



Operations Planning Process – Stage 4, Part 1 – Plan Development Part 2 - Plan War Game

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

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

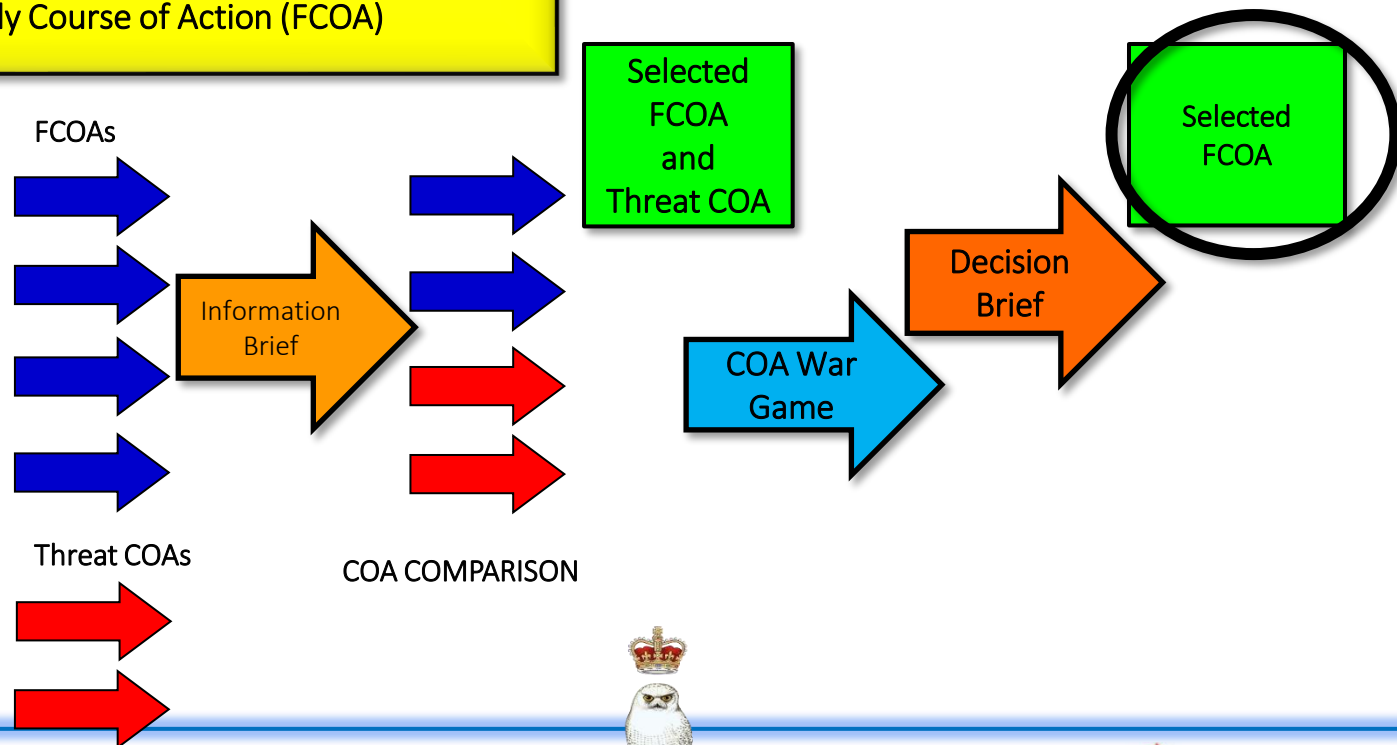
Comd
Product

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)



Purpose of Plan Development

- *How do I translate the chosen solution into a plan of action?"*
 - Expand the friendly course of action (FCOA) from a well-articulated idea into a solid plan that *can be actioned by units*
 - *Issues* and *shortfalls* identified during plan war game are resolved
 - Branch and sequel plans are identified and developed
 - *Synchronization* of scheme of manoeuvre (SoM), effects and assets completed



Components of Plan Development (1/2)

- Concept of Operations (CONOPS)
 - Commander updates higher and gains approval of the plan
 - Facilitated by a good liaison officer (LO)
- Plan War Game
 - Critical and powerful tool
 - Branch and sequel plans
 - Transition from G-5 to G-3



Components of Plan Development (2/2)

- Identify and resolve shortfalls and issues
 - All staff, advisors and LO's engaged
 - No assumptions remain!!!!
- Plan preparation
 - Plan is refined
 - Detail is added



Products of Plan Development (1/2)

- Plans and orders
 - Plan transitions into *orders* after war game
 - Templates and staff products published
- The *Commander* in plan development
 - Obtain higher approval & ongoing awareness
 - Guidance for plan war game
 - Socialisation with subordinate commanders
 - Final review and signature

Products of Plan Development (2/2)

- The *staff* in plan development
 - Conduct plan war game
 - Develop branch and sequel plans
 - Resolve shortfalls and issues
 - Complete written operational order
 - Templates and staff products
 - Conduct verbal orders
 - Prepare for mission rehearsal exercise (MRX)



Types of Orders

- Warning Order (Wng O)
 - Initial
 - Detailed / Supplemental
- Operation Order (Op O)
 - Written
 - Verbal
- Fragmentary Order (Frag O)



Verbal Orders

Sequence

- Introduction (Commander)
- Christen Ground (G-2)
- Enemy Picture (G-2)
- Friendly update and Attachments and Detachments (G-3)
- Mission and CONOPS (Comd)
- Groupings and Tasks (G-3)
- Support Concept (G-4 and advisors)
- Command and Signals (G-3)



Questions?



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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
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
COA Comparison Wargame → 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

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

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



Why another war game?

- More detailed than Course of Action (COA) Comparison War Game
- Commander is present
- Continued visualization



Differences (1/2)

- Compared against both Threat COAs
- Identifies *Decision Points* (DPs)
- Refines *timeline/sequence*
- Refines *tasks*
- *Synchronizes* and *coordinates* all functions
- Continues to refine and inform *coordinating instructions*
- Decision Support *Tools*
 - Synchronization Matrix (G-5)
 - Decision Support Template (DST) (G-5)
 - Time Phase Time (TPL) (G-5)

Differences (2/2)

- Refines Friendly Course of Action (FCOA) into a *plan*
- Synchronizes lethal and non-lethal *effects* (Fires, Influence Activities, Attack Helicopter, CSS, etc.)
- Turns represent shorter *time* periods
- Identifies *branches* and *sequels*
- Requires more time and staff
- *Level of detail*



Timeline

TPLs tool represent the movement of forces during the operation

H-3

H-1

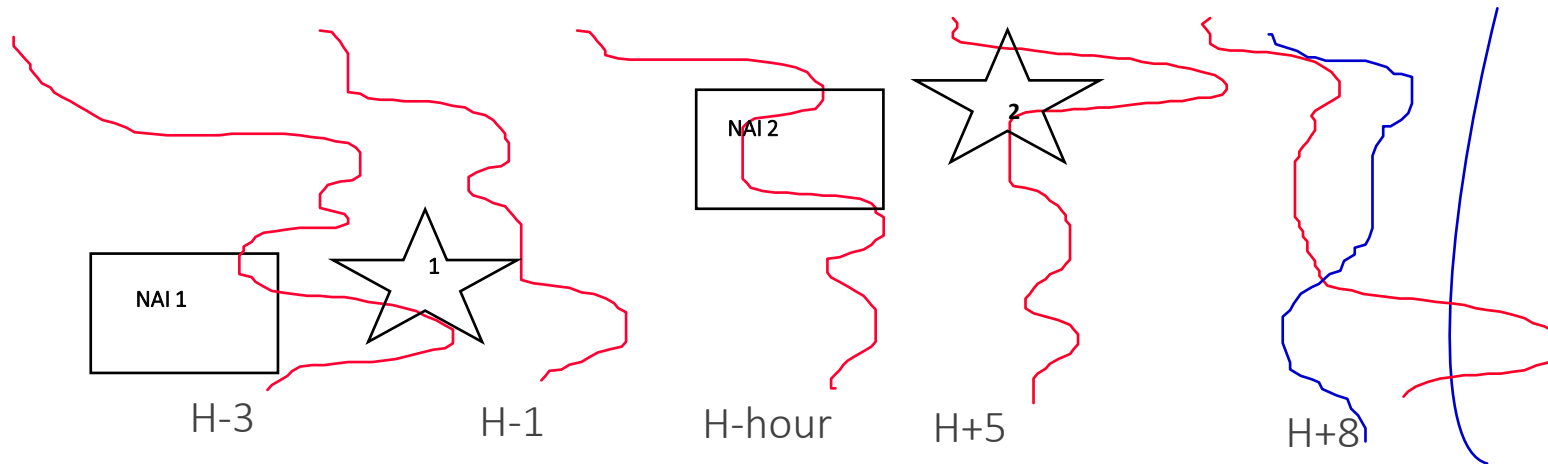
H-hour

H+5

H+8

H+10

H+12



National
Defence

Défense
nationale

CANADIAN ARMY
COMMAND AND STAFF
COLLEGE



COLLÈGE DE COMMANDEMENT ET
D'ÉTAT-MAJOR DE L'ARMÉE
CANADIENNE



Directorate of Military Training and Cooperation – Canada
Direction de l'instruction et de la coopération militaire –
Canada

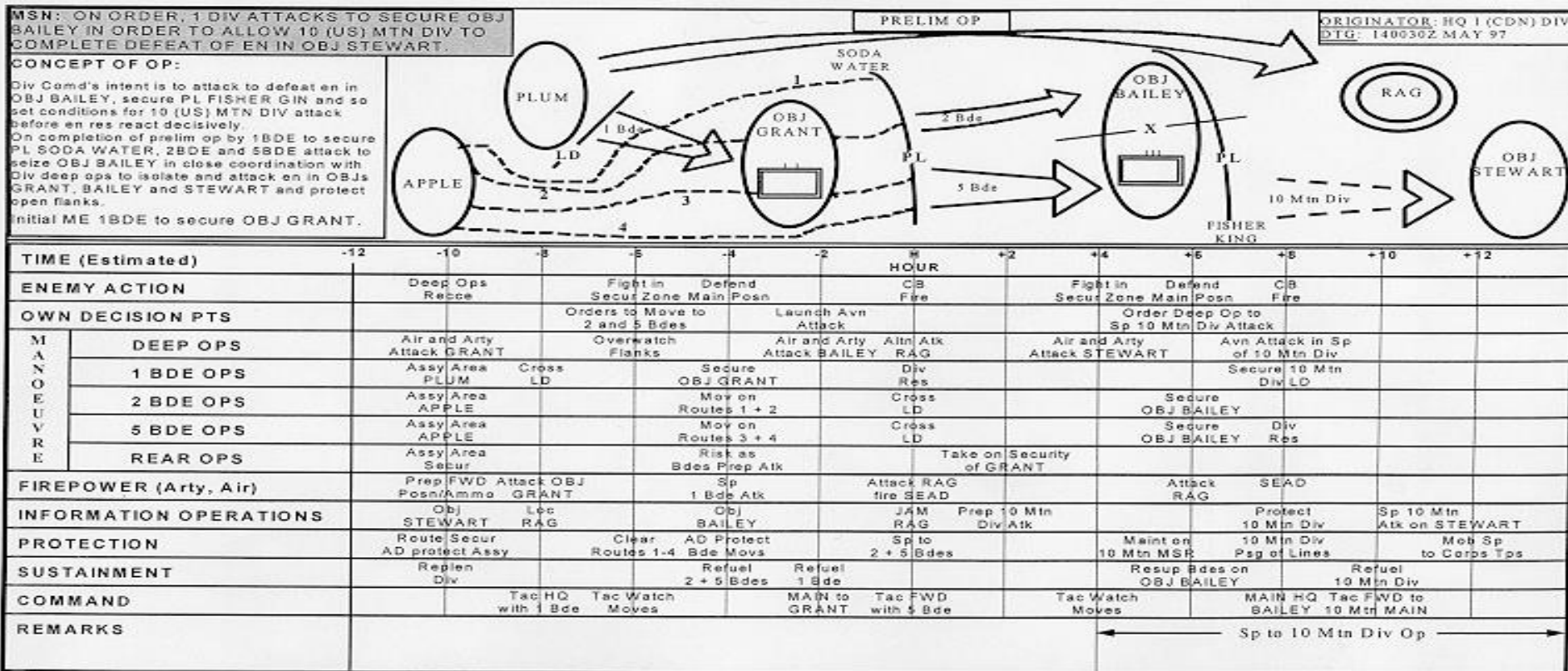
Example: Synchronization Matrix

FCOA:		FCOA SKETCH			
MISSION:					
CONCEPT OF OPS :					
OP TIMELINE		H-1	H	H+1	H+2
ENEMY ACTIONS					
FRIENDLY ACTIONS					
DECISION POINTS					
ISTAR					
MANOEUVRE	COVERING FORCE				
	MAIN BODY				
	RESERVE				
FIRE SUPPORT	DEEP				
	CLOSE				
INFLUENCE					
AIRSPACE C2					
AIR DEFENCE					
ENGINEERS	MOBILITY				
	COUNTERMOBILITY				
FORCE PROTECTION					
TRAFFIC CONTROL/MP					
SUSTAINMENT					
CIS					

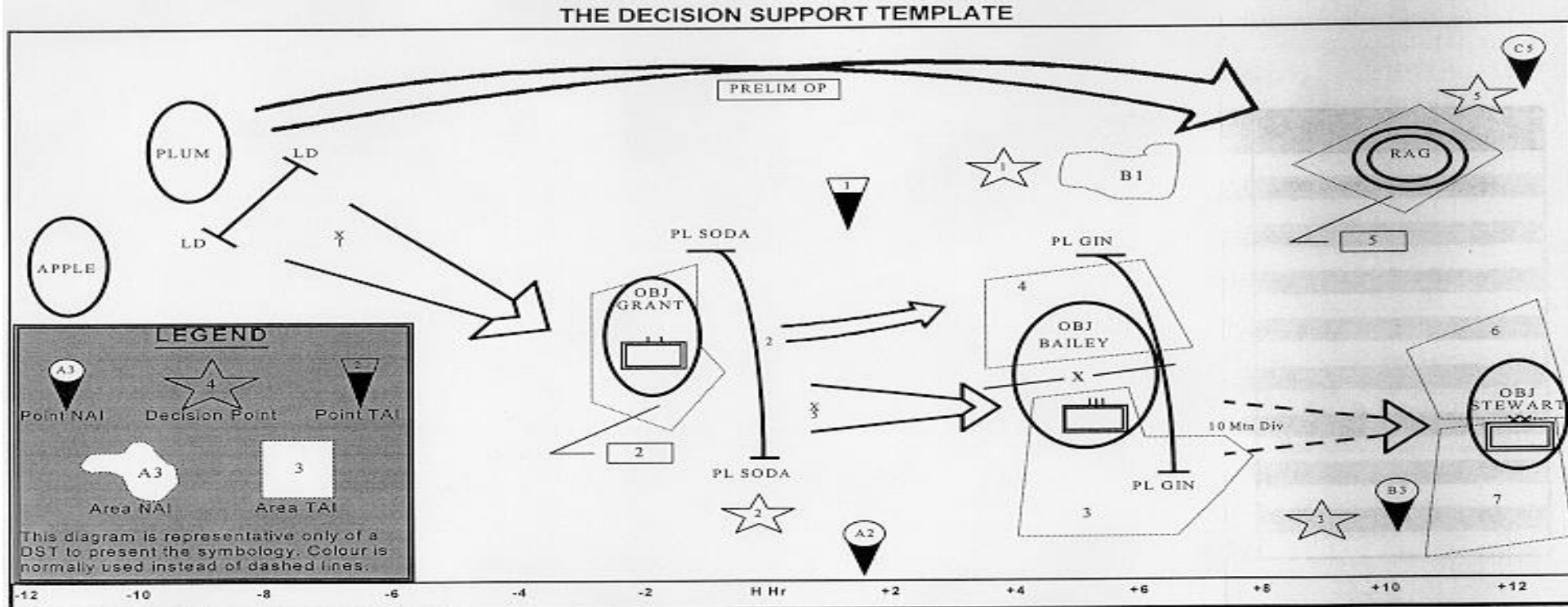


Example: Synchronization Matrix

SAMPLE SYNCHRONIZATION MATRIX



Example: Decision Support Matrix



Notes: - This template is normally produced as an overlay.
- Decision Support Template (DST); Named Area of Interest (NAI); Target Area of Interest (TAI)

Example: Decision Support Matrix

DP	WHEN	NAI	TRIGGER	ACTION	ASSETS	TAI	T.O.T
1	H + 1	T1008 T1006 T1009	Coy size BMP loc C- Atks	Engage BMPs with AH Coy. EW to atk AD Radars/DAG Comd nets.	AH Coy EW Tp	T1008 T1006 T1009	15 min from FARP
2	H + 2	T1017	Tk Coy C-atk NORTH	CAS engagement AH engagement (if aval)	Two CAS sorties (4 hr pd from H+2 - H+6)	028(S) 012(N)	45 min
	H + 2	T1028 T1018	Tk Coy C-atk CENTRE	CAS engagement AH engagement (if aval)	Two CAS sorties (4 hr pd from H+2 - H+6)	014/028 023	45 min
	H + 2	T1018	Tk Coy C-atk SOUTH	CAS engagement AH engagement (if aval)	Two CAS sorties (4 hr pd from H+2 - H+6)	023/028	45 min
3	H + 3		Intermed Objs Secure Fwd Bns to Bde Comd	Bde to Corps. Estb Xing sites/bridges	4(GE)Pz and Corps Engrs		
4	H + 4.5		Cfm estb of first two Xing sites	Recce Sqn, then LdSH (RC) BG to push across in pri (exec IAW Bde Xing tables)	Recce Sqn LdSH (RC) BG		H + 5 H + 5.5
5	H + 8		En AAG/SU-25 targeting of Bde Xing sites	Advise X Allied Corps of critical decision pt			

Questions?



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