

## Lesson 4

### STAFF ESTIMATES OF THE SITUATION (FORMATS)

#### OVERVIEW

##### **Lesson Description:**

In this lesson you will learn the staff estimates of the situation (formats).

##### **Terminal Learning Objective:**

**Action:** Understand staff estimates of the situation (formats).

**Condition:** Given the subcourse material contained in this lesson.

**Standard:** The student will demonstrate his comprehension and knowledge of the formats for personnel, intelligence, logistic, civil-military operations, deception, operations security, and psychological operations staff estimates.

**Reference:** The material contained in this lesson was derived from the following publication:

FM 101-5.

#### INTRODUCTION

The staff assists the commander in reaching a decision by making estimates in their assigned areas of responsibility. These estimates analyze the influence of factors within the staff officer's particular field of interest on the accomplishment of the command's mission and identify those factors that affect formulation, analysis, and comparison of feasible courses of action. The staff estimate results in conclusions and in recommendations which identify feasible courses of action. In making an estimate, the staff officer consults with other staff officers and appropriate agencies to ensure that he considers all factors. Besides supporting the commander's estimate, staff estimates assist the staff officers in determining the detailed mission. Staff officers prepare estimates on a variety of subjects. Coordinating and special staff officers may prepare estimates which cover all or a portion of their staff responsibilities. Staff estimates may be presented either orally, as briefings, or prepared as written documents. Often, only the staff officer's conclusions or recommendations are presented to the commander.

The examples below summarize the general description, content, and format of the estimate of the situation prepared by coordinating staff officers in assisting the commander in reaching a decision. These estimates include:

- Personnel.
- Intelligence.
- Logistic.
- Civil-military operations.

Also included are illustrations which contain a general description, content, and format for estimates concerning specific aspects of military operations. These estimates include:

- o Deception.
- o Operations security.
- o Psychological operations.

In those instances when it is desirable to estimate the situation in an area not covered in this subcourse, the format for the commander's estimate, appropriately modified, should be used.

#### **Part A**

#### **FORMATS FOR PERSONNEL, INTELLIGENCE, LOGISTICS, AND CIVIL-MILITARY OPERATIONS ESTIMATES**

**Personnel Estimate.** The personnel estimate analyzes personnel and administration factors on soldier and unit effectiveness as they affect accomplishment of the mission. From this estimate, conclusions are drawn and recommendations are made concerning troop preparedness, the feasibility of various courses of action from the G1 and S1 point of view, and the effects of each course of action on personnel operations.

#### **FORMAT**

**References:** Include any maps, charts, or other documents relevant to this estimate.

**1. MISSION.**

The restated mission determined by the commander.

**2. THE SITUATION AND CONSIDERATIONS.**

a. Intelligence Situation. Information obtained from the intelligence officer. When the details make it appropriate and the estimate is written, a brief summary and reference to the appropriate intelligence document, or an annex of the estimate may be used.

(1) Characteristics of the area of operations.

(2) Enemy strength and dispositions.

(3) Enemy capabilities.

(a) Affecting the mission.

(b) Affecting personnel activities.

b. Tactical Situation. Information obtained from the commander's planning guidance and from the operations officer.

(1) Present dispositions of major tactical elements.

(2) Possible courses of action to accomplish the mission.

(These courses of action are carried forward through the remainder of the estimate.)

(3) Projected operations, if known, and other planning factors as required for coordination and integration of staff estimate.

c. Logistic Situation. Information obtained from the logistic officer.

(1) Present dispositions of logistic units and installations that have an effect on the personnel situation.

(2) Projected developments within the logistic field likely to influence personnel operations.

d. CMO Situation. Information obtained from the CMO officer.

(1) Present dispositions of civil affairs units and installations that have an effect on the personnel situation.

(2) Projected developments within the CMO field likely to influence personnel operations.

e. Troop Preparedness Situation. In this subparagraph, the status is shown under appropriate subheadings. In the case of detailed information at higher levels of command, a summary may appear under the subheading with reference to an annex to the estimate.

(1) Unit strength maintenance. Indicate authorized, assigned, and attached strengths and include the effects of deployability, losses (combat/noncombat), critical MOS and skill shortages, projections (gains and losses), and any local situation affecting strength.

(2) Replacements. List critical replacement requirements outstanding; include weapon system crew and small unit requirement; show status of previous allocation by unit where critical to situation; indicate latest location of replacement processing units; and provide information pertinent to replacements to be received.

(3) Noncombat matters. Indicate the impact of prisoners of war, augmentees (non-US forces), civilian internees and detainees, DA civilians, and other depending on local circumstances; indicate availability for labor requirements.

(4) Soldier personal readiness. Report status of morale and esprit de corps, and any current factors which influence morale of units when they are of major significance; indicate factors affecting the stability and human potential of individual soldiers, teams, and crews to accomplish the mission. Include the factors affecting organizational climate, commitment, and cohesion when appropriate.

(5) Services Support.

(a) Indicate changes or problem areas in support services to the soldier that impact on the combat mission and require new policy or program to maintain troop preparedness and that affect the individual soldier's morale and welfare.

(b) Report problems in personnel service support which include health services, personnel services (records, pay, orders, awards, assignments, reassignments, personal affairs, leaves, promotions, and other administrative services), legal services, postal services, morale support activities, religious services, administrative services and finance services.

(c) Indicate changes or problems in all aspects of logistic support such as personal equipment, rations, clothing/bath/laundry.

(6) Organizational climate. Indicate factors affecting personnel readiness.

(a) Effectiveness of communication within the chain of command.

(b) Performance and discipline standards.

(c) Human relations.

(d) Supervision.

(e) Physical combat stress.

(f) Other.

(7) Commitment. Indicate the relative strength of the soldier's identification with, and involvement in, the unit.

(a) Morale.

(b) Motivation.

(c) Confidence.

(d) Trust.

(8) Cohesion. Indicate factors which attract and bind soldiers together to produce commitment to the unit to accomplish the mission.

(a) Esprit de corps.

(b) Teamwork.

f. Assumptions. Any assumptions required as a basis for initiating planning or preparing the estimate. Assumptions are modified as factual data when specific planning guidance becomes available.

### **3. ANALYSIS OF COURSES OF ACTION.**

For each course of action, analyze personnel factors affecting each subheading in paragraph 2 indicating problem areas, trends, and deficiencies impacting on troop preparedness.

#### 4. COMPARISON OF COURSES OF ACTION.

a. Evaluate deficiencies from a personnel standpoint and list the advantages and disadvantages with respect to the accomplishment of the mission.

b. Discuss the advantages and disadvantages of each course of action under consideration. Include method of over-coming deficiencies or modifications required in each course of action.

#### 5. CONCLUSIONS.

a. Indicate whether the mission set forth in paragraph 1 above can be supported from the personnel standpoint.

b. Indicate which course(s) of action can best be supported from the personnel standpoint.

c. List the major personnel deficiencies that must be brought to the commander's attention. Include specific recommendations concerning the methods of elimination or reducing the effect of these deficiencies.

o **Intelligence Estimate.** The intelligence estimate analyzes the characteristics of the area of operations and the enemy situation because they can affect the accomplishment of the mission. This estimate draws conclusions and makes recommendations, as appropriate, concerning the effect of the area of operations on friendly and enemy forces, probable enemy courses of action, enemy vulnerabilities which can be exploited, and the feasibility of various friendly courses of action.

#### FORMAT

**References:** Include any maps, charts, or other documents relevant to this estimate.

#### 1. MISSION.

The restated mission determined by the commander.

#### 2. THE AREA OF OPERATIONS.

This paragraph discusses the influence of the area of operations used in arriving at conclusions. It is based on the facts and conclusions of the analysis of the area of operations, if one has been prepared. It may be a reference to an analysis of the area of operations, if adequate coverage and discussion are contained therein.

**a. Weather.**

(1) Existing situation. Include light data and either a weather forecast or climatic information, as appropriate. Use appendixes for graphic representations of weather factors and other detailed information.

(2) Effect on enemy courses of action. Discuss the effects of weather on each enemy broad course of action (for example, attack, defend) in terms of mobility and optical and electronic line of sight. Also include the effects of weather factors on biological and chemical agents; nuclear weapons and special methods, techniques, equipment, procedures, or forces. For example, airborne or airmobile forces, surveillance devices, radio electronic combat, and deception. Each discussion concludes with a statement of whether the weather favors the course of action.

(3) Effect on own courses of action. Discuss in the same manner as for (2) above, except that the estimate excludes the use of biological agents.

**b. Terrain.**

(1) Existing situation. Use graphic representations developed during intelligence preparation of the battlefield, where possible. Use annexes for detailed material. Include the information necessary for and understanding of observation and fire, cover and concealment, obstacles, key terrain features, and avenues of approach. Include effects of each of these factors, as appropriate, on nuclear fires, enemy biological and chemical agents, and any other pertinent considerations.

(2) Effect on enemy courses of action. Discuss in the same manner as for the effects of weather in a(2) above. For defensive courses of action, state the best defense area and the best terrain avenues of approach leading to it. For attack courses of actions, state the best avenues of approach.

(3) Effect on own courses of action. Discuss in the same manner as for effects of weather in a(3) above.

c. Other Characteristics. The following additional characteristics considered pertinent are included in separate subparagraphs: sociology, politics, economics, psychology, and other factors. Other factors may include such items as science and technology, materiel, transportation, manpower, and hydrography. These factors are analyzed under the same headings as weather and terrain.

### **3. ENEMY SITUATION.**

This paragraph gives enemy information which will permit later development of enemy capabilities and vulnerabilities and the refinement of these capabilities into a specific course of action and its relative probability of adoption.

a. Disposition. Reference may be made to overlays, enemy situation maps, or previously published documents.

b. Composition. Summary of order of battle of opposing forces and other enemy forces that can influence accomplishment of the mission. Reference may be made to previously published documents. Special mention is made of units capable of electronic warfare, and other special operations, as appropriate.

c. Strength. Enemy strength is listed as committed forces, reinforcements, artillery, air, nuclear weapons, chemical and biological agents, and other forces, such as electronic warfare, air defense, anti-tank, unconventional warfare and combat surveillance. The purpose of this listing is to develop enemy capabilities and vulnerabilities for the commander and staff to select courses of action. The unit mission, location of the enemy, enemy doctrine, and the level of command at which the estimate is being prepared are factors to be considered.

(1) Committed forces. List those enemy ground maneuver units currently in contact and those ground maneuver units with which imminent contact can be expected regardless of the specific friendly course of action implemented. Designation of enemy forces as committed forces depends on their disposition, location, controlling headquarters, and doctrine. The intelligence officer usually accounts for committed forces by the size of the unit used to oppose the friendly-sized unit used in his headquarters as a basis for planning operations (for example, a brigade S2 normally considers committed forces in terms of companies;

a division G2, in terms of battalions; and a corps G2, in terms of regiments). If there is doubt whether a unit is a committed force or a reinforcement, it is considered a reinforcement. This attributes to the enemy the maximum capability to reinforce his forces to oppose a given friendly course of action.

(2) Reinforcements. Include designation and location. Reinforcements are those enemy maneuver units that may or may not be employed against friendly forces, depending on our choice of a specific course of action and enemy plans. Reinforcements are enemy units not committed in or out of the friendly sector, but which can react to the friendly course of action, subject to time and distance considerations, to influence the accomplishment of the mission. Imminent contact is not expected. Disposition, location, level of control, or other factors considered at the time of the estimate are considered to determine which enemy forces are considered reinforcements.

(3) Artillery. List enemy artillery units, including those organic to maneuver units identified above as being committed and reinforcing. All artillery units which can be identified as being within supporting range should be enumerated as being in support of the committed force.

(4) Air. List the number of enemy aircraft by type within operational radius. Include the number of possible sorties per day by type of aircraft, if known.

(5) Nuclear weapons and chemical and biological agents. Estimate the number, type, yield, and delivery means of enemy nuclear weapons and chemical and biological munitions or agents available to the enemy.

(6) Other enemy forces. Estimates of other forces not listed above that are known to have special capabilities such as electronic warfare, air defense, anti-tank, unconventional warfare, or combat surveillance will be considered.

d. Recent and Present Significant Activities. Selected items of information are listed to provide a basis for analysis to determine relative probability of adoption of specific courses of action and enemy vulnerabilities. Enemy failures to take expected actions are listed as well as positive information.

e. Peculiarities and weaknesses. List and briefly discuss enemy peculiarities and weaknesses based on knowledge of enemy tactical doctrine and practices, the principles of war, the area of operations, and the enemy situation previously described and discussed. Indicate the extent to which there may be vulnerabilities and how they influence possible friendly courses of action. The items listed are grouped under pertinent headings as indicated below:

(1) Personnel. An estimate of the enemy's strength usually is included if less than 80 percent of authorized strength. Status of morale is included, if known.

(2) Intelligence. An estimate of enemy intelligence success, ineffectiveness, and susceptibility to deception and detection usually is included.

(3) Operations. An estimate of the enemy's combat effectiveness usually is included if less than excellent.

(4) Logistics. An estimate of the enemy's capability to support combat forces logistically is included if there are apparent weaknesses.

(5) CMO operations. An estimate of the attitudes of the enemy and the civilian populace and the status of food, supply, medical facilities, and communications usually is included.

(6) Personalities. An estimate of the capabilities and weaknesses of the enemy commander and principal staff officers usually is included.

#### **4. ENEMY CAPABILITIES.**

Based on all the previous information and analysis, develop and list enemy capabilities (for example, attack, defend, employ nuclear and chemical weapons). The listing provides a basis for determining those capabilities that the enemy can adopt as specific courses of action and their relative probability of adoption.

a. Enumeration. State what, when, where, and in what strength for each capability.

b. Analysis and Discussion. This analysis and discussion provides a basis for conclusions on the adoption of enemy capabilities and their relative probability of adoption. Each capability or appropriate combination is discussed in a separate subparagraph. Consideration of enemy deception measures is included. Information and conclusions are tabulated as either supporting or rejecting the adoption of the capability. After listing all the evidence, each capability is judged from the enemy point of view to determine if the adoption of the capability is advantageous to the enemy. The judgments need not be made if the conclusion is obvious or if there is no evidence that the enemy will adopt the capability. The exception is the capability that will make the accomplishment of the friendly mission highly doubtful or impossible. This exception is to focus attention on dangerous threats.

## **5. CONCLUSIONS.**

Based on all the previous information and analyses, conclusions are stated concerning the total effects of the area of operations on friendly courses of action; the courses of action available to the enemy to include their relative probability of adoption; and the effects of the enemy vulnerabilities that can be exploited. These conditions assist in the selection of a friendly course of action.

a. Effects of Intelligence Considerations on Operations. Indicate whether the mission set forth in paragraph 1 above can be supported from the intelligence standpoint. Indicate which course(s) of action can best be supported from the intelligence standpoint.

b. Effects of the Area of Operations on Own Courses of Action. For attack courses of action, indicate the best avenues of approach. For defense courses of action, indicate the best defense areas and the best avenues of approach leading to and into the defense areas. (This subparagraph is omitted if the discussion of the effects of the area on own courses of action in paragraph 2 has been omitted because of the availability of a current analysis of the area of operations.)

c. Probable Enemy Courses of Action. Courses of action are listed in order of relative probability of adoption. A listed course of action may include several subordinate courses of action that can be executed concurrently.

Usually, no more than two or three courses of action, in order of probability of adoption, can be justified by the available evidence.

d. Enemy Vulnerabilities. List the effects of peculiarities and weaknesses that result in vulnerabilities that are exploitable at own, higher, or lower levels of command. The order of listing these vulnerabilities has no significance.

o Logistics Estimate. The logistic estimate analyzes logistic factors affecting accomplishment of the mission. This estimate draws conclusions and makes recommendations concerning the logistic feasibility of various courses of action and the effects of each course of action on logistic operations.

#### **FORMAT**

References: Include any maps, charts, or other documents relevant to this estimate.

#### **1. MISSION.**

The restated mission determined by the commander.

#### **2. THE SITUATION AND CONSIDERATIONS.**

a. Intelligence Situation. Information obtained from the intelligence officer is used. When the details are appropriate and the estimate is written, a brief summary and reference to the appropriate intelligence document, or an annex of the estimate, may be used.

(1) Characteristics of the area of operations. Describe the general characteristics of the area of operations emphasizing specific aspects which may affect the logistics effort.

(2) Enemy strength and dispositions.

(3) Enemy capabilities.

(a) Affecting the mission. Information should be general in nature.

(b) Affecting logistic activities. Information should be detailed and oriented toward possible impact on logistic operations, to include what is known about enemy air assault and airborne capabilities, tactical air,

artillery, nuclear, biological, and chemical capabilities, guerrilla operations, and stay-behind or by-passed enemy forces.

b. Tactical Situation. Information obtained from the commander's planning guidance and from the operations officer is presented. Subparagraph should be a general and concise statement of tactical intentions.

(1) Present dispositions of major tactical elements. Include on overlay annex if appropriate.

(2) Possible courses of action. List all given courses of action. (These courses of action are carried forward through the remainder of the estimate.)

(3) Projected operations. If known, list projected operations and other planning factors required for coordination and integration of staff estimates.

c. Personnel Situation. Include information obtained from the personnel officer on total strength, strengths of units, and factors for casualties, replacements, hospital returnees, etc.

(1) Present dispositions of personnel and administration units and installations that have an effect on the logistic situation.

(2) Projected developments within the personnel field likely to influence logistic operations.

d. CMO Situation. Information obtained from the CMO officer should be included.

(1) Present dispositions of CMO units and installations that have an effect on the logistic situation.

(2) Projected developments within the CMO field likely to influence logistic operations.

e. Logistic Situation. This subparagraph should reflect the current status under appropriate subheadings. In the case of detailed information at higher levels of command, a summary may appear under the subheading with reference to an annex to the estimate. An overlay may be used to show all logistic units and installations,

current and proposed. Information should include current status, capability and any enhanced or reduced capability due to attached, detached, or supporting units.

(1) Maintenance. Provide a general statement about present capability, such as repair time factors; posture of maintenance units; some reference to class VII and IX status if there is impact on maintenance capability; status of class VII end items (such as, repair parts vans, wreckers) that may impact on maintenance, etc.

(2) Supply. Provide overall status of controlled items and petroleum, oils, and lubricants allocations including pertinent comments on resupply availability, etc. Information can be provided under subheadings of classes of supply and should be listed in most meaningful measure (such as, days of supply, total line items, equipment shortages by unit).

(3) Services. Provide present status, both capabilities and problems.

(4) Transportation. Provide present status, capabilities, problems, unusual transport distances, highway and trafficability conditions (if not previously listed under characteristics of area), etc.

(5) Labor. Provide present situation, status, restrictions on use of civilians, etc.

(6) Facilities and construction.

(7) Other.

f. Assumptions. Until specific planning guidance becomes available assumptions may be required as a basis for initiating planning or preparing the estimate. These assumptions are then modified as factual data becomes available. NOTE: Before proceeding any further in the estimate process, a logistic concept intended to support the mission should be in mind. This is the final opportunity to decide upon a logistic support concept before an analysis of ability to support is conducted.

### **3. ANALYSIS OF COURSES OF ACTION.**

Analyze all logistic factors for each subheading (para 2e) for each course of action indicating problems and deficiencies. Mathematical calculations performed to assess status of any class of supply, maintenance attrition rates, tonnage lift capability, etc., are solely a means to obtain information for all analysis. This paragraph, and any subparagraphs, should contain narrative analysis statements derived from mathematical calculations and applied logic. The result of analysis for subheadings for each course of action should provide both logistic and tactical impact.

a. Sufficiency of Area. Determine if the area under control will be adequate for the combat service support operations. Will it be cleared of enemy units; will other units be sharing the same area (units passing through one another); will boundaries remain unchanged, etc.?

b. Materiel and Services.

- (1) Maintenance.
- (2) Supply.
- (3) Services.
- (4) Transportation.
- (5) Labor.
- (6) Facilities.
- (7) Other.

### **4. COMPARISON OF COURSES OF ACTION.**

a. Evaluate logistic deficiencies and list the advantages and disadvantages with respect to the accomplishment of the mission.

b. Discuss the advantages and disadvantages of each course of action under consideration. Include methods of overcoming deficiencies or modifications required in each course of actions.

## 5. CONCLUSIONS.

a. Indicate whether the mission stated in paragraph 1 above can be logistically supported.

b. Indicate which course(s) of action can best be logistically supported.

c. List the major logistic deficiencies that must be brought to the commander's attention. Include specific recommendations concerning the methods of eliminating or reducing the effect of these deficiencies. Attach any annexes (as required)

o Civil-Military Operations Estimate. The civil-military operations (CMO) estimate analyzes the influence of CMO factors on accomplishment of the mission. CMO estimates draw conclusions and make recommendations concerning the feasibility of various courses of action from the G5 or S5 perspective as well as the effect of each course of action on CMO.

### FORMAT

References: Include any maps, charts, or other documents relevant to this estimate.

#### 1. MISSION.

The restated mission determined by the commander.

#### 2. THE SITUATION AND CONSIDERATIONS.

a. Intelligence Situation. Include information obtained from the intelligence officer. When the details make it appropriate and the estimate is written, a brief summary and reference to the appropriate intelligence document or an annex of the estimate may be used.

(1) Characteristics of the area of operations.

(2) Enemy strength and dispositions.

(3) Enemy capabilities.

(a) Affecting the mission.

(b) Affecting CMO activities.

b. Tactical Situation. Include information obtained from the commander's planning guidance and from the operations officer.

(1) Present dispositions of major tactical elements.

(2) Possible courses of action to accomplish the mission.  
(These courses of action are carried forward through the remainder of the estimate.)

(3) Projected operations and other planning factors required for coordination and integration of staff estimates.

c. Personnel Situation. Include information obtained from the personnel officer.

(1) Present dispositions of personnel and administration units and installations that have an effect on the CMO situation.

(2) Projected developments within the personnel field likely to influence CMO.

d. Logistic Situation. Include information obtained from the logistics officer.

(1) Present dispositions of logistic units and installations that have an effect on the CMO situation.

(2) Projected developments within the logistic field likely to influence CMO.

e. CMO Situation. In this paragraph, the status is shown under appropriate subheadings. In the case of detailed information at higher levels of command, a summary may appear under the subheading with reference to an annex to the estimate.

(1) Government Functions:

(a) Public administration.

(b) Public safety.

(c) Public health. (d) Labor.

(e) Legal.

(f) Public welfare. (g) Public finance.

(h) Public education.

(i) Civil defense.

(2) Economic Functions:

(a) Economic and commerce. (b) Food and agriculture. (c) Civilian supply.

(d) Property control.

(3) Public Facilities Functions:

(a) Public works and utilities. (b) Public communications.

(c) Public transportation.

(4) Special Functions:

(a) Displaced persons, refugees, and evacuees. (b) Arts, monuments, and archives.

(c) Cultural affairs.

(d) Civil information.

f. Assumptions. Until specific planning guidance becomes available, assumptions may be required for initiating planning or preparing the estimate. These assumptions are then modified as factual data becomes available.

### **3. ANALYSIS OF COURSES OF ACTION.**

Under each subheading (para 2e) for each course of action analyze all CMO factors indicating problems and deficiencies.

### **4. COMPARISON OF COURSES OF ACTION.**

a. Evaluate CMO deficiencies and list the advantages and disadvantages to the accomplishment of the mission.

b. Discuss the advantages and disadvantages of each course of action under consideration. Include methods of overcoming deficiencies or modifications required in each course of action.

**5. CONCLUSIONS.**

a. Indicate whether mission set forth in paragraph 1 can be supported from the CMO standpoint.

b. Indicate which course(s) of action can best be supported from the CMO standpoint.

c. List the major CMO deficiencies that must be brought to the commander's attention, Include specific recommendations concerning the methods of eliminating or reducing the effect of these deficiencies. Attach any annexes (as required)

**PART B - FORMATS FOR THE DECEPTION, OPERATIONS SECURITY, AND PSYCHOLOGICAL OPERATIONS ESTIMATES**

**1. General.**

Other Staff Estimates. Other staff estimates may be used. Staff estimates are not limited to those described above. Every staff officer makes an estimate of the situation as it pertains to his area of responsibility. Examples are the fire support coordinator and the communications-electronics officer. Such estimates may be made in a staff officer's dual role as subordinate unit commander and special staff officer. Additionally, a staff officer may make an estimate of a specific subject within this area of responsibility. For example, the operations officer may make separate estimates about deception, operations security, or psychological operations aspects of a particular operation. Formats for these are outlined below:

- o Deception Estimate.

**FORMAT**

References: Include any maps, charts, or other documents relevant to this estimate.

**1. MISSION.**

- a. The restated mission determined by the commander.
- b. The deception objective (the desired enemy reaction).

**2. THE SITUATION AND COURSES OF ACTION.**

a. Considerations Affecting the Possible Courses of Action. Determine those facts that will influence friendly and enemy actions and thus may influence the choice of a deception course of action. Analyze each fact and

deduce the probable effect on other facts and on friendly and enemy actions. In the absence of facts, use logical assumptions.

- (1) Characteristics of the area of operations.
  - (a) Weather.
  - (b) Terrain.
  - (c) Other pertinent factors.
- (2) Enemy situation.
- (3) Own situation. b. Enemy Capabilities.

### **3. ANALYSIS OF COURSES OF ACTION.**

Determine the probable success of each deception course of action considering the enemy's intelligence and tactical capabilities. Analysis should determine if the course of action is appropriate, within the command's capability, plausible, and will cause the desired enemy reaction. Advantages/disadvantages and actions that must be taken to implement each course of action emerge during the analysis.

### **4. COMPARISON OF COURSES OF ACTION.**

a. Compare the deception courses of action in terms of advantages and disadvantages.

b. Select the course of action that promises to be the most successful in accomplishing the deception objective.

### **5. DECISION (RECOMMENDATION).**

Translate the course of action selected into a statement of what is to be done (the deception only). Include as much of each of the elements of who, what, where, how and why as appropriate. Attach any annexes (as required).

o Operations Security (OPSEC) Estimate.

#### **FORMAT**

References: Include any maps, charts, or other documents relevant to this estimate.

#### **1. MISSION.**

The restated mission determined by the commander.

## 2. THE SITUATION AND COURSES OF ACTION.

a. Considerations Affecting the Possible Courses of Action. Determine those facts of the situation that will influence enemy intelligence collection, sabotage, and subversive efforts and the employment of friendly countermeasures. Analyze each fact and deduce the probable effect on other facts and on friendly and enemy actions. In the absence of facts, use logical assumptions.

(1) Characteristics of the area of operations.

(a) Weather. Indicate effects of weather on enemy collection capabilities and friendly countermeasures.

(b) Terrain. Indicate the effects of the military aspects of terrain (observation and fire, cover and concealment, obstacles, key terrain, and avenues of approach) on enemy collection capabilities and on friendly countermeasures.

(c) Other pertinent factors. Indicate other aspects of the area of operations that might affect enemy and friendly actions (for example, political, economic, sociological, psychological, transportation).

(2) Enemy situation. Indicate enemy intelligence, sabotage, and subversive activities in the current situation and recent significant activities. Include known factors regarding disposition, composition, strengths, efficiency, peculiarities, weaknesses, and evidence of enemy knowledge of friendly intelligence and counterintelligence efforts.

(a) Intelligence.

1. Ground surveillance and reconnaissance (visual observation, patrols, ground radar, infrared surveillance, unattended ground sensors).

2. Aerial surveillance and reconnaissance (intrusion flights, standoff flights, sensors, reconnaissance satellites).

3. Signal intelligence (communications and electronic).

4. Guerrillas and insurgents.

5. Espionage.

6. Other (line crossers, refugees, enemy prisoners of war).

(b) Sabotage.

1. Military (key installations, lines of communication).

2. Economic.

(c) Subversion.

1. Propaganda.

2. Terrorism.

3. Politics.

(3) Own situation. Indicate countersurveillance and countermeasures currently being employed to include evidence of success and failure. Appropriate information obtained from the most recent OPSEC survey should be included.

b. Enemy Capabilities. Indicate enemy intelligence, sabotage, and subversive capabilities and how they are likely to be used. Factors considered are the same as those considered in assessing the enemy situation.

### **3. ANALYSIS OF COURSES OF ACTION.**

Based on analysis of the factors identified in paragraph 2 and their effect on friendly courses of action, determine the effectiveness of current friendly countersurveillance and

countermeasures. The analysis should result in identification of countersurveillance and countermeasures actions needed to ensure OPSEC of the contemplated courses of action including protection of the established essential elements of friendly information.

### **4. COMPARISON OF COURSES OF ACTION.**

Based on the preceding analysis, determine the effectiveness of current countersurveillance and countermeasures and list advantages and disadvantages, if any, with respect to accomplishment of the mission.

### **5. RECOMMENDATION.**

Recommend additional countersurveillance and countermeasures considered necessary to provide for OPSEC. This paragraph serves as the basic input for the OPSEC plan.

Attach any annexes (as required)

- o Psychological Operations (PSYOP) Estimate.

#### **FORMAT**

References: Include any maps, charts, or other documents relevant to this estimate.

#### **1. MISSION.**

The restated mission determined by the commander.

#### **2. THE SITUATION AND CONSIDERATIONS.**

a. Intelligence Situation. Include information obtained from the intelligence officer. When the details make it appropriate and the estimate is written, a brief summary and reference to the appropriate intelligence document or an annex of the estimate may be used.

(1) Characteristics of the area of operations.

(2) Enemy strength and dispositions.

(3) Enemy capabilities.

(a) Affecting the mission.

( b) Affecting PSYOP activities.

b. Tactical Situation. Include information obtained from the commander's planning guidance and from the operations officer.

(1) Present dispositions of major tactical elements.

(2) Present possible courses of action to accomplish the mission. (These courses of action are carried forward through the remainder of the estimate.)

(3) Present projected operations and other planning factors required for coordination and integration of staff estimates.

c. Personnel Situation. Include information obtained from the personnel officer.

(1) Present dispositions of personnel and administration units and installations that have an effect on the PSYOP situation.

(2) Present projected developments within the personnel field likely to influence PSYOP.

d. Logistic Situation. Include information obtained from the logistics officer.

(1) Present dispositions of logistic units and installations that have an effect on the PSYOP situation.

(2) Present projected developments within the logistic field likely to influence PSYOP.

e. CMO Situation. Include information obtained from the CMO officer. Present dispositions of civil affairs units and installations that have an effect on the PSYOP situation.

f. PSYOP Situation. In this subparagraph, the status is shown under appropriate subheadings as follows:

(1) Disposition of PSYOP elements.

(2) PSYOP situation in the area of operations.

Include considerations such as occupied areas and liberated areas. Include any missions, directives, objectives, or guidance received from higher authority.

(3) Requirements for indigenous personnel support.

(4) Peculiarities of operations to be supported that may impact on PSYOP, such as planned use of nuclear weapons, possibility of pursuit or exploitation, planned use of deception measures, previous operations, and their effect on enemy morale, etc.

(5) Other factors or considerations that may detract from or assist in the accomplishment of PSYOP objectives.

g. Assumptions. Any assumptions required as a basis for initiating planning or preparing the estimate. Assumptions are modified as factual data when specific planning guidance becomes available.

### **3. ANALYSIS OF COURSES OF ACTION.**

a. Analyze each course of action to determine its advantages and disadvantages for the conduct of PSYOP. This is done by wargaming the course of action from the current disposition through the objective.

b. The first step of the analysis is to determine those considerations or enemy capabilities listed in paragraph 2a that will materially assist in choosing the best course of action.

c. The second step is to analyze each contemplated course of action versus the enemy capabilities. Each course of action is analyzed separately against the enemy capabilities to determine the probable psychological impact.

### **4. COMPARISON OF COURSES OF ACTION.**

a. Compare the courses of action to determine which one offers the best change of success. List the advantages and disadvantages of each course of action that affect PSYOP.

b. Develop and compare methods of overcoming disadvantages in each course of action.

c. State a general conclusion on the course of action that offers the best change of success for PSYOP.

### **5. CONCLUSIONS.**

a. Indicate whether the mission set forth in paragraph 1 can be supported from the PSYOP standpoint.

b. Indicate which course(s) of action can best be supported from the PSYOP standpoint.

c. List the major PSYOP deficiencies that must be brought to the commander's attention. Include specific recommendations concerning the methods of eliminating or reducing the effect of these deficiencies.

Attach any annexes (as required)

## **2. Summary.**

This concludes the lesson on the format of staff estimate formats. Remember that if you have to accomplish an estimate of the situation in an area not covered by one of these formats, use the format for the commander's estimate described in Lesson Three and adapt it as necessary to do the job.

You should now have a comprehensive understanding of the formats for personnel, intelligence, logistic, civil-military operations, deception, operations security, and psychological operations staff estimates. After reviewing all of the material presented in this lesson, you should complete the practice exercise for Lesson Four. Answers and feedback for the questions in the practice exercise will be provided to show you where further study is required.

## LESSON FOUR

### PRACTICE EXERCISE

The following items will test your grasp of the material covered in this lesson. There is only one correct answer for each item. When you have completed the exercise, check your answers with the answer key that follows. If you answer any item incorrectly, study again that part of the lesson which contains the portion involved.

Situation: You have been assigned to a battalion staff. You are preparing a staff estimate for your commander.

1. Your unit has several shortages in critical MOSs which may impact your effectiveness. To highlight the problem, you
  - a. insert as part of the logistic estimate under personnel problems.
  - b. include in the personnel paragraph of the PSYOP estimate.
  - c. indicate shortages as part of the unit strength maintenance on the personnel estimate.
  - d. forward a staff summary sheet on the problem to the personnel officer for his action.
  
2. You are assisting with the preparation of an intelligence estimate. You are analyzing the area of operations and were directed to analyze the political and economical characteristics of the area. You
  - a. include these additional characteristics in separate subparagraphs of the area of operations paragraph.
  - b. consider these additional areas under the enemy situation paragraph if the area of operation is completely controlled by the enemy.
  - c. arrange to have the political and economical characteristics addressed in the civil-military operations (CMO) estimate.
  - d. include them in the peculiarities and weakness subparagraph of the enemy situation.

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3. You are assisting with the preparation of an operations security (OPSEC) estimate. During your analysis of the considerations affecting the situation and courses of action, you want to
  - a. analyze information concerning enemy dispositions, strengths, and weaknesses.
  - b. analyze friendly countersurveillance and other countermeasures currently in place.
  - c. determine deception capabilities.
  - d. determine those facts that will influence enemy intelligence collection, sabotage, and subversive efforts and the employment of friendly countermeasures.
  
4. In preparing a civil-military (CMO) estimate of the situation, you include in the tactical situation subparagraph
  - a. enemy capabilities affecting CMO capabilities.
  - b. information obtained from the commander's planning guidance and from the operations officer.
  - c. present disposition of personnel and administration units.
  - d. characteristics of the area of operation.
  
5. While developing an operations security (OPSEC) estimate for your commander to support a night operation, you receive a message which states that an enemy reconnaissance satellite has been moved to a location above your area of operation. You should
  - a. notify the estimator completing the PSYOP estimate so that a detailed report can be prepared for the paragraph on intelligence.
  - b. add information to paragraph 3c(4) for the intelligence estimate.
  - c. disregard since satellites are not a threat during night operations.
  - d. include the information in paragraph 2a of the estimate.
  
6. You are preparing an estimate for a dawn attack on an urban area. To divert attention from your primary attack route, you propose a diversionary attack in another area. In presenting your objective you
  - a. add to paragraph 3 of the intelligence estimate.
  - b. compare each COA against the other to determine the preferred approach.
  - c. use the mission paragraph of the deception paragraph.
  - d. include in paragraph 2b of the PSYOP estimate.

**LESSON FOUR**

**PRACTICE EXERCISE**

**ANSWER KEY AND FEEDBACK**

Item                      Correct Answer and Feedback

1.    c.    indicate shortages as part of the unit strength maintenance n the personnel estimate.

Under unit strength maintenance indicate authorized, assigned, and attached strengths and include the effects of deployability, losses (combat/noncombat), critical MOS and skill shortages, projections (gains and losses), and any local situation affecting strength. (Page 64)

2.    a.    include these additional characteristics in separate subparagraphs of the area of operations paragraph.

The following additional characteristics considered pertinent are included in separate subparagraphs: sociology, politics, economics, psychology, and other factors. (Page 68)

3.    d.    determine those facts that will influence enemy intelligence collection, sabotage, and subversive efforts and the employment of friendly countermeasures.

Determine those facts of the situation that will influence enemy intelligence collection, sabotage, and subversive efforts and the employment of friendly countermeasures. Analyze each fact and deduce the probable effect on other facts and on friendly and enemy actions. In the absence of facts, use logical assumptions. (Page 81)

4.    b.    information obtained from the commander's planning guidance and from the operations officer.

Paragraph 2 of the civil-military operations estimate includes information obtained from the commander's planning guidance as well as from the operations officer and is included as part of the tactical situation. (Page 63)

5.    d.    include the information in paragraph 2a of the estimate.

Paragraph 2a includes, aerial surveillance and reconnaissance (intrusion fights, standoff flights, sensors, reconnaissance satellites). (Page 81)

6.    c.    use the mission paragraph of the deception paragraph.

The mission paragraph of the deception estimate should include the restated mission determined by the commander and the deception objective (the desired enemy reaction). (Page 79)

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