

(Classification)

(Omit paragraphs and subparagraphs not applicable.)

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Issuing headquarters  
Place of issue (may be in code)  
Date-time group

PERIODIC OPERATION REPORT NO \_\_\_\_\_

Period covered: (date and time to date and time).

References: Maps (series number, sheet(s), edition, scale).

**1. OWN SITUATION AT END OF PERIOD**

A statement of the situation as it existed at the end of the period, to include any special conditions that should be brought to the attention of higher headquarters, the location of major troop units, and pertinent activities of each. As much detail as possible is indicated graphically on a situation overlay or map attached as an annex.

**2. INFORMATION OF ADJACENT UNITS AND SUPPORTING TROOPS**

Any information relative to activities of adjacent and supporting units during the period that are important to the operations of the command, to include operations of air, naval, and ground units.

**3. OWN OPERATIONS FOR THE PERIOD**

A resume of the operations that have been carried out by the major subordinate combat units of the command. Include any activities of operational importance and movements of units. Details may be shown on a situation overlay or map attached as an annex.

**4. COMBAT EFFICIENCY**

A statement of the combat efficiency of the command, to include any pertinent changes during the period. Consideration will be given to morale, strength, status of training, status of health, status of supplies and equipment, and time that units have been in contact.

**5. RESULTS OF OPERATIONS**

A statement of the result of operations conducted by the command, as a whole, and by major subordinate combat units to include any specific results that would have an effect on the assignment of future missions. Any details of successes or failures of interest to the next higher command are included.

**6. MISCELLANEOUS**

Details not appropriate to above paragraphs, such as weather, road conditions of importance, and any other factors that have had a bearing on operations of the command.

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Figure 1-12. Periodic Operation Report Format.

(6) Miscellaneous. Details not appropriate to the above paragraphs, such as weather, road conditions of importance, and any other factors having a bearing on operations of the command.

f. Periodic Civil Affairs Report (Figure 1-13). Location of civil affairs units and pertinent activities will be reported during this time period. Any important changes in civil affairs operational zones or areas, and principle incidents and events will be reported. This information can also be indicated on an overlay or map.

(1) Governmental Affairs. Government affairs includes civil administration in screening, removal and appointment of officials. Other annexes include: tribunals, public safety, public health, public education, labor, public finance and civil defense.

(2) Economics. Economic and commerce, food and agriculture, property control and civilian supply will be listed in this section.

(3) Public Facilities, Special Functions, and Miscellaneous. These are the final three sections of the periodic civil affairs report. The public facilities includes: works and utilities, transportation, and public communication. Under special functions, civil information, displaced persons, refugees, and evacuees are reported. Also listed under special functions, are fine arts, monuments, archives and religion. Any special results under miscellaneous, such as special civil affairs personnel problems existing, requisition for additional units, recommendations for lifting of control and restrictions, recommendations for troop indoctrination, and other matters not properly covered, are covered in this paragraph.

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(Omit paragraphs and subparagraphs not applicable.)

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PERIODIC CIVIL AFFAIRS REPORT NO \_\_\_\_\_

Period covered: (date and time to date and time).

References: Maps (series number, sheet(s), edition, scale), or charts.

**1. CIVIL AFFAIRS SITUATION AT END OF PERIOD**

Location of civil affairs units and pertinent activities of each; any important changes in civil affairs operational zones or areas; principle incidents and events since last report. Indicate on map or overlay annex, where possible.

**2. GOVERNMENTAL AFFAIRS**

Use annexes as necessary.

**a. Civil Administration.**

(1) Screening—removal, appointment of officials.

(2) Political intelligence activities.

**b. Tribunals.**

**c. Public Safety.**

**d. Public Health.**

**e. Public Wealth.**

**f. Public Education.**

**g. Labor.**

**h. Public Finance.**

**i. Civil Defense.**

**3. ECONOMICS**

Use annexes as necessary; arrange in tabular form, when practicable.

**a. Economic and Commerce.**

**b. Food and Agriculture.**

**c. Property Control.**

**d. Civilian Supply.**

**4. PUBLIC FACILITIES**

**a. Public Works and Utilities.**

**b. Public Transportation.**

**c. Public Communications.**

**5. SPECIAL FUNCTIONS**

**a. Civil Information.**

**b. Displaced Persons, Refugees, and Evacuees.**

**c. Fine Arts, Monuments, and Archives.**

**d. Religious Relations.**

**6. MISCELLANEOUS**

Indicate any special recommendations and requests, such as special civil affairs personnel problems existing, requisition for additional units, recommendations for lifting of controls and restrictions, recommendations for troop indoctrination, and other matters not properly covered in paragraphs above.

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Figure 1-13. Periodic Civil Affairs Report Format.

g. Analysis of the Area of Operations. A comprehensive study of the analysis of the area of operation will be conducted to determine the effects of the area of operations on the enemy and friendly operations. This study may include an analysis of weather, terrain, and other factors such as economy, sociology, and religion throughout the commander's area of interest. This study will serve as a basis for developing specific friendly courses of action and for determining enemy capabilities (courses of action) in commander and staff estimates. The analysis will allow the commander and staff to see the battlefield in width, depth, height/airspace, and time dimensions.

(1) Responsibilities. The intelligence officer has staff responsibility for initiating, coordinating, and ensuring completion and dissemination of the analysis of the area of operations. Within other staff sections, other staff officers will contribute within their respective fields so that the final analysis represents a coordinated effort. Some of the contributions include:

(a) The engineer's terrain studies.

(b) The staff weather officer's operational weather forecasts and other weather and climatic data, to include light data.

(c) The civil-military operations (CMO) officer's information on sociological, political, economic, technological, and related conditions.

(d) The CMO officer's and, if applicable, the civilian personnel officer's information on local labor conditions.

(e) The provost marshal's analysis of route reconnaissance and other information on rear area activities.

(f) The psychological operations officer's information on the psychological environment.

(2) Format for the Analysis. See Figures 1-14 through 1-16 for an example of this format. This format will include the following information:

(a) Purpose and Limiting Considerations.

(b) General description of the area will include Climatic or weather conditions, terrain displaying relief and drainage systems, vegetation, surface material manmade features, and additional characteristics of the area.

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 Message Reference No \_\_\_\_ (Note 1)

**ANALYSIS OF AREA OF OPERATIONS NO \_\_\_\_**

**References:** *Maps, charts, and other relevant documents (Note 2).*

**1. PURPOSE AND LIMITING CONSIDERATIONS**

a. **Purpose.** *Include delineation of the area being studied.*

b. **Mission.** *Include a statement of the mission of the command and other considerations (for instance, time) that limit the application of the study, the commander's plan of action, and enemy capabilities.*

**2. GENERAL DESCRIPTION OF THE AREA**

*This paragraph is a listing of facts relevant to the purpose and limiting considerations of the study for use as a basis for the succeeding paragraphs.*

a. **Climatic or Weather Conditions.** *List or refer to other documents containing, for the period under study, meteorological conditions, to include precipitation, fog, cloud conditions, temperature, relative humidity, light data (including moon phases, moonrise and moonset, beginning and end of nautical and civil twilights), magnetic phenomena, and other data, as appropriate.*

b. **Terrain.** *Use specially colored maps or overlays to the maximum extent possible to show each of the characteristics below and the effect of predicted weather conditions on them. Under each characteristic include those facts that will assist in later determination of the effects of the characteristic on the use of nuclear weapons, chemical and enemy biological agents, and important devices and equipment in implementing courses of action. (Do not include in this subparagraph the interpretation of these effects on possible friendly or enemy courses of action.)*

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Figure 1-14. Format For the Analysis of the Area of Operations.

(c) Military Aspects of the area that will include observation and fire, cover and concealment, obstacles, key terrain features, and avenues of approach.

(d) Combat service support aspects of personnel, logistics, and CMO requirements.

(e) Effects of characteristics of the area that will have an effect on the enemy courses of action, and the effects on own courses of action.

ANAL OF AREA OF OPER NO \_\_\_\_\_  
(Short title identification)

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(1) **Relief and drainage systems.** Describe configuration of the ground, including slopes for personnel and vehicles and critical relief for equipment dependent on line of sight. Configuration and condition of streams, including depth, slope, condition of banks and bottom, and location of crossing sites.

(2) **Vegetation.** Indicate wooded areas, including location of trees, diameter of trunks, density, crown cover, and undergrowth. Types of natural and cultivated vegetation of nonwooded areas.

(3) **Surface materials.** Indicate type and distribution of soils and subsoils in the area and soil trafficability. Soil content as it affects induced radiation.

(4) **Manmade features.** Indicate manmade changes in the topography, including roads, railroads, bridges, tunnels, mines, towns, industrial areas, and fortifications. Include type of construction and material used.

c. **Additional Characteristics.** The following additional characteristics are considered, as appropriate, in separate subparagraphs: sociology, politics, economics, religion, psychology, and such other characteristics as science and technology, materiel, transportation, manpower, and hydrography. Under each of the characteristics considered, list all facts that pertain to the area of study and that may influence friendly and enemy courses of action. The extent of coverage required for these characteristics varies with the mission and other aspects of the operational environment. These characteristics influence, to some extent, the decisions of all commanders.

### 3. MILITARY ASPECTS OF THE AREA

a. In this paragraph, analyze the facts covered in the previous paragraph to determine their influence on factors affecting tactical and combat service support activities that are considered in the development of specific courses of action. The analysis is divided into two parts—tactical aspects and combat service support aspects. The extent of the analysis of each of the two parts depends on the mission, the means available to accomplish the mission, and the possible means that the enemy can employ to prevent accomplishment of the mission. In considering the factors under each aspect, include the effects, as appropriate, of and on nuclear fires, chemical and enemy biological agents, and important devices and equipment used in implementing courses of action.

(1) **Observation and fire.** Indicate graphically or describe the influence of weather, relief, vegetation, surface materials, manmade features, and other pertinent characteristics. Include any marked effects on surveillance devices, equipment based on line of sight, and fire delivery means. Effects on fire include effects on delivery means, fields of fire, and effectiveness of fires. Observation and fire are of concern to combat service support units because they influence rear area protection considerations.

(2) **Cover and concealment.** Show graphically or describe the influence of weather, relief, vegetation, and manmade features. Include effects of and on nuclear fires, surveillance devices, and chemical and enemy biological agents. This discussion is oriented on protection of friendly and enemy forces and the effects on other operations, to include use of guerrillas or irregular forces, infiltration and counterinfiltration, tactical deception, counterintelligence, armor, and artillery. This discussion also is oriented on site requirements for combat service support installations.

(3) **Obstacles.** Show graphically or describe all natural and artificial obstacles and the influence of relief, weather, vegetation, surface materials, and manmade features. Include effects, as appropriate, of and on nuclear fires, chemical and enemy biological agents, and trafficability and accessibility. If it has significant influence, show the effect of each obstacle on possible friendly and enemy courses of action. Obstacles and trafficability influence site locations for combat service support units.

(4) **Key terrain features.** Based on the analysis of observation and fire, concealment and cover, obstacles, and the mission, select the key terrain features. Consider any locality or area the seizure, retention, or control of which affords a marked advantage to either force. In turn, briefly discuss the influence of each key terrain feature listed. Discussion is oriented toward later development of friendly and enemy courses of action. Revise as required by the commander's decision and the current situation. This discussion may be omitted when the enemy cannot secure or control terrain features that will materially affect the accomplishment of the mission.

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Figure 1-15. Format for the Analysis of  
The Area of Operations (Continued).

ANAL OF AREA OF OPER NO \_\_\_\_\_ (Classification)

(Short title identification)

(B) **Avenues of approach.** Based on all previous analyses of the tactical aspects, develop possible avenues of approach. Development of avenues of approach does not consider the dispositions of enemy forces. An avenue of approach must afford some ease of movement and room for adequate dispersion for a force large enough to have a significant effect on the outcome of the operation. When either force has an adequate number of aircraft available to deploy troops and equipment forward of the battle area and significantly affect accomplishment of the mission, air avenues of approach may be listed. If terrain and weather conditions do not significantly influence choices of flightpaths, air avenues of approach are not listed. Enemy avenues of approach are listed first, followed by a list of friendly avenues of approach into the enemy battle area. When the forces are not in close contact or only security forces are in contact, avenues of approach to the battle area for both forces are listed. Each listing of an avenue of approach is accompanied by a brief discussion for later development of possible courses of action by either force. For combat service support units, the discussion of avenues of approach is based on rear area protection requirements.

b. **Combat Service Support Aspects.** Analyze the facts listed in paragraph 2 and the subconclusions developed under tactical aspects (a above). Considering the activities listed below, isolate those facts and subconclusions that significantly influence choices of possible courses of action by either the friendly or the enemy force or that require special activities to ensure combat effectiveness and adequate support. Omit any activity that is not significantly influenced.

(1) **Personnel.** Of particular importance when weather and terrain conditions are severe; when the area of operations has a significant population, to include potential labor forces; or when political and economic conditions are unsettled.

(2) **Logistics.** Of particular importance when weather and terrain conditions are severe, when the area of operations imposes additional logistic requirements or has significant resources of military value, or when political and economic conditions are unsettled. Detailed coverage is required for those commands whose mission is logistic support of other units, to include details on main supply routes, facilities for maintenance and storage, and construction resources.

(3) **CMO requirements.** Of particular importance to tactical units when the numbers of civilians in the area create control problems and restrict use of firepower. Detailed coverage is required for commands with extensive CMO responsibilities.

#### 4. EFFECTS OF CHARACTERISTICS OF THE AREA

This paragraph contains the conclusions reached through analysis of the facts developed in the previous paragraphs. Conclusions are stated in terms of effects on the general courses of action available to both friendly and enemy forces as indicated below.

a. **Effect on Enemy Courses of Action.** List, in turn, each significant possible enemy course of action, such as attack; defense; withdrawal; and use of air, armor, nuclear fires, chemical and biological agents, and guerrillas. Accompany each listed course of action (using separate subparagraphs) with a discussion to indicate the characteristics of the area favoring or not favoring the course of action. For attack courses of action, show the best avenue of approach. For defense courses of action, show the best defense areas and the best avenues of approach leading to the defense areas.

b. **Effect on Own Courses of Action.** Discuss, as in preceding paragraph, those broad courses of action that will accomplish or facilitate the mission, such as attack or defense and withdrawal (including use of air, armor, nuclear fires and chemical agents, and irregular forces).

#### Acknowledgement Instructions

Authentication. (Note 4)

\_\_\_\_\_  
(Commander) (Note 3)

Annexes. (by letter and title)

Distribution:

- NOTES:
1. Message reference number is included if distribution is to be made outside the headquarters.
  2. Reference to a map will include the map series number (and country or geographic area, if required), sheet number (and name, if required), edition, and scale (if required).
  3. The name and rank of the commander appear on all copies of the analysis if distributed outside the headquarters. If not distributed outside the headquarters, it is signed by the intelligence officer.
  4. Authentication is required only if the analysis has not been signed by the commander and is to be distributed outside the headquarters.

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Figure 1-16. Format for the Analysis Of  
The Area of Operations (Continued).

(3) Preparation. In preparing the analysis of the area of operations, the intelligence officer uses other resources of information including national intelligence surveys and locally-produced studies and periodicals. Analysis prepared by other headquarters are valuable sources of information, although they may not apply directly to the particular unit. Regardless of the assistance received, the intelligence officer is responsible for:

- Defining the characteristics of the area of operations.
- Anticipating requirements.
- Producing intelligence of the area.
- Maintaining Intelligence of the area.
- Disseminating Intelligence of the area.

(a) Before and During Receipt of the Mission. When possible the intelligence officer prepares an analysis of the area of operation based on a deduced mission before the actual mission has been received. On receipt of the mission, the intelligence officer reevaluates the analysis in terms of the commander's area of interest.

(b) Changes in Mission. As the operation progresses, changes in mission and the commander's area of interest or receipt of additional or more accurate information will require revision of the analysis.

## LESSON 1

### Practice Exercise

The following items will test your knowledge 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.

1. As one of his organizational considerations, the commander determines the location, composition, and organization of his headquarters based on the requirement of the tactical situation and the
  - A. location of higher headquarters.
  - B. administrative order.
  - C. mission.
  - D. personnel available.
  
2. Since large CPs are vulnerable to detection, the commander enhances survivability by
  - A. echeloning CP elements on a functional basis.
  - B. limiting communications.
  - C. providing additional security.
  - D. reducing the number of personnel in the CP.
  
3. A command post which is the forward echelon of a headquarters, brigade level or lower, is a
  - A. main command post.
  - B. rear command post.
  - C. tactical operations center.
  - D. tactical command post.
  
4. You use symbols to enter data in the staff journal to indicate the action taken on certain information. You make this entry in column
  - A. 4.
  - B. 3.
  - C. 2.
  - D. 1.

5. When planning for an operation you determine the key factors in an undertaking and explore these factors in detail, in which step of the organization?
- A. Second.
  - B. Fourth.
  - C. Sixth.
  - D. Eighth.
6. The phase of operation planning based on logical assumptions concerning future operations, or on knowledge of higher headquarters that is available before the receipt of the formal directive, is the
- A. approval phase.
  - B. preparation phase.
  - C. initial phase.
  - D. preliminary phase.

LESSON 1

PRACTICE EXERCISE

ANSWER KEY AND FEEDBACK

Item	Correct Answer and Feedback
1.	<p>C. mission.</p> <p>The location, composition, and organization of the headquarters is determined by the commander according to the requirements of the mission and the tactical situation. (page 1, para 1)</p>
2.	<p>A. echeloning CP elements on a functional basis.</p> <p>By echeloning CP elements on a functional basis, the commander minimizes the size of the CPs in any one area. (page 2, para 2b)</p>
3.	<p>D. Tactical command post.</p> <p>When a tactical command post is established, it is the forward echelon of a headquarters at brigade level or lower. (page 5, para 1d)</p>
4.	<p>A. 4.</p> <p>An example of symbols you enter in column 4 is: F = File, S = Staff distribution, T = Distribution to troops, M = Situation map. (page 8, para 2c)</p>
5.	<p>C. Sixth.</p> <p>The sixth step in the planning sequence is preparing planning studies. The types of planning studies most frequently used in this step are estimates and staff studies. (page 14, para 2f(1)(f))</p>
6.	<p>D. Preliminary phase.</p> <p>The preliminary phase is the first of six phases of planning to ensure completion of specific tasks in a logical sequence. (page 17, para 2i(6)(a))</p>

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