

# Operations Planning Process – Stage 3, Part 4 – Decision Brief



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



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COMMAND AND STAFF  
COLLEGE



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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

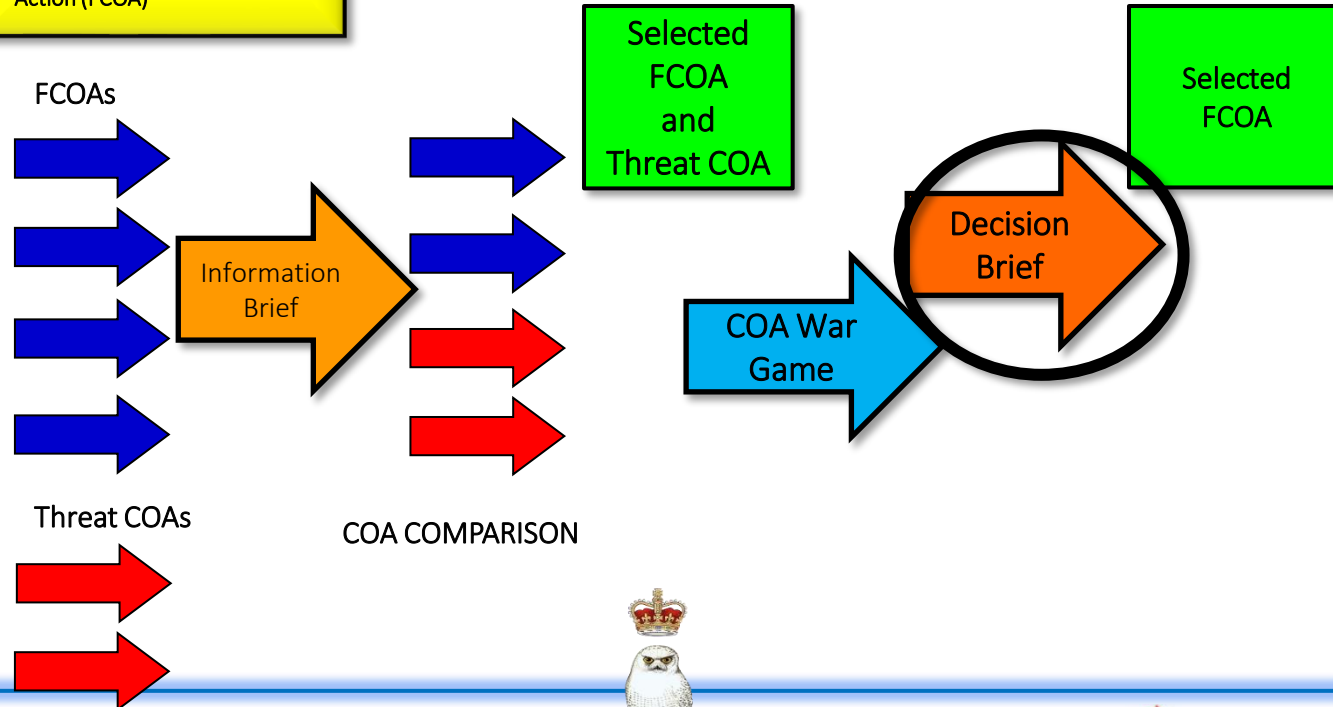
Comd  
Product

Process  
Flow

Next Task



- Review Commander's Planning Guidance (CPG)
- Staff Analysis
- Develop Threat Course of Action (Threat COA)
- Develop Friendly Course of Action (FCOA)



# Decision Briefing

This is a formal briefing that is orchestrated by the COS. It should follow a logical sequence and end with the COS clearly expressing the staff's recommendation to the Commander for the best COA



# Aim

- Present results from the COA Comparison War Game and suggest the best FCOA for approval
- Inform the Commander, subordinate commanders and staff, of the current plan and potential issues
- Opportunity for staff, advisors and Liaison Officers (LOs) to give direct advice to the Commander
- Allows the Commander to provide any further direction



# Preparation and Staging

- Clear, concise and relevant (20-30 minutes)
- Formal with all staff attending
- COS oversees the preparation of the briefing area including rehearsals, format, speaking roles and timings
- Items covered in the information briefing should not be covered again. Changes should be addressed
- A coordination meeting is essential to ensure staff do not provide contradictory information
- Conduct a rehearsal



# Format

- COS introduction (2 minutes)
- G2 Update (if required) (2 minutes)
  - G3 Update (if required) (1 minute)
- G5 (8-10 minutes)
  - Briefly describe FCOA (with outline branch/sequels)
  - Describe comparison process and criteria used
  - Present results of FCOA comparison
  - Recommend FCOA, with justification
- Staff and advisor points (3-5 minutes)
- COS (2 minutes)
  - COS recommendation
  - Issues direction
- Commander's decision and guidance
- Resolution of issues



# Example Decision Brief

- This is a simplified version that includes:
  - COS, G2, G3, G4, G5 and commander



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# Introduction of Staff

- Commander
- COS
- G2
- G3
- G4
- G5



# Introduction (1/2)

- Examples:
- Aim:
  - Update on the status of belligerent and friendly forces in Sector 2
  - Provide the results of our war game



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# Introduction (2/2)

- Ongoing Commander's Critical Information Requirements (CCIR)
  - What are the offensive capabilities of the Mouvement patriotique de Carana (MPC)(N)?
    - Limited to small unit operations of 30 personnel or less
  - What areas have they been using in the area of LAKE SALOBO?
    - There is an active MPC(N) cell reported in BUSKE, SOUTH-WEST of SALOBO DAM
  - Is the MPC(N) being assisted in any way with the Carana Defence Forces (CDF) or Independent combatants du Sud Carana (ICSC)?
    - No support from either group has been detected
  - What cooperation/interference can we expect from the local government/people?
    - Not yet determined



# G2 – Update

- No change in MPC(N) activity
- Current human intelligence (HUMINT) indicates that the SALOBO DAM is still the primary target of the MPC(N)
- There are no changes to the Weather or Light Data Tables



# G3 – Update

- No significant changes



# G5 – Updated Course of Action 1

- Dam and Power Station



- Efforts would be concentrated on immediate area of Dam
- Observation Posts (OPs) and a Defensive Perimeter
- Forces required – two sections



# G5 – Updated Course of Action 2

- Dam, Power Station and Lake



- Coverage of entire lake plus shoreline
- OPs and a Defensive Perimeter
- Forces Required – one motorized/mechanized platoon



# G5 – Updated Course of Action 3

- Wide Area Coverage



- Coverage of entire lake plus area within 15 km of dam
- One or two platoons dug in near dam
- OPs to be located further out
- Forces Required – One Infantry Company



# Course of Action Comparison Criteria

- Flexibility
- Economy of Force
- Effect on Belligerent Centre of Gravity (CG)
- Risk
- Simplicity
- Security/protection



# G5 – War Game Update

- Box method
  - Box 1: Power generating station
  - Box 2: Dam, attack by land
  - Box 3: Dam, attack by lake
  - Box 4: Feint on FARON – ALUR Road



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# G5 – War Game Results

COA Comparison Criteria	COA 1	COA 2	COA 3
Flexibility	3	2	1
Economy of force	3	2	1
Effect on belligerent CG	2	3	1
Minimum risk factors	1	2	3
Simplicity (x2)	4	6	2
Security/protection	1	3	2
Totals	14	18	10



	COA #1 Dam and Power Station	COA #2 Dam, Power Station and Lake	COA #3 Wide Area Coverage	
G1				SUPPORTABLE
G2				
G3				
G4				SUPPORTABLE/ LIMITATIONS
G6				
RIVERINE				NOT SUPPORTED
AVN				
OVERALL				

LEGEND

SUPPORTABLE



SUPPORTABLE/  
LIMITATIONS



NOT SUPPORTED



# G5 – Recommendation

## COA 2

Motorized/mechanized platoon to protect the dam and power station

- COA simple, had the greatest effect on the belligerent's CG, and requires a medium-sized force



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# G4 – Logistics

- Sustainment issues
  - New distribution schedule
  - “Pull system”



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# Chief of Staff – Recommendation

- COA 2 - Motorized/mechanized platoon to protect the dam and power station
- We require your decision and guidance



# Commander's Decision



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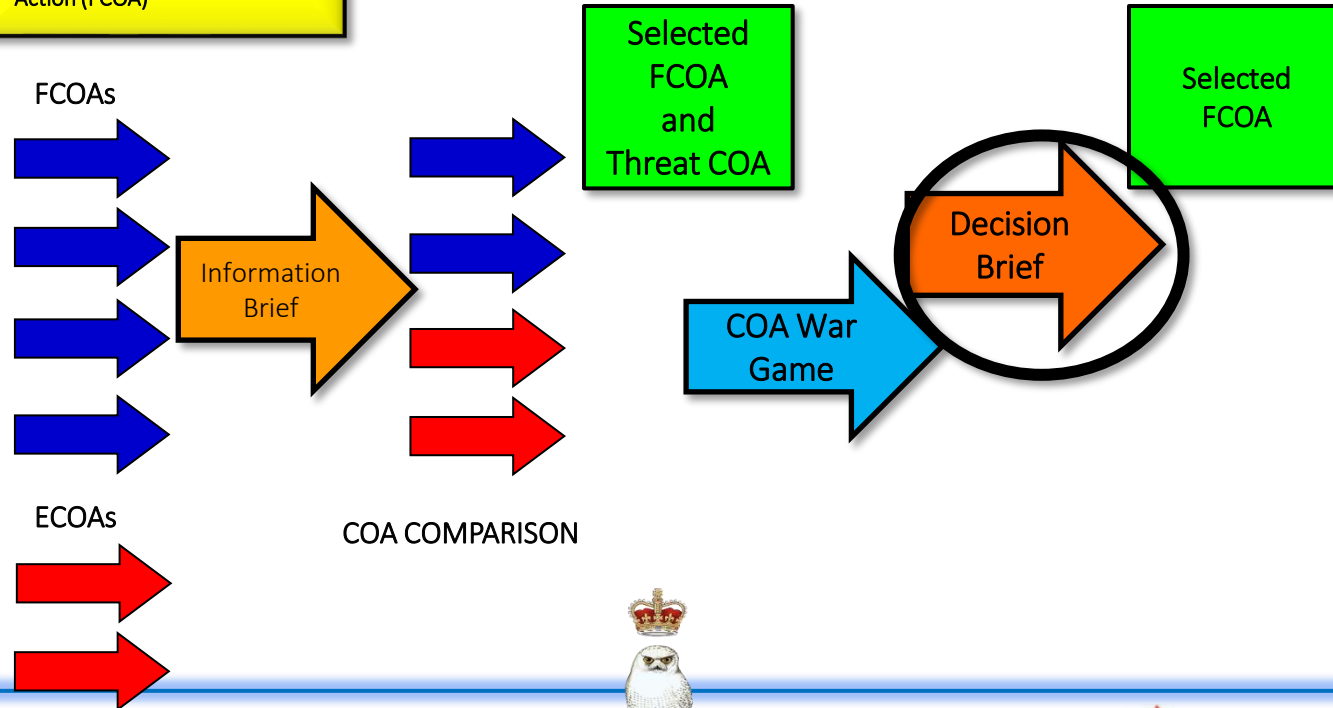


# Chief of Staff Planning Guidance

- Once the Commander has departed, the COS takes this opportunity to give direction to the staff to begin Plan Development (Stage 4)
- Staff refines the Concept of Operations (CONOPS) for the selected COA
- Staff issues an updated (Warning Order [Wng O])
- Staff immediately prepares for Plan War Game



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Planning Data → Wng O

### OPP Stage 2 – Orientation

Review of Situation → Mission Analysis → Mission Analysis Brief  
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 → Decision Brief  
Decision Brief → Synch Matrix Draft, DST Draft, HPTL Draft, EGM

### OPP Stage 4 – Plan Development

DST → Plan Wargame → ISTAR Plan  
Plan Wargame → Synch Matrix, Op O, HPTL, EGM

## Intelligence Preparation of the Battlespace

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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

IPB Informs All Stages of the OPP

### OPP Stage 5 – Plan Review

Frag O CONPLAN

## Legend

Staff Process

Staff Product

Data

Comd Process

Comd Product

Process Flow

Next Task



# Questions?



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