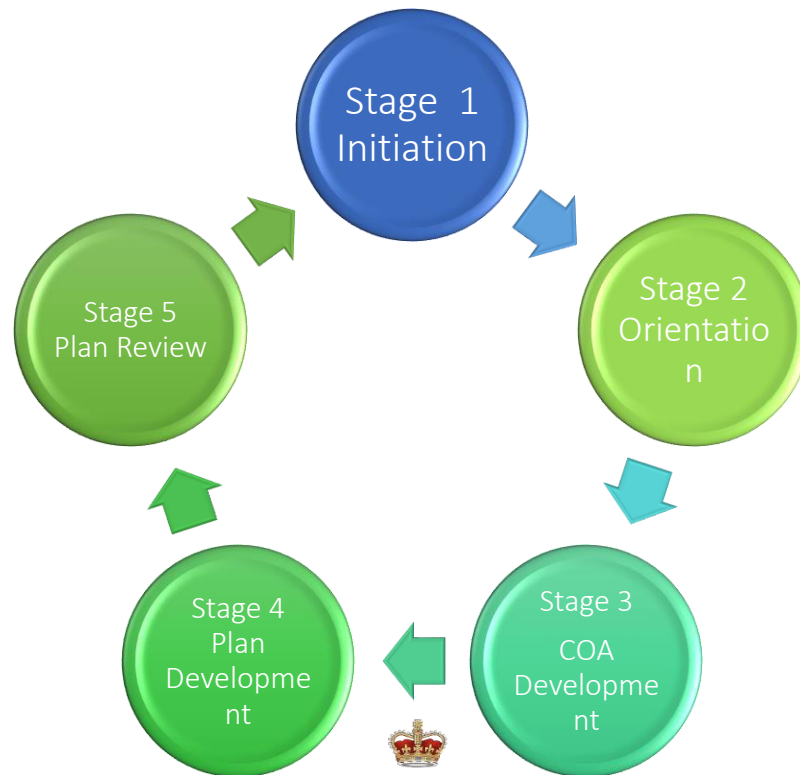


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Stages of OPP



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Supporting Staff Work

Staff Analysis
Staff Checks & Estimates

Outline
Support Plans

Detailed
Analysis,
Staff Checks
& Estimates

Refined
Support Plans

Detailed
Analysis,
Staff Checks
& Estimates

Detailed
Support Plans

The Operational Planning Process

OPP Stage 1 – Initiation

Planning Data → Wng O

OPP Stage 2 – Orientation

Review of Situation

Mission Analysis

Mission Analysis Brief

Supp Wng O

Mission Statement

OPP Stage 3 – COA Development

COA Development

Information Brief

COA Comparison Wargame

CONOPS

Decision Brief

Supp Wng O

Synch Matrix Draft

DST Draft

HPTL Draft

EGM

OPP Stage 4 – Plan Development

DST

Plan Wargame

ISTAR Plan

Synch Matrix

Op O

HPTL

EGM

Intelligence Preparation of the Battlespace

IPB Step 1 – Define the Battlespace

AI

Initial PIRs

IPB Step 2 – Describe Battlespace Effects

Air Avenue of Approach

Terra

Wx Matrix

Light Table

IPB Step 3 – Evaluate the Threat

Enemy COA Draft

ID Enemy CoG

IPB Step 4 – Determine Threat COAs

Event Matrix

Draft ISTAR Plan

Enemy COA Detailed

Updated HVTL

OPP Stage 5 – Plan Review

Frag O

CONPLAN

IPB Informs All Stages of the OPP

Legend

Staff Process

Staff Product

Data

Comd Process

Comd Product

Process Flow

Next Task



Aim of Mission Analysis

- Definition: A rational process to determine the scope of the task
- Aim: To ensure a commander's understanding of what must be accomplished, and why, to the extent that when necessary, and without being ordered, he may respond to a situation in the way in which his superior commander would intend



Orientation

- Common understanding of the problem
- What is the problem?
- What are the required results?
- What is our mission? Confirm your mission is in support of the superior commander's intent



Products

COMMANDER

- Commander's Planning Guidance (CPG)

STAFF

- Mission Analysis (MA) Brief
- COS Planning Directive (PD)
- Updated Warning Order (Wng O)



Initial Steps

- Define Operational Environment (Intelligence Preparation of the Operational Environment [IPOE])
 - Area of Operations (AO)
 - Area of Interest (AI)
- Understand the Situation
 - Enemy (IPOE)
 - Own Troops (G3)
 - Local Population (IPOE)
 - Terrain (IPOE)
 - Weather (IPOE)
 - Time (G5)
- Information Requirements
 - Commander's Critical Information Requirements (CCIR)
 - Priority Information Requirements (PIRs)
 - Requests for Information (RFIs)
 - Essential Elements of Friendly Information (EEFIs) that must be protected
 - Friendly Forces Information Requirements (FFIRs) information we need to know about our own troops



Initial Steps

- Commander makes/approves assumptions
 - “Assumptions are suppositions about the current or future situation that are assumed to be true in the absence of facts.”

CFJP 5.0, The CF OPP
 - “A thing that is accepted as true or as certain to happen, without proof.”

Oxford Dictionaries

(<https://en.oxforddictionaries.com/definitions/assumption>)



Four Questions

1. Superior Commanders' Intent and Higher Commander's Intent and Concept of Operations
2. Identifying Assigned and Implied Tasks
3. Identifying Constraints/Restrains
4. Confirming any changes to the situation (continual)



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Superior Commanders' Intent

- Understand Superiors' intent (2 up)
 - How the Superior Commander's intent affects your immediate superior's plan, and in turn, yours
 - Where your actions will fit into the Superior Commander's intent
- Understand immediate commander's intent and concept of operations (Scheme of Manoeuvre [SoM], Main Effort, End State)
 - How your Higher Commander intends to fight his battle and how your actions will contribute to his end state and criteria for success
 - At what point your Higher Commander will depend upon you as his Main Effort, and what you must achieve in that role
 - How your actions must relate to/support the actions of other parts of the force
- In both cases, you need to understand the effects sought and the criteria or conditions for the conduct of the operations, these will drive your COA comparison criteria



Course of Action Comparison Criteria

- Can be derived from Superior Commander's intent or Higher Commander's intent and Concept of Operations
- Can also use doctrinal principles (ex.: principles of the offence, defence, etc.)
- Should be measurable or quantifiable



Example

- Example Superior Commander's Intent -
 - “I intend to rapidly NEUTRALIZE the belligerent blockade of the camp at NGOBE in order to permit the resumption of food convoys to NZGIBE”
- Analysis:
 - Effect: “...NEUTRALIZE the blockade...”
 - Desired end state “...to permit the resumption...”
 - Criteria: “...rapidly...”
- Note: Criteria will be used later for COA Development/Comparison



Assigned and Implied Tasks

- Assigned Tasks
 - Stated in orders or directives
 - Can be found in:
 - Execution Paragraph of Orders
 - Grouping and Task Matrix
 - Coordinating Instruction
 - In Annexes (ex.: ISTAR, Engineer Annex, etc.)
- Implied Tasks
 - Unstated tasks that must be carried out in order to achieve a mission
 - Tasks that are derived by analyzing Assigned Tasks and Higher Commander's Intent and Concept of Operations
 - They may be enabling tasks necessary to set conditions for an Assigned Task, the requirement to support the Higher Commander's Main Effort, or other activities that logically require you to dedicate resources and effort, but which may not be specifically dictated to you by higher



Essential Task

- The No-Fail task you must do to support your commander
- Analysis of the Commander's intent should lead to an initial deduction of the critical activity, the essential task required to successfully complete the operation
- The Essential Task should enable you to clearly identify the mission verb to be utilized and will form the basis of your Mission Statement
- You should highlight your Essential Task(s) in BOLD for your Mission Analysis briefing



Example

Extract of Orders -

NEPBATT Task

(1) Phase 1:

(a) *Establish protection of start point for relief convoy*

(b) *Escort convoy to NZGIBE*

(2) Phase 2. *Handover to PAKBATT*

Analysis:

Assigned Tasks: *Establish protection, escort convoy, conduct handover*

Implied Tasks: *Conduct recce patrols, provide recovery, conduct liaison, establish checkpoints, provide over watch for escort*

Limitations

- Limitations = Restraints and Constraints
 - Restrictions – things you can't do (Ex.: no forward recce before H-hour)
 - Constraints – things you must do (Ex.: must provide coy as Div Reserve)
- For this course, they will **both** be known as **Limitations**
- Sources of limitations:
 - Higher orders
 - Timings
 - Space/Control measures
 - Resources/Sustainment Capability
 - Acceptable Degree of Risk (imposed by your commander)
 - Rules of Engagement (ROE)
 - Political situation (national or local)/national caveats



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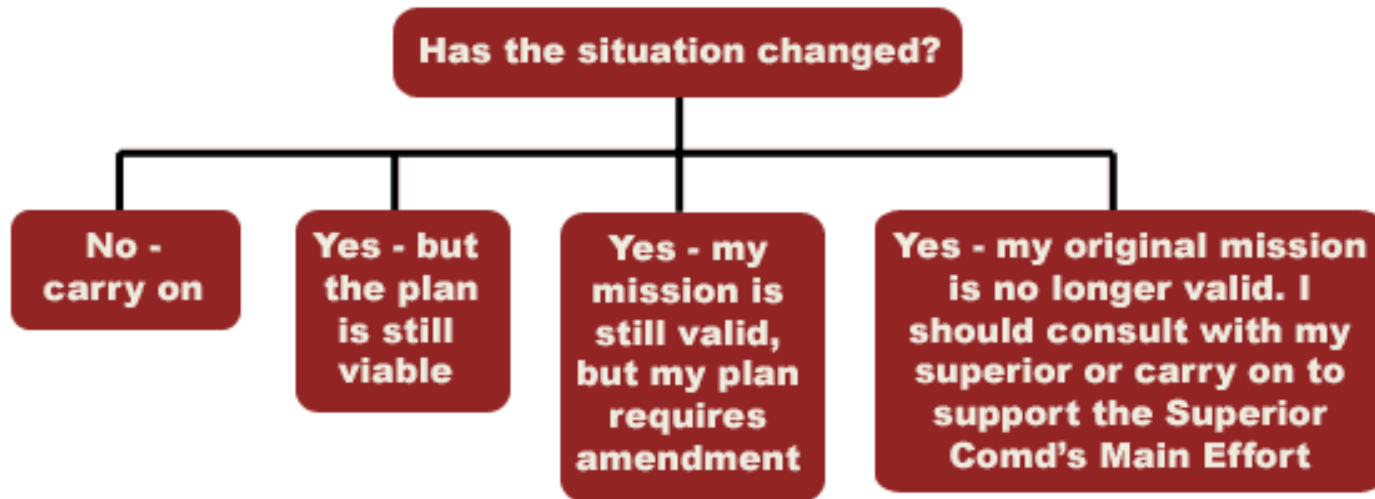
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Has the Situation Changed?

- Examples of changes since the time of original higher HQ Operation Order (Op O)
 - Threat increases or decreases
 - Key unit cannot move
 - Further constraints from higher HQ
 - Weather
 - Politics



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Products

- Staff
 - Mission Statement
 - MA Briefing for commander
- Commander
 - CPG (it will be issued by the Commander to the staff after the MA Brief)
- COS
 - COS PD, again issued after the MA Briefing to the Commander



Mission Statement

- Mission Statement is in two parts
 - Task (or what must be accomplished)
 - The task always contains the key effect that the Higher Commander requires your commander to achieve, and is usually derived from the Essential Task
 - Unifying Purpose (or why it must be accomplished)
 - It must contain enough information to guide a subordinate's actions if the situation changes so much that the original task no longer applies
 - The unifying purpose normally contains a single verb such as “set conditions for” or “enable forward passage of lines by”
 - The unifying purpose reflects how your actions will contribute to your higher commander's end state
 - Mission Statement defines the WHO, WHAT, WHEN, WHERE and WHY (not the HOW)



Example Mission Statement

“Sector Two is to secure the main supply routes between SUREEN and GALASI

.....in order to permit secure access by aid agencies to the refugee camps in the south of CARANA”



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Example Mission Statement

- The Mission Statement and constraints imposed on the Mission:

“Sector Two is to secure the main routes between SUREEN and GALASI....

.....during daylight hours.....

....in order to permit secure access by aid agencies to the refugee camps in the south of CARANA”

Mission Analysis Brief



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Mission Analysis Brief

- For both the Commander and Staff (including Liaison Officers (LOs) and collaborative planners)
- Staged by COS (template determined by HQ/Staff SOP)
- Helps the Commander and staff develop a shared vision of the nature of the mission and the results to be achieved
- Confirm Mission Statement as perceived by the Commander
- Allows for feedback additional guidance from the Commander
- Confirm CPG
- Duration: approximately 40-50 minutes
- Keep the information concise, brief and relevant (what the Commander needs to know) and provide the analysis for him



Commander's Planning Guidance

- After the MA Brief, the Commander will complete his CPG to the staff. This is normally in written form and covers:
 - The results of the Commander's own MA (assumptions, implied tasks, etc.)
 - The Commander's mission statement and intent
 - Confirmation of the AO, AI
 - The CCIR
 - Direction on COA development
 - Latest date/time for issuing the Op O
 - Commander's accepted risks
 - Other information as required (such as command and control relationships, etc.)



Example Format of Commander's Planning Guidance (1/2)

- COMD PLANNING GUIDANCE - OPERATION
 - References:
- GENERAL
 - Detailed below is my initial guidance that will allow the staff and arms and service advisors to commence planning for Operation XX. The information provided will serve as a unifying theme for the staff, providing a common start point for development of the formation plans.
- MISSION ANALYSIS
 - Assumptions
 - Superior Commander's Intent
 - Higher Commander's Concept of Operations
 - Assigned Tasks
 - Implied Tasks
 - Constraints, Restraints
 - Mission Statement
- CRITICAL TIMINGS



Example Format of Commander's Planning Guidance (2/2)

- INTENT
 - Intent Statement
 - Acceptable Risks
 - Guidance on Specific Portions of the Operational Environment
 - Critical Events to be Considered
 - Main Effort
 - End State
 - Graphical Depiction
 - COA Comparison Criteria
- CCIR
 - PIRs
 - FFIRs
 - EEFI
- CONCLUSION



COS Planning Directive

- Timings (information and decision briefings, orders ready by, orders given, battle rhythm, etc.)
- Division of staff into COA teams
- Types of orders and responsibilities of staff/advisors
- Type of decision-making products to be completed
- Method of War Gaming
- Liaison action (receive/detach)
- Collaborative planning (bring up subordinate planners, send planners to Higher Headquarters)
- Detachment of reconnaissance elements
- Anticipated requirement to reconfigure or move the Headquarters
- Other procedural direction needed to regulate planning



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Example of COS Planning Directive (1/4)

COS 4 DIV PLANNING DIRECTIVE - OPERATION DEEP THINKER

References: A. X Allied Corps Op O 01 040800 Jun 99
B. HQ 4 Div 3350-1 (Comd) 4 Jun 99 (attached)

GENERAL

1. During the last two months we have practised our procedures and drills with an emphasis on the operations planning process (OPP). We are now familiar with the technique and comfortable with it. Now that the Div has received its tasks for the upcoming operation, it is time to apply all the knowledge we have been practising. This planning directive is the first one for an operation and the staff should not be afraid to ask questions. It is only by doing the OPP over and over that this process will become second nature.

COMMANDER'S PLANNING GUIDANCE

2. The Commander's planning guidance is attached to this memorandum. It is not my intention to repeat it here but I would like you to pay particular attention to the following points:
- Assumptions;
 - Assigned and implied tasks, limitations and the mission statement;
 - The acceptable risk the Commander is willing to accept;
 - The guidance on specific portions of the battlefield and the main effort;
 - The Commander's Critical Information Requirements (CCIR); and
 - COA development guidance and comparison criteria.
3. Remember also that the Commander has given full liberty to the staff to identify and raise additional issues and concerns that may arise during the process.



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Example of COS Planning Directive (2/4)

COS GUIDANCE

4. For Operation DEEP THINKER, the following direction will apply:
 - a. G3 is to prepare an updated Wng O for our formations/units for my signature;
 - b. The staff is to start the initial staff checks and be ready to conduct the information briefing scheduled for *1400 hrs 4 Jun*;
 - c. The courses of action war games are scheduled for *2300 hrs 4 Jun*;
 - d. The decision brief is scheduled for *0200 hrs 5 Jun*;
 - e. G3 is to issue a supplementary Wng O for our formations/units after the decision briefing;
 - f. The plan war game with the Commander at *0330 hrs 5 Jun*;
 - g. Draft of orders and supporting plans to be submitted to me by *1000 hrs 5 Jun*; and
 - h. Oral orders scheduled for *1200 hrs 5 Jun*.
5. Keep in mind that the Commander will be back-briefing Commander X Allied Corps at *0600 hrs 5 Jun*. The CDA, CDE and CD Avn will accompany the Commander.



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Example of COS Planning Directive (3/4)

DETAILS

6. An agenda will be produced for the information and decision briefing. The staff are reminded to stick to the time allocated to each of them.
7. Due to the lack of information on the enemy and because he is not yet committed, the intelligence personnel are to use doctrinal templates to the maximum. It has been confirmed that there is no change to the enemy doctrine.
8. I will personally oversee the course of action war game. We will use the box technique and limit ourselves to the defence at SPARTAN. The Commander will be running the plan war game. We will probably use the Belt Technique here. In both cases, the participants are as per our standing operating procedures (SOPs).
9. The liaison officers (LOs) with 52 ID and 4 PzGrenDiv are to advise soonest the courses of action being looked at by these formations. G3 is to keep these two LOs informed on the courses of action being developed in our HQ.
10. As per our SOPs, G3 Plans will be putting the order together. All cells are to ensure that their portion reaches this cell in time so that G3 Plans can give me the order by 1000 hrs 5 Jun. I remind everyone on our abbreviation policy. We are working with allies and we must ensure that everyone understands our documents without ambiguity.
11. We have sufficient time to produce the full range of intelligence preparation of the Operational Environment (IPOE) and decision-making products. I want an outline decision support template developed for each friendly course of action during the courses of action war game.



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Example of COS Planning Directive (4/4)

CONCLUSION

12. This first OPP will set the pace for the rest of our stay in EUROPE FRONTENAU. We must ensure that we follow our procedures rigorously. Coordination and sharing of information will be vital. Talk to each other and don't take for granted that what you know is known by everyone - double check. Keep me in the picture. Try to solve the issues at your level prior to raising them with me. Bonne chance.

L. Boswell

L. Boswell
Col
COS

Attachment 1 (not included - refer to Serial 5, Annex A)

Distribution List:

List A
List B



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Products

COMMANDER

- CPG

STAFF

- MA Brief
- COS PD
- Updated Wng O



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CONPLAN

IPB informs All Stages of the OPP

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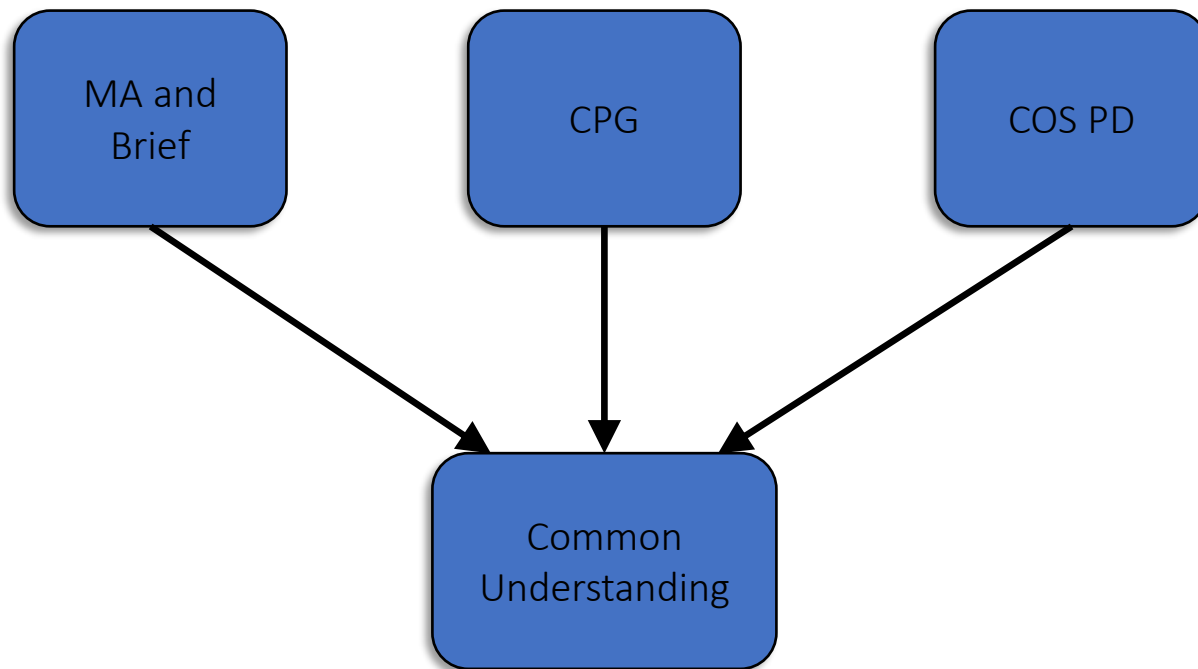
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Conclusion



Questions?



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