

ELEMENT:

TASK: Plan Operations Using the MDMP (Infantry Brigade) (07-1-5189)
 (FM 101-5) (FM 101-5-1)

ITERATION: 1 2 3 4 5 6 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The Infantry Brigade (BDE) is conducting operations independently or as part of a higher headquarters and has received an operation order (OPORD), warning order (WARNO), or fragmentary order (FRAGO) to conduct an operation at the location and time specified. The order includes all applicable overlays and or graphics. All necessary unit personnel and equipment are available. The unit has communications with higher, adjacent, subordinate, and supporting elements. The unit has been provided guidance on the rules of engagement (ROE) and or rules of interaction (ROI). Coalition forces and noncombatants may be present in the operational environment. Some iterations of this task should be conducted during limited visibility conditions.

TASK STANDARDS: The unit plans operations as part of the military decision-making process (MDMP) in accordance with (IAW) appropriate field manuals, tactical standing operating procedures (TSOP), the order, and or higher commander's guidance. unit S3 section issues a WARNO to staff alerting them of pending planning process. The unit staff prepares for mission analysis by gathering necessary tools. The unit commander and staff complete a quick initial assessment determining time available from mission receipt to mission execution. The unit commander issues planning guidance to the staff. The unit commander and staff conduct mission analysis. The unit commander approves the restated mission. The unit issues WARNOs as necessary during the planning process. The unit staff develops courses of action (COAs) for analysis and comparison. The unit staff compares feasible COAs and identifies one that has highest probability of success . The unit staff briefs the selected The unit develops a plan that supports the higher commander's intent. The unit plan complies with the ROE and or ROI.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Note: Each staff officer addresses planning from his own functional area. The S1, for example, would concern himself with personnel-related issues that could affect the outcome of the mission.</p> <ul style="list-style-type: none"> * 1. Unit leaders gain and or maintain situational understanding using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. * 2. Unit commander and staff receive an order or anticipate a new mission and begin the military decision-making process (MDMP). Note: The unit executive officer (XO) is the time keeper for the MDMP. He coordinates and synchronizes actives of all staff officers. * 3. Unit commander identifies what is to be displayed as the common operational picture (COP) . 4. Unit staff ensure that the COP is updated and maintained during the MDMP. 5. Unit S3 section issues a WARNO to staff alerting them of pending planning process. 6. Unit XO coordinates staff actions required to ensure staff estimates are current and staff elements have necessary mission analysis tools. 7. Unit staff prepares for mission analysis by gathering necessary tools. <ul style="list-style-type: none"> a. Ensures the COP is created and or maintained. b. Gathers higher headquarters plan or orders with graphics. 		

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<p>c. Gathers digital or paper maps of area of operations (AO). d. Gathers own and higher headquarters' TSOP. e. Gathers appropriate field manuals and other references. f. Gathers existing staff estimates.</p> <p>Note: Estimates are conducted continuously to provide important inputs for the MDMP. The commander and each staff section make estimates. Estimates are revised when important new information is received or when the situation changes significantly.</p> <p>* 8. Unit commander and staff complete quick initial assessment. a. Determine time available from mission receipt to mission execution. Note: The most critical product of the assessment is an initial allocation of available time. As a general rule, the commander allocates a minimum of two-thirds of available time for subordinate units to conduct their planning and preparation. b. Determine time needed to plan, prepare for, and execute mission for own and subordinate units. c. Determine intelligence preparation of the battlefield (IPB). Note: IPB is an ongoing process, proceeding simultaneously with other steps in the MDMP. Changes are dictated by the factors of mission, enemy, terrain, troops, time available, and civil considerations (METT-TC) and MDMP requirements. d. Determine staff estimates and or information already available to assist planning. e. Determine time required to position critical elements (to include C2 nodes) for the upcoming operation. f. Determine how to incorporate collaborative planning, and if used, who must collaborate, when, and via what medium. g. Determine staff's experience, cohesiveness, and level of rest or stress.</p> <p>* 9. Unit commander determines whether time permits conduct of a full or an abbreviated (time-constrained environment) MDMP.</p> <p>*10. Unit commander issues his initial guidance. a. Includes how to abbreviate MDMP if necessary. b. Includes initial time allocation. c. Includes liaison officers to dispatch. d. Includes time to begin initial reconnaissance and surveillance (R&S) or collection planning to answer initial priority intelligence requirements (PIR) or to fill information voids that allow the commander to visualize. e. Includes possible decision points. f. Includes authorized movement. g. Includes additional tasks he wants the staff to accomplish.</p> <p>*11. Unit commander and staff deploy R&S assets early in the planning process but not before determining the initial R&S requirements. a. Ensure R&S is continuous during the planning for, preparation for, and execution of the mission.</p> <p>12. Unit S3 section issues the WARNO 1 to subordinate and supporting units. a. Includes type of operation. b. Includes general location of operation. c. Includes initial time line. d. Includes any collaborative planning sessions directed by the commander. e. Includes any movement or R&S to initiate.</p> <p>13. Unit XO coordinates dispatch of liaison personnel as directed.</p> <p>*14. Unit commander and staff conduct mission analysis. (Each staff officer analyzes the mission and order for his area of expertise and or responsibility).</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>a. Analyze the higher headquarters' order.</p> <ol style="list-style-type: none"> (1) Determine commanders' intent two levels up. (2) Determine mission. (3) Determine tasks. (4) Determine constraints. (5) Determine risks. (6) Determine available assets. (7) Determine higher headquarters' AO. (8) Determine concept of the operation including deception plan. (9) Determine timeliness for mission execution. (10) Determine missions of adjacent units (including front and rear) and their relation to higher headquarters plan. (11) Determine assigned unit AO. <p>Note: If confused by the higher headquarters' order or guidance, the staff must seek clarification immediately.</p> <p>b. Conduct initial intelligence preparation of the battlefield (IPB).</p> <p>Note: The IPB is the commander's and each staff officer's responsibility.</p> <p>c. Assist the S2 section in developing the situation template (SITEMP) within their specific area of expertise/responsibility.</p> <p>d. Determine specified, implied, and essential task for their area of expertise/responsibility.</p> <p>e. Review available assets for their area of expertise and or responsibility.</p> <ol style="list-style-type: none"> (1) Examine additions to and deletions from current task organization, support relationships, and status to determine additional resources needed for mission success. (commander and staff). <p>f. Determine constraints that restrict freedom of action in their area of expertise and or responsibility.</p> <p>g. Identify critical facts and assumptions in their area of expertise and or responsibility.</p> <ol style="list-style-type: none"> (1) List all appropriate assumptions received from higher headquarters. (2) State expected conditions over which the commander has no control but which are relevant to the plan. (3) List conditions that would invalidate the plan or its concept of operations. <p>h. Conduct risk assessment for their area of expertise and or responsibility. (The unit commander makes an initial assessment of where he might take tactical risks.)</p> <ol style="list-style-type: none"> (1) Identify non-tactical risk hazards and make an initial assessment of the risk level for each hazard. <p>i. Determine information requirements (IR) and initial commander's critical information requirements (CCIR) for each area of expertise and or responsibility. (commander alone decides what information is critical. However, staff nominates information requirements (IR) to become CCIR).</p> <p>j. Determine the initial R&S plan based on the initial IPB, the CCIR, and the commander's initial guidance for R&S.</p> <ol style="list-style-type: none"> (1) Turn the R&S plan into an initial detailed, synchronized reconnaissance annex and surveillance order to the reconnaissance and surveillance platoon to launch R&S assets as soon as possible so they can begin the collection effort. (S3 section). <p>Note: As more information becomes available, it is incorporated into a complete reconnaissance annex for the OPORD.</p> <ol style="list-style-type: none"> (2) Publish a R&S order with the minimum information. (S3 section). <ol style="list-style-type: none"> (a) Include the AO for the R&S platoon and other R&S assets. (b) Include a mission statement. (c) Include task organization. (d) Include the reconnaissance objective. 		

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<p>(e) Include PIR and IR to be answered. (f) Include line of departure (LD) or line of contact (LC). (g) Include initial named areas of interest (NAIs) (h) Include routes to AO and passage of lines instructions. (i) Include communications and logistics support. (j) Include casualty evacuation.</p> <p>k. Plan use of available time. (1) Refine their initial plan for the use of available time. (2) Compare the time needed to accomplish essential tasks to the higher headquarters' time line to ensure mission accomplishment is possible in the allotted time. (3) Specify when and where they will conduct briefings that result from planning process if they will use collaborative planning sessions (if so, when and on what network), and when, where, and in what form they will conduct rehearsals. (4) Use liaison officers (LNOs) to stay abreast of changes at the unit.</p> <p>l. Write the restated mission. (1) Prepares restated mission for the unit based on mission analysis. (XO or S3). (a) Addresses who, what (tasks), when, where, how, and why.</p> <p>m. Conduct a mission analysis briefing.</p> <p>Note: The commander may forego the briefing if he obtains the mission analysis information from a shared database.</p> <p>(1) Briefs the commander on its mission analysis. (time permitting). (a) Includes mission and commander's intent of the headquarters two levels up. (b) Includes mission, commander's intent, concept of the operation, and deception plan or objective of the headquarters one level up. (c) Includes review of unit commander's initial guidance. (d) Includes initial IPB products. (e) Includes specified, implied, and essential task (f) Includes constraints on the operation. (g) Includes forces available. (h) Includes risk assessments. (i) Includes recommended IR for incorporation into the CCIR. (j) Includes recommended time lines. (k) Includes recommended restated mission. (l) Includes recommended collaborative planning sessions.</p> <p>*15. Unit commander approves restated mission.</p> <p>*16. Unit commander develops his initial intent. (During mission analysis, the commander begins his visualization and develops his initial intent for the operation.) a. Provides intent to staff. (1) Issues intent statement that is clear and concise. (2) Provides link between the mission and the concept of operations. (3) Includes key tasks that must be performed or conditions that must be met to accomplish the mission. (4) Does not include the "method" by which the force will get from its current state to the end state. (5) Does not include "acceptable risk". b. Prepares (personally) his intent statement and, when possible, delivers it face-to-face.</p> <p>*17. Unit commander issues the commander's guidance.</p>		

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<ul style="list-style-type: none"> a. Provides the staff with enough additional guidance (preliminary decisions) to focus staff activities in planning. b. Places guidance on a shared database to ensure a common base of planning effort within the unit. c. Focuses on essential tasks. d. Emphasizes in broad terms when, where, and how he intends to mass his combat power. e. Includes priorities for all combat, combat support (CS), and combat service support (CSS) elements and how he envisions their support of his concept. f. Includes specific COA to consider, both friendly and threat, and priority for addressing them. g. Includes initial CCIR. h. Includes anticipated decision points. i. Includes risk guidance. j. Includes military deception guidance. k. Includes guidance for non-lethal efforts. <ul style="list-style-type: none"> l. Includes mobility and counter mobility guidance. m. Includes security measures to be implemented. n. Includes time plan. o. Includes type of order to issue. p. Includes any collaborative planning sessions to be conducted. q. Includes movement to initiate. t. Includes type of rehearsal to conduct. u. Includes additional specific priorities for CS and CSS. v. Includes any other information the commander wants the staff to consider. <p>18. Unit S3 section issues a WARNO 2 to subordinate and supporting elements immediately after the unit commander provides his guidance.</p> <ul style="list-style-type: none"> a. Contains R&S to be initiated by R&S platoon and other R&S assets. b. Contains approved restated mission statement. c. Contains unit commander's intent. d. Contains unit's AO. (for example, sketch, overlay, or some other description). e. Contains CCIR. f. Contains risk guidance. g. Contains security measures. h. Contains military deception guidance. i. Contains mobility and counter-mobility guidance. j. Contains specific priorities. k. Contains time plan. <ul style="list-style-type: none"> l. Contains guidance on collaborative events and rehearsals. m. Contains task organization changes from the higher headquarters. n. Contains attachments and or detachments. <p>*19. Unit commander and staff perform the following functions during the rest of the decision-making process:</p> <ul style="list-style-type: none"> a. Review periodically all available facts and assumptions for new or changed information. b. Assess impact of changes on the plan. c. Make necessary adjustments. <p>20. Unit staff, upon receipt of commander's guidance, develops COAs for analysis and comparison.</p> <ul style="list-style-type: none"> a. Ensures COAs meet the following criteria. <ul style="list-style-type: none"> (1) Ensures COAs are suitable. (2) Ensures COAs are feasible. 		

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<ul style="list-style-type: none"> (3) Ensures COAs are acceptable. (4) Ensures COAs are distinguishable. (5) Ensures COAs are complete. b. Continues the risk management process. c. Uses the following guidelines to develop COAs. <ul style="list-style-type: none"> (1) Analyzes relative combat power. (2) Generates options. (3) Arrays initial forces. (4) Develops the scheme of maneuver. (5) Assigns headquarters. (6) Prepares COA statements and sketches. d. Briefs COAs to the unit commander for review. (optional). <p>21. Unit staff conducts course of action analysis (war-gaming) for each COA.</p> <ul style="list-style-type: none"> a. Uses the following rules for war-gaming: <ul style="list-style-type: none"> (1) Remains objective. (War-gamers do not defend a COA just because they developed it.) (2) Records (accurately) advantages and disadvantages for each COA. (3) Assesses (continually) the feasibility, acceptability, and suitability of the COA. (4) Avoids drawing premature conclusions. (5) Avoids comparing one COA with another during war gaming. b. Uses the following war-gaming steps. <ul style="list-style-type: none"> (1) Gathers tools. (2) Lists all friendly forces. (3) Lists assumptions. (4) Lists known critical events and decision points. (5) Determines evaluation criteria. (6) Selects the war-gaming method. (7) Selects a method to record and display results. (8) Conduct the war-game and assesses the results. c. Understands war-gaming responsibilities. <ul style="list-style-type: none"> (1) Coordinates actions of staff. (XO). (2) Identifies information requirements for friendly forces. (S2). (3) Refines NAIs, TAIs, and the high-value targets (HVTs) (S2). (4) Refines the event template, situation template, and event matrix. (S2). (5) Selects the technique and methods to be used for war gaming. (S3). (6) Role-plays the friendly commander during the war-gaming if the unit commander is unavailable. (S3). (7) Ensures the war-game covers every operational aspect of the mission. (S3). (8) Records each event's strengths and weaknesses and annotates the rationale. (S3). (9) Analyzes each COA to assess its sustainability. (S4). (10) Identifies potential shortfalls and recommends actions to eliminate or reduce their effect on the COA. (S4). (11) Ensures that available movement times and assets will support the COA. (S4). (12) Analyzes each course of action for effective integration of the information systems. (S6). (13) Determines how the information management (IM) plan will effect each course of action and recommends to the XO how to modify (if necessary) the IM plan to best support each course of action. (S6). (14) Analyzes the COA in their own area of expertise including how they can best support the mission. (special staff officers). d. Determines the force requirements and the risks. e. Completes the war-gaming process. 		

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<p>22. Unit staff conducts an (internal) war-game briefing. (This briefing is OPTIONAL and is normally given to the XO.)</p> <p>23. Unit staff compares feasible COAs and identifies one that has highest probability of success.</p> <p style="padding-left: 40px;">a. Analyzes and evaluates advantages and disadvantages of each COA. (Each staff officer evaluates the COA from his perspective and presents findings for others' consideration.)</p> <p>Note: Each staff officer may use his own matrix, however, all must use the same evaluation criteria. The XO normally determines the weight of each evaluation criterion.</p> <p style="padding-left: 40px;">b. Identifies the preferred COA and makes recommendation. (The XO decides which COA to recommend at the commander's decision briefing if the staff cannot reach a mutual recommendation.)</p> <p>Note: If the unit commander has directed one course of action, the staff modifies this step (combining it with course of action analysis) to determine the advantages and disadvantages of the directed or refined course of action.</p> <p>24. Unit S3 presents the decision briefing.</p> <p style="padding-left: 40px;">a. Includes as a minimum.</p> <p style="padding-left: 80px;">(1) Includes intent of the higher headquarters (higher and next higher commanders).</p> <p style="padding-left: 80px;">(2) Includes mission.</p> <p style="padding-left: 80px;">(3) Includes status of own forces.</p> <p style="padding-left: 80px;">(4) Includes an updated IPB.</p> <p style="padding-left: 80px;">(5) Includes assumptions used in planning.</p> <p style="padding-left: 80px;">(6) Includes courses of action considered.</p> <p style="padding-left: 80px;">(7) Includes advantages and disadvantages (including risk) of each COA, with a decision matrix or table showing course of action comparison.</p> <p style="padding-left: 80px;">(8) Includes recommended COA.</p> <p>*25. Unit commander approves a COA.</p> <p style="padding-left: 40px;">a. Decides on a COA he believes to be most advantageous.</p> <p style="padding-left: 80px;">(1) Refines intent statement and CCIR, if required.</p> <p style="padding-left: 80px;">(2) Issues additional guidance if required.</p> <p style="padding-left: 120px;">(a) Issues additional guidance for priorities for CS or CSS activities. (particularly for resources he needs to preserve his freedom of action and ensure continuous service support).</p> <p style="padding-left: 120px;">(b) Issues additional guidance for orders preparation.</p> <p style="padding-left: 120px;">(c) Issues additional guidance for rehearsal preparation.</p> <p style="padding-left: 120px;">(d) Issues additional guidance for preparation for mission execution.</p> <p style="padding-left: 40px;">b. Decides what level of residual risk he will accept to accomplish mission.</p> <p>26. Unit S3 section issues WARNO with essential information so subordinate elements can refine their plans.</p> <p>27. Unit staff refines the COA based on the commander's decision and final guidance.</p> <p>28. Unit staff prepares the order or plan by turning it into a clear, concise concept of operations and a scheme of maneuver .</p> <p>*29. Unit commander reviews and approves orders before the staff reproduces and briefs them.</p> <p>30. Unit staff reproduces, briefs, and distributes order.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>Note: The MDMP can be conducted in a time-constrained environment. However, before a unit can conduct decision making in a time-constrained environment, it must master the steps in the full MDMP. (See FM 6-0 (101-5) for information on conducting the MDMP in a time-constrained environment.)</p> <p>31. Unit begins preparing for operations and conducts a rehearsal. (See task: Prepare for Operations. See task: Conduct a Rehearsal.)</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	6	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE