

**SUBCOURSE
IN0764**

**EDITION
A**

OPERATIONS

Fort Benning, Georgia



**THE ARMY INSTITUTE FOR PROFESSIONAL DEVELOPMENT
ARMY CORRESPONDENCE COURSE PROGRAM**

**A
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D**



OPERATIONS

Subcourse Number IN0764

EDITION A

United States Army Infantry School
Fort Benning, Georgia 31905-5593

Four Credit Hours

Credit for TNSG only if taken with TNSG Final Exam

SUBCOURSE OVERVIEW

In this subcourse you will learn the command and control philosophy of the US Army, the Army command and control system, the eight steps of Troop-Leading Procedures, METT-T, commander's estimate of the situation, contents of the operations order (OPORD), warning order (WARNORD), and the fragmentary order (FRAGO). You will also learn the Intelligence Preparation of the Battlefield (IPB) process.

There are no prerequisites for this subcourse.

This subcourse reflects the doctrine which was current at the time it was prepared. In your own work situation, always refer to the latest official publication.

Unless otherwise stated, the masculine gender of singular pronouns is used to refer to both men and women.

TERMINAL LEARNING OBJECTIVE:

ACTION: Identify command and control, troop-leading procedures, METT-T, commander's estimate of the situation, operations order (OPORD), warning order (WARNORD), fragmentary order (FRAGO), and the IPB process.

CONDITION: You will be given information from FM 7-10, FM 34-130 and FM 100-5.

STANDARD: To demonstrate competency of this task, you must achieve a minimum of 70Z on the subcourse examination.

REFERENCES: The material contained in this subcourse was derived from the following publication:

FM 7-10, FM 34-130, and FM 100-5

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LESSON 1

COMMAND AND CONTROL

OVERVIEW

LESSON DESCRIPTION

In this lesson you will learn the command and control system which supports the execution of Airland Battle doctrine, the eight steps of troop leading procedures, factors of METT-T, commander's estimate of the situation, contents for an operations order (OPORD), warning order (WARNORD), and a fragmentary order (FRAGO).

TERMINAL LEARNING OBJECTIVE:

ACTION: Identify the command and control philosophy of the US Army, Army command and control system, the eight steps of troop leading procedures, METT-T, the commander's estimate of the situation, OPORD, WARNORD, and a FRAGO.

CONDITION: You will be provided with information from FM 100-5, and FM 101-5.

STANDARD: Command and control philosophy, command and control system, troop leading procedures; METT-T, commander's estimate of the situation, IPB process, WARNORD, OPORD, AND FRAGO will be identified in accordance with FM 100-5, and FM 101-5.

REFERENCE: The material contained in this lesson was derived from FM 100-5, and FM 101-5.

PART A - COMMAND AND CONTROL PHILOSOPHY OF THE US ARMY
AND THE ARMY COMMAND AND CONTROL SYSTEM

1. The Philosophy of Command and Control.

The command and control system which supports the execution of AirLand Battle doctrine must promote freedom to operate, delegation of authority, and leadership from any critical point on the battlefield.

a. Plans. Plans are the initial basis of action, but you can expect considerable variation from plans in the course of combat. Ideally the initial plan for an operation establishes the commander's intent and concept of operations and the responsibilities of subordinate units. It will however, leave the greatest operational and tactical freedom to you. The plan must therefore be flexible enough to permit variation by subordinates in pursuit of your goals.

Whenever possible, you will receive your orders face to face from your commander on the ground chosen for the operation. As few as possible restrictions will be placed on your operations. Usually your mission orders will specify what must be done without telling you how to do it. Control measures are designed to secure cooperation without imposing unnecessary restriction on your freedom to act. The larger force will remain alert and ready to exploit any advantages you develop in the course of your operation.

Any command and control system seeking to promote such flexibility and freedom to operate independently must emphasize certain specific operational techniques and command practices. First it optimizes the use of time by routine use of warning orders, situation updates, and anticipatory planning and positioning of forces.

b. Training. The command, control, and control (C3) system also stresses standardized training in operations and staff practices to assure mutual understanding throughout the Army and its sister services. Training within units reinforces this understanding. Wargaming, rehearsals, and realistic training promote initiative and flexibility by preparing units and their leaders for cooperation in the chaos of combat without time-consuming coordination.

Further, the C3 system allows you to position yourself wherever the situation calls for your presence, without depriving you of

your ability to respond to opportunities or changing circumstances with the whole force.

For example, if a division commander, operating forward with the leading brigade, decides to shift his main effort to capitalize on the unexpected success of a supporting attack, his C3 system must assure rapid execution of his order without sacrificing momentum or coordination.

This requires solid staff work and strongly developed skills of tactical anticipation. Leaders throughout the force must be ready to change directions of movement, bases of fire, support arrangements, and task organizations without hesitation during operations. Succession of command when a leader is killed or disabled is arranged in advance and accomplished without disruption of the operation.

c. Flexibility. The need for flexibility in C3 is greater for the committed maneuver commander than for anyone else. He cannot depend on constant direction, but must fight independently even when he cannot communicate outside his own zone or sector. He has to know the intent of the commander two levels above him, understand the concept of organization of his immediate commander, and know the responsibilities of the units on his flanks and in support of his operations.

If he understands these things, the committed commander can conduct his operation and act freely and boldly to accomplish his mission without further orders.

When an unanticipated situation arises, committed maneuver unit commanders should understand the purpose of the operation well enough to act decisively, confident they are doing what their superior commander would order done if he were present. The 9th Armored Division's seizure of the Remagen Bridge epitomizes the freedom of action and initiative required in combat. In that instance, an infantry platoon leader who understood the goal of his division commander acted promptly and without orders to secure an advantage that altered the course of the Army's whole campaign.

The same principles apply at the operational level of war. Lead times are longer and forces slower to move, but mission orders, anticipation of requirements, and initiative are equally important. The inherently joint nature of campaign planning and direction makes mutual understanding and practiced cooperation all the more important in theater operations.

Staffing, equipment, and organizational concerns vary among levels of command. In every case, however, the only purpose of C3 is to implement the commander's will in pursuit of the unit's

objective. The system must be reliable, secure, fast, and durable. It has to collect, analyze, and present information rapidly. It must be able to communicate orders, coordinate support, and provide direction to the force in spite of enemy interference, destruction of command posts, or loss and replacement of commanders. The ultimate measure of C3 effectiveness is whether the force functions more effectively and more quickly than the enemy.

2. Commander and Staff Roles and Relationships.

a. Command and Control. The modern battlefield will present significant challenges to commanders at all levels of command. Modern electronic countermeasures will make C3 even more difficult than it has been in the past. The complexity of the modern battlefield is marked by the introduction of new concepts and lethal weapons systems which will demand the very highest level of command and control. The commander who continues to exercise effective command and control will enjoy a decisive edge over his opponent. To achieve the decisive edge --to win the battle anywhere in the world --commanders must be able to take concepts such as nonlinear maneuver battles, initiative, depth, agility, synchronization, areas of influence and interest and apply them to their commands.

Command is the authority a commander in the military service lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military force to accomplish assigned missions. It also includes the responsibility for the health, welfare, morale, training, and discipline of assigned and attached personnel. International law and the Law of Land Warfare specify the commander's ethical responsibility in military operations and for the indigenous population in an area of operations.

Command and control is the process through which the activities of military forces are directed, coordinated, and controlled to accomplish the mission. The process encompasses the personnel, equipment, communications, facilities, and procedures, necessary to gather and analyze information, to plan for what is to be done, to issue instructions, and to supervise the execution of operations.

b. C3 Systems. The extent and the variety of the tasks confronting a commander require the cooperative endeavors of many people, the integration of many complex equipment systems, and a sensible division of work. Not only are you responsible for C3 of organic, assigned or attached forces but, you are also responsible for integrating into your operations support provided

by other Army elements and elements of other services. These tasks are accomplished through a C3 system consisting of three interrelated components as follows:

(1) C3 Organization. This is the organization of the headquarters operations. This is how you have organized your staff to accomplish the mission. The commander's organization includes the role and relationships of the staff, the authority and responsibilities of the staff, and the functional grouping of staff sections.

(2) C3 Process. This is the decision-making process and procedures used by headquarters. This process is how the commander and his staff accomplish the mission. It is the procedures and techniques used to find out what is going on, to decide action to take, to issue instructions, and to supervise execution. These procedures and techniques include records, reporting systems, and briefings which support the decision-making process.

(3) C3 Facilities. These facilities include command posts and supporting automation and communication systems. They provide processing and transmission of information and orders necessary for effective command and control.

The unique character of command and control of military operations is that it must be effective under the extraordinary stress of battle -- in obscure situations, compressed time, and under psychologic and emotional stress caused by personnel and material losses. Also unique to military operations is the need for the command control system to work quickly. It must be designed with such efficiency and dispatch that the decision-making process works faster and better than that of the enemy. The efficiency of the C3 system is measured by the extent to which the commander's intentions are carried out and the ability to cope quickly and effectively with changes in the situation. The C3 system is evolving continuously. It must develop according to the demand of new weapons, communications, tactics, terms of reference, and the number, type and structure of units likely to be subordinated to the organization.

3. The Commander and Staff.

As the commander, you alone are responsible for all your unit does or fails to do. You cannot delegate this responsibility. The final decision, as well as the final responsibility remains with you. The successful commander will delegate authority and foster an organizational climate of mutual trust, cooperation, and teamwork. He also will promote an understanding of procedures and a common basis for action at all levels of his command.

The commander discharges his responsibilities through an established organization of command delegations --called a chain of command. Through this chain, you hold each subordinate commander responsible for all the subordinate unit does or fails to do. All orders from a high commander to a subordinate unit are issued by the commander of the highest unit to the commander of the next subordinate unit.

Intermediate commanders are bypassed only as an exception in urgent situations. In such instances, both the commander issuing the order and the commander receiving the order should notify intermediate commanders of its content as soon as possible.

When a superior in the chain of command assigns a subordinate a mission, he also delegates the necessary authority for the subordinate to accomplish the mission. Command responsibility works in two directions. While the commander is responsible to his superiors for mission accomplishment, he also has a responsibility to his subordinates. Having delegated authority to his subordinates, the commander must provide them with the necessary guidance, resources (including time), and support needed to accomplish their mission. However, the superior retains overall responsibility for accomplishment of the mission.

PART B - TROOP LEADING PROCEDURES AND METT-T

1. Troop-leading Procedures. The troop-leading procedures (TLPs) are the dynamic process by which a commander receives a mission, plans it, and executes it. It should be an instinctive and familiar way of thinking for a company commander. The sequence of the individual TLPs is not rigid. It is modified to meet the mission, situation, and available time. Some steps are done concurrently while others may go on continuously throughout the operation. The TLPs are time savers; as such, you conduct them in the order which most effectively uses the available time.

2. The C3 Process. As a leader, you use the C3 process to figure out what is going on, decide what to do about it, tell soldiers what to do, and then keep track of how well your soldiers are doing. The troop-leading procedures are your tools to guide the C3 process. These procedures provide a common framework for all echelons of command to apply the C3 process. Two other tools that are part of the C3 process are the estimate of the situation and the analysis of the mission, enemy, terrain, troops, and time available (METT-T). The relationship of these three tools is depicted in Figure 1-1.

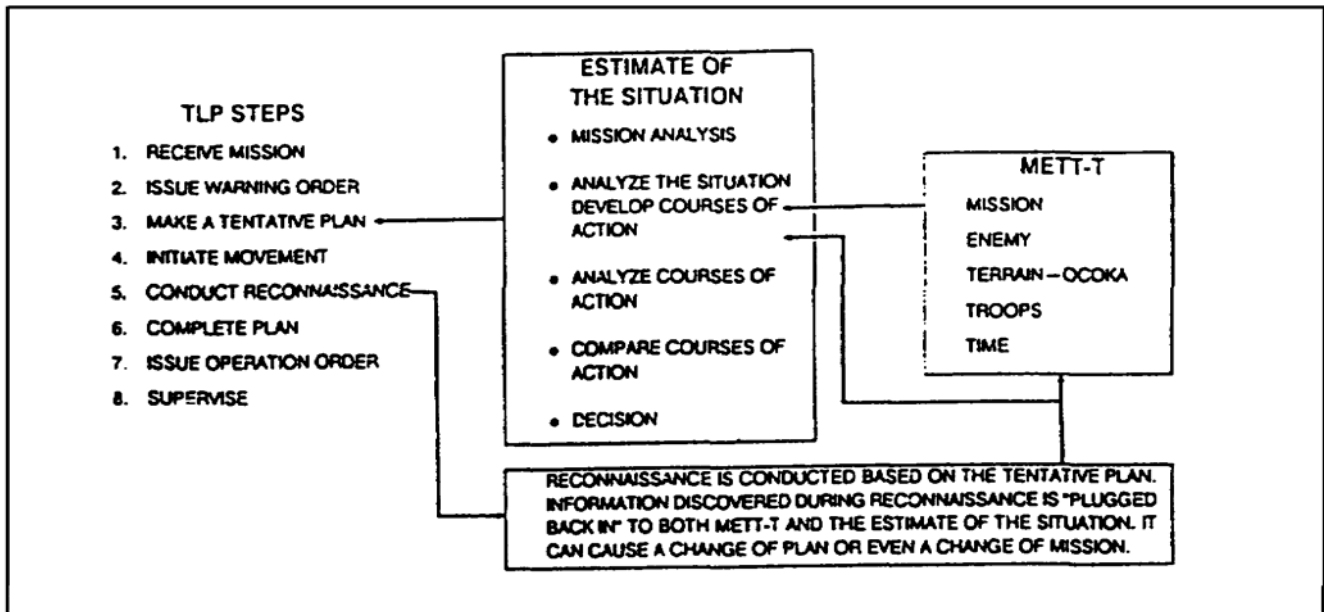


Figure 1-1. Tools of the tactician relationship

a. Receive the Mission. A mission may be received in the form of either a written or oral warning order, operation order, or fragmentary order (FRAGO). At times, you may conclude a change in mission is necessary, based on a change in the situation. When the battalion operations order (OPORD) is issued, you should have your company fire support officer (FSO) with you.

(1) Once an upcoming mission is identified, actions to begin preparing the unit are conducted. Conduct an initial METT-T analysis to determine the requirements for your warning order.

(2) With the information available, set your time schedule by identifying the actions that must be done (time-critical tasks) to prepare your unit for the operation. These preparatory actions are identified by a preliminary consideration of the information on the mission, enemy, terrain, and own troops. An initial reconnaissance (it may be a map reconnaissance) is conducted to allow you to more fully understand the time requirements for the mission. Then develop your time schedule by starting at "mission time" and working backward to the time it is now (reverse planning). The mission time is normally the most critical time in the operation.

(3) You must ensure all subordinate echelons have sufficient time for their own planning needs. A general rule of thumb for leaders at all levels is to use no more than one-third of the available time for planning and issuance of the OPORD. This will leave the rest of the available time for subordinate leaders to use for their planning and preparation.

The following is a tentative time schedule, which may require adjustment as the TLP process continues.

- o 0600, execute mission.
- o 0530, finalize/adjust the plan, based on your reconnaissance.
- o 0400, establish objective rally point (ORP); begin leader's reconnaissance.
- o 0200, begin movement.
- o 2100, conduct platoon inspections.
- o 1900, hold rehearsals.
- o 1800, eat meals (tray packs).
- o 1745, hold briefbacks (SLs to PL).
- o 1630, issue platoon OPORD.
- o 1500, hold briefbacks (PLs to CO).
- o 1330, issue company OPORD.
- o 1045, conduct reconnaissance.
- o 1030, update company warning order, if required.
- o 1000, receive battalion OPORD.

- o 0900, receive battalion warning order; issue company warning order.

b. Issue a Warning Order. Do not wait for more information. Issue the best warning order possible with the information at hand and update it as needed with additional warning orders. The warning order lets units prepare for combat as soon as possible after being alerted of an upcoming mission. This normally involves a number of standard actions that should be addressed by standing operating procedure (SOP). The warning order should address those items not covered in the SOP that must be done to prepare for the mission. The specific contents for each warning order will vary, based upon the unique tactical situation.

c. Make a Tentative Plan. Tentative plans are the basis for the OPORD. Use the commander's estimate of the situation to analyze mission, enemy, terrain, troops, and time available (METT-T) information, develop and analyze a course of action (COA), compare courses of action, and make a decision which produces a tentative plan.

d. Initiate Movement. This can be done by having a subordinate leader move the unit to an assembly area or attack position. The instructions for this move can be given in the warning order. You ensure security is provided and fires are integrated for all company movements.

e. Conduct Reconnaissance. Reconnaissance is a continuous process during TLPs. The tentative plan should include a reconnaissance and security (R&S) plan. Plan and conduct reconnaissance to confirm or adjust the tentative plan. A thorough tentative plan helps the reconnaissance because specific R&S guidance can be given to subordinates. In every tactical operation the CO requires additional information, and at the same time, he must deny the enemy information about his company. These requirements provide the focus for the company R&S plan.

(1) Prepare the Plan. Determine the following:

- o What are your information requirements?
- o What are your security requirements? (The higher headquarters may also assign R&S responsibilities to the company.)
- o What are the priorities for these requirements?
- o What assets are available to meet these requirements? (You may request support from higher, adjacent, and supporting units.)

- o How much time is available to collect the information or establish security?
- o What is most critical (and thus the focus) for your personal reconnaissance?
- o To whom will you assign tasks to meet the R&S needs?

(2) Issue the Plan. You provide additional instructions to supplement the assigned tasks to your subordinates. The amount of detail depends on the specific situation. A leader's reconnaissance with several subordinate units involved requires more specific instructions. These may include the following:

- o A specific tasking for selected soldiers from subordinate units, such as the 1st Platoon's RATELO.
- o A specific time schedule for the reconnaissance (report, inspection, departure, and return times).
- o Specified routes and formations.
- o Special equipment required.
- o Likely contingency plans.
- o Fire support coordination.
- o Withdrawal plan from the reconnaissance site.
- o Link up with the company.

(3) Select the Technique. The leader's reconnaissance is crucial to every operation. An effective leader reconnaissance provides the required information without being detected by the enemy. The risk of detection and the effect this possible loss of surprise will have on the mission must be weighed against the benefit of collecting the information. Generally, the closer the reconnaissance element is to the objective, the greater the risk of detection. The two primary techniques for conducting the leader's reconnaissance are:

- o Long-range Observation/Surveillance. Reconnaissance personnel generally stay beyond small-arms range from the objective. This will usually be outside the enemy's security positions also. Tentative observation post (OP) sites are selected from a map reconnaissance and confirmed

after the unit has occupied the ORP. This technique is generally more effective during daylight hours. When possible, OPs should provide 360-degree coverage and may require repositioning at night.

- o Short-range Observation/Surveillance. This technique generally requires the reconnaissance personnel to move inside the enemy's security positions and small-arms fire range. It depends on stealth and effective use of available cover and concealment. Limited visibility may support this technique. OPs are also designated for short-range observation.

f. Conduct the Reconnaissance. The leader's reconnaissance should be conducted as any reconnaissance patrol; only essential personnel should take part. The smaller this element is, the less likely the enemy will detect them. This should include a leader from each of the key elements. Additional tasks during the reconnaissance may include the following:

- o Testing communications if authorized.
- o Making final coordination on precise timings, signals, weapons/personnel locations, and sub-unit responsibilities.
- o Establishing security/surveillance on the objective area.

g. Complete the Plan. The CO must be prepared to adjust his tentative plan based on the results of the reconnaissance. You may have to change COAs if the situation is not what you expected. In this case, one of the previously analyzed and discarded COAs may be adjusted to quickly finalize his new plan. Coordination continues with all supporting agencies, higher headquarters, and adjacent units. This, along with your recon, gives you the information you need to expand the tentative plan into a five-paragraph OPORD.

h. Issue the Order. Preferably issue the order while viewing the avenues of approach/objective area. Make maximum use of visual aids (sketches and terrain models) to enhance the presentation of the order. When you issue the tentative plan before the leader's reconnaissance, issue a fragmentary order (FRAGO) to finalize the plan prior to execution.

i. Supervise. The best plan may fail if it is not managed right. Briefbacks, rehearsals, inspections, and continuous coordination of plans must be used to supervise and refine

troop-leading procedures. Briefbacks and rehearsals are not the same. Briefbacks focus on the planning process, and rehearsals focus on execution.

(1) Inspect. During precombat inspections, check the following:

- o Weapons and ammunition.
- o Uniforms and equipment.
- o Mission-essential equipment.
- o Communications.
- o Rations and water.
- o Camouflage.
- o Soldiers' knowledge and understanding of the mission and their specific responsibilities.

(2) Rehearse. Always conduct rehearsals. They are essential to ensure complete coordination and subordinate understanding. The warning order should provide subordinate leaders sufficient detail for them to schedule and conduct rehearsals of drills/SOPs before receiving the company OPORD.

Rehearsals conducted after the OPORD can then focus on mission-specific tasks. Rehearsals are conducted as any other training exercise except the training area should be as much like the objective area as possible, including the same light and weather conditions. Mock-ups of the objective should be used for these practices.

Rehearsals include holding soldier and leader briefbacks of individual tasks and using sand tables or sketches to talk through the execution of the plan. These are followed by walk-through exercises and then full-speed, blank-fire or live-fire rehearsals.

You should establish the priority for rehearsals based on the available time. The priority of rehearsals, as COA development, flows from the decisive point of the operation. For example, actions on the objective, battle drills for maneuver, actions on enemy contact, special teams, movement techniques, and others as required. Security must be maintained during the rehearsal.

(3) Briefback. Subordinates should briefback the commander right after the OPORD to ensure they understand their instructions. Briefbacks of the subordinates' plans should also be conducted. These briefbacks may be given collectively at a meeting of the orders group. Such a technique allows exchange of information, coordination among units, and rapid distribution of changes to the initial plan.

(4) Coordinate. The commander visits his subordinates and adjacent units to discuss their plans. The CO ensures all necessary preparations are being made. These may include coordination of fire support and engineer activities, maintenance, resupply, movement, and other required actions.

- o Any departures from the plan, both before and during the operation, are coordinated with the battalion commander and staff.
- o During execution, the CO issues FRAGOs to modify or refine the operation as the situation develops. He personally supervises and or leads the critical actions.

PART C - THE COMMANDER'S ESTIMATE OF THE SITUATION
OPORD, WARNORD, AND FRAGO.

The estimate of the situation is the Army's decision-making process. It helps you determine your mission, understand your situation, and select the best course of action to accomplish your assigned responsibilities. Use the estimate for EVERY tactical decision. Your experience, ability, and the time available will determine the amount of detailed analysis in each estimate. Also refer to the sample Commander's Estimate of the Situation format in the extracts of FM 101-5 in Appendix A of this lesson.

The estimate is a continuous process. You will receive information constantly about the situation. Whenever you receive the information (during planning, en route to the objective, or just before the assault begins), you must decide if this information affects your mission. If it does, then decide how to adjust your plan to meet this new situation. It is only through the estimate process, however hasty, that you can make the proper decision.

The estimate has five steps.

Step 1: Conduct a detailed mission analysis.

Step 2: Analyze the situation and develop courses of action.

Step 3: Analyze courses of action (wargame).

Step 4: Compare courses of action.

Step 5: Make a decision.

1. Conduct a Detailed Mission Analysis.

Conduct a detailed mission analysis whenever you receive instructions to begin a new operation. These instructions may be received as warning orders, OPORDs, or FRAGOS. You may also deduce a change to your mission based on a change in the situation. In any case, you conduct the mission analysis to determine the following:

- o Commander's concept and intent (battalion and brigade).
- o All tasks your unit must accomplish.
- o All limitations on your unit's freedom of action.
- o Your unit's restated mission statement.

a. The Higher Commanders' Concept and Intent. The company commander must know what both his battalion and brigade commanders want accomplished as the result of the operation. So, you must also understand your role and responsibilities within their concepts. This information is found in the battalion OPORD in paragraph 1b for the brigade and in paragraph 2 and 3 for the battalion.

b. The Unit's Tasks. You determine all the tasks your unit must accomplish. They may be found throughout the order. Tasks that are clearly stated in the order, during the oral OPORD, or on the operation overlay are called specified tasks. Examples of specified tasks are:

- o Retain hill 545 to prevent envelopment of B Co.
- o Provide one squad to the 81-mm platoon to carry ammo.
- o Establish an OP vic GL124325 NLT 301500 NOV 89.

(1) Routine Tasks. In addition to these specified tasks, other requirements may become apparent as the OPORD is analyzed. These are called implied tasks. They are not routine or SOP-type requirements. Nor are they requirements inherent to other assigned tasks or to military operations. Routine or SOP tasks depend on the specific unit, but generally the following type tasks would be considered routine:

- o Provide security during movement.
- o Conduct resupply operations.
- o Coordinate with adjacent units.

(2) Inherent Tasks. If the company was assigned a mission to seize an enemy position for some purpose, some examples of inherent tasks might be as follows:

- o Task-organize the unit to accomplish the mission.

- o Conduct reconnaissance to locate enemy weak points.
- o Isolate the area at the point of attack.

(3) Implied Tasks. In some cases or for some units, tasks which should be routine, inherent, or SOP, may not be. In this case, the CO (understanding the training and limitations of his unit) would identify that task as an implied task. It is not important to classify the tasks. What is important is to identify all the requirements (tasks) the unit must complete to accomplish its mission. Once you have identified these tasks, you then ensure your plan includes all of them.

c. The Unit's Limitations. You next determine all control measures or instructions in the OPORD restricting your freedom of action. These are called limitations. In every operation, there are some limitations on the company. The operations overlay has graphic control measures restricting the unit's freedom to maneuver. The coordinating instructions often include limitations. Throughout the order, there may be specific times the unit must meet. The following are some examples of common limitations:

- o Cross the LD at 100030 OCT 94.
- o MOPP4 in effect.
- o Air defense artillery (ADA) weapon status, tight; warning status, yellow.

At times, it may be confusing whether something is a task or a limitation. The first example given above is both a specified task (cross the LD) and a limitation (at exactly 0030 hours on 10 Oct). What is important is that the information is included in the CO's concept, and that all subordinates understand and comply with it.

d. Mission-essential Task(s). After reviewing all the above factors, identify your mission-essential task(s). Failure to accomplish a mission-essential task results in the company's failure to accomplish its primary purpose for that operation. In a well-written OPORD, you will find your mission-essential task in the maneuver paragraph.

e. The Restated Mission Statement. If the mission analysis began as the result of receiving a battalion OPORD, the mission statement should have been clearly stated in the battalion concept of the operation, (paragraph 3a of the OPORD). The mission-essential tasks and purposes for each of the companies should be stated in the battalion scheme of maneuver.

(1) If the mission analysis began as the result of a short FRAGO or a significant change to the situation, the

company's mission may not be clearly stated. In this case, you must determine your mission-essential task.

Do this by reviewing the battalion commander's concept and determining what your company's role is for the decisive action. What must your unit achieve to support the battalion's mission accomplishment? The relationship of your unit to the battalion's main effort may also clarify your mission-essential task.

If your company is the main effort, there should be a direct relationship between your purpose and the battalion's purpose. If you review each of your assigned tasks by this process, it should be clear which task is essential to the success of the battalion commander's concept.

(2) Time is continuously analyzed during the operation. Once you have conducted your mission analysis, you will have a better understanding of the time requirements for your unit. If a time schedule was issued prior to conducting the detailed mission analysis, it may need to be updated now.

(3) The restated mission statement becomes the focus for the remainder of the estimate process. This is a clear, concise statement of the essential task(s) to be accomplished by the company and the purpose to be achieved. The mission statement will normally state WHO (the company), WHAT (the task), WHEN (the critical time), WHERE (usually a grid coordinate), and WHY (the purpose the company must achieve). It also becomes paragraph 2 of the company OPORD. The other specified and implied tasks and limitations are included in the plan where required. Some examples of restated missions follow:

- o (WHO) "A Company attacks (WHEN) 090500Z Dec 92 (WHAT) to seize HILL 482 (WHERE) vicinity NB 457271 (OBJ BLUE) (WHY) to enable the battalion's main effort to destroy enemy command bunker and reserve platoon."
- o (WHO) "C Company defends (WHEN) NLT 281530Z Oct 97 (WHAT) to destroy enemy forces from (WHERE) AB163456 to AB163486 to AB123486 to AB123456 to (WHY) prevent enemy forces from enveloping 1-66 Infantry (L) from the south."

2. Analyze the Situation.

With the restated mission statement from Step 1 to provide focus, continue the estimate process. Step 2 involves analyzing the situation, using the remaining factors of METT-T (enemy, terrain, troops and time). The intelligence preparation of the

battlefield (IPB) integrates the enemy doctrine with the terrain and weather to evaluate enemy capabilities, vulnerabilities, and possible COAs.

a. Once you have a full appreciation for the situation, you then develop several COAs which will accomplish your mission. Throughout this step, the analysis process is presented in a very deliberate, step-by-step manner. In reality, it is a very dynamic process. For example, this step describes the terrain analysis coming before the enemy analysis. In a tactical situation, the commander will normally have a great deal of knowledge about the enemy. In effect, this allows a more rapid estimate and decision. What must be avoided is jumping to a hasty conclusion/decision without first doing an honest analysis of the situation. Step 2 is normally the most time consuming step of the estimate.

b. During the analysis, determine facts about the situation. Also determine questions for which you have no facts. Then try to answer these questions through additional analysis or reconnaissance. When these questions impact on your ability to develop valid courses of action, you must plan from assumptions.

(1) Assumptions are used in the absence of facts. They are based on the facts you have developed, your knowledge of the enemy's doctrine, and also your experience from fighting this enemy. An example of a valid assumption might be: the enemy has prepared antipersonnel minefields on the dismounted avenues of approach into his position. Possible minefield locations can then be deduced based on the enemy's doctrine and your knowledge of his tactics. During this analysis, assumptions are treated as facts to allow you to deduce the impact they may have on your unit. You reduce the number of assumptions by conducting reconnaissance to gather the required facts.

(2) Also analyze the facts to determine how they impact on your mission, on your unit, and on the enemy. For example: the CO's terrain analysis identifies a creek that is an obstacle to mounted movement. The CO analyzes this fact to deduce the impact it may have on the operation. If he is defending, he must determine how the creek will affect the enemy's movement. It may only be an obstacle to wheeled vehicles and not to tracked ones. Are there choke points along the obstacle which would allow him to concentrate combat power against the enemy? How will the obstacle affect friendly units? Is vehicle resupply and casualty evacuation possible forward of the creek or will he have to use soldiers to move supplies and casualties? How can this obstacle assist in the accomplishment of his mission?

The quality of these deductions will determine the effectiveness of the courses of action developed later in Step 2. Figure 1-2 shows this analysis process for Step 2.

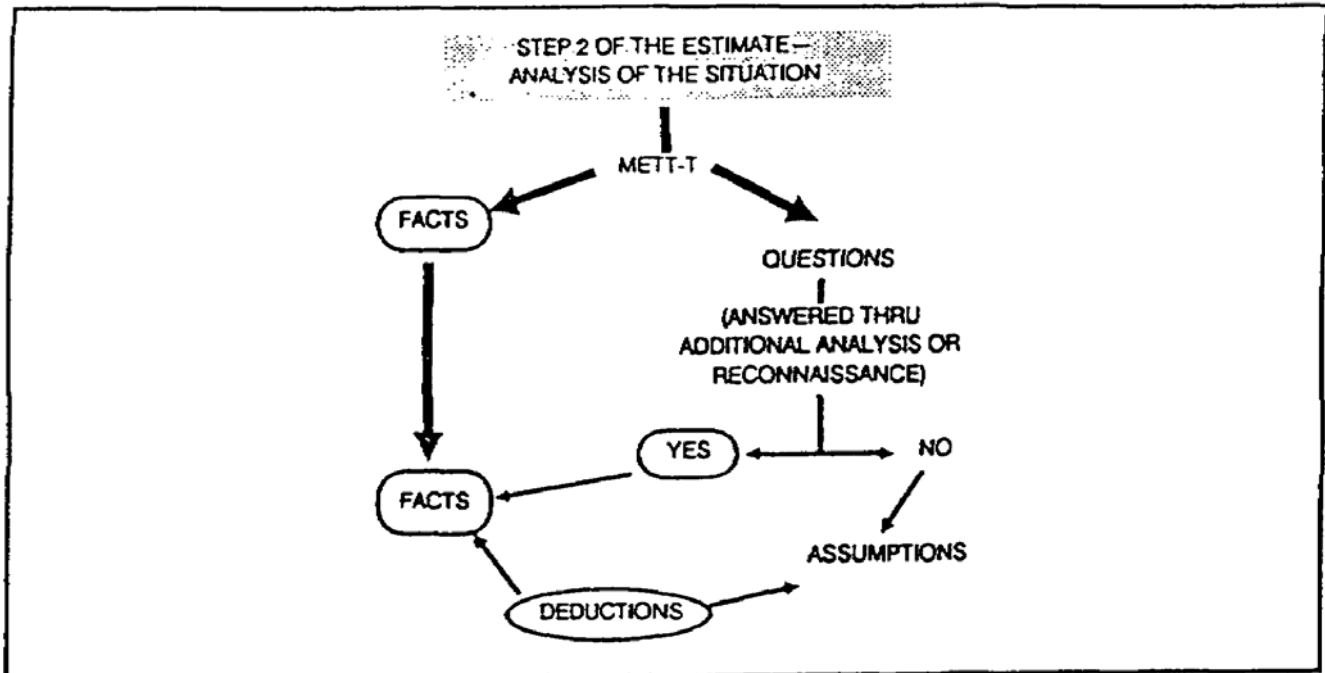


Figure 1-2. Analysis process

(3) Throughout Step 2, you identify potentially decisive points where you can generate superior combat power in relation to the enemy. These points may result from your terrain analysis (locations on the ground which provide an advantage or put the enemy at a disadvantage), from the enemy analysis (an identified enemy weakness that can be exploited), or possibly from the time analysis (a time when the combat potential of the enemy force is degraded).

Ideally, a decisive point will be identified where an enemy weakness is positioned at a time and a location which allows the company to generate overwhelming combat power. These points are potentially decisive because the effects of the company's combat potential, when applied there, should lead to accomplishing the mission.

3. Analyze the Terrain.

The factors of METT-T guide you through the estimate. process. Although the first factor is mission analysis, the next factor analyzed should be the terrain, not the enemy. By understanding the terrain prior to your analysis of the enemy, you will have a better appreciation for the enemy's capabilities and limitations.

a. Consider the terrain from both your view-point and from the enemy's. The battalion assigns the company its area of operations (AO). If there is terrain or enemy units outside the assigned AO that could impact on the mission, you must be concerned with them. This terrain, including the area of operations, is called the area of interest. Conduct a detailed terrain analysis of this area.

b. The mnemonic OCOKA (Observation, fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach) provides the significant military aspects of the terrain. These will assist you with your terrain analysis. In order, analyze obstacles, avenues of approach, key terrain, observation and fields of fires, and cover and concealment. Because of the effect the weather has on the terrain, it is analyzed at the same time.

(1) Obstacles. Identify the existing and reinforcing obstacles and hindering terrain affecting mobility. All terrain is evaluated and coded as either NO-GO, SLOW-GO, or GO. When time permits, a combined obstacle overlay is developed to graphically depict the mobility capability of the terrain. Figure 1-3 shows an example of a combined obstacle overlay.

- o NO-GO terrain is impractical for the type of force being considered to move through it. NO-GO terrain does not always mean units cannot pass through that terrain, but only that the speed of movement will be substantially reduced unless considerable effort is expended to enhance mobility. (Example: nonfordable streams and slopes of greater than 45 degrees for mounted movement.) With mounted forces, this would mean substantial engineer support.
- o SLOW-GO terrain hinders ground movement to a lesser degree than NO-GO terrain. Little effort is needed to enhance mobility. (Example: sparsely vegetated forests and fordable streams.)
- o GO terrain is fairly open terrain presenting no problem to ground movement.

(a) Offensive considerations:

- o How is the enemy using these obstacles?
- o How will these obstacles affect my movement?
- o Where are the weapons/units covering these obstacles?
- o How can the company avoid these obstacles?

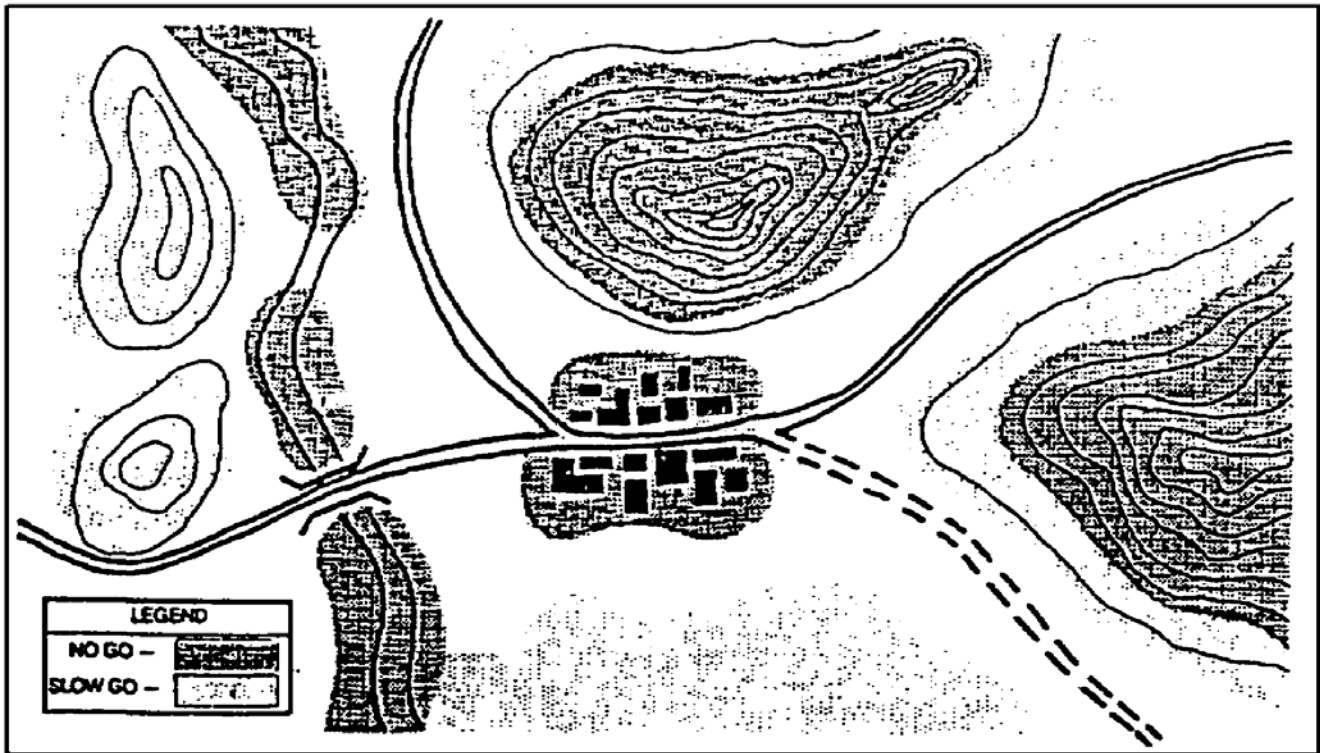


Figure 1-3. Combined obstacle overlay

(b) Defensive considerations:

- o How will the existing obstacles affect the enemy?
- o How do the existing obstacles support my mission?

(2) Avenues of Approach. Avenues of approach are developed next and identified one level down. These are areas through which a unit can maneuver. Normally, they are thought of in terms of mounted movement, but they can be applied to dismounted movement as well.

Both mounted and dismounted avenues of approach must be identified. When selecting them, use tactical judgment with respect to the type unit to be used. They traverse GO terrain, bypass NO-GO terrain, and occasionally pass through or over SLOW-GO terrain. They are considered for both the enemy and friendly units. As such, a doctrinal width guideline for a platoon is 250 meters, a company is 500 meters, and a battalion is 1,500 meters. Also consider aerial and subterranean avenues.

(a) Offensive considerations:

- o How can these avenues support my movement?

- o What are the advantages/disadvantages of each? (Consider enemy, speed, cover, and concealment.)
- o What are the likely enemy counterattack routes?

(b) Defensive considerations:

- o How can the enemy use threat approaches?
- o Which avenue is most dangerous? Least? (Prioritize each approach.)
- o Which avenues would support a counterattack?

(3) Key Terrain. Key terrain is any location or area that the seizure, retention, or control of, affords a marked advantage to either combatant. Using the map and information already gathered, look for key terrain dominating avenues of approach or the objective area.

Next, look for decisive terrain that if held or controlled will have an extraordinary impact on the mission. The retention or seizure of decisive terrain is necessary for accomplishment of the mission. During the wargame process, other terrain may be identified as potentially key or decisive, based on likely changes in the situation.

By this analysis, you should get a good feel for potential positions for friendly and enemy units and weapon systems. These locations are important during the development of COAs.

(a) Offensive considerations:

- o Is the enemy controlling the key terrain? How?
- o How does this terrain affect my mission?
- o How can I gain control of this terrain?

(b) Defensive considerations:

- o What advantage do I gain by controlling the key terrain?
- o How can the enemy gain control of this terrain?

(4) Observation and Fields of Fire. Determine locations providing the best observation and fields of fire along the approaches, near the objective, or on key terrain. Determine the potential of friendly or enemy forces to overwatch or support (with direct fire) the movement of their forces, and to observe movement along the avenue of approach and place fire on it from various positions on the terrain.

The analysis of fields of fire is mainly concerned with the ability to cover the terrain with direct fire. Positions with good observation for the fire support team (FIST) personnel are also identified. Look at the capability of direct fire weapons from likely or known positions. Reconnaissance from the enemy's viewpoint is most effective when conducting a defensive analysis. Determine where fires may be concentrated.

(a) Offensive considerations:

- o What are the fields of fires and observation for enemy weapons on or near the objective? En route?
- o Is there any dead space around the objective? On the approaches into it?
- o What are the fields of fires and observation from likely support positions?
- o Where can the enemy concentrate fires? Where is he less able to concentrate his fires?

(b) Defensive considerations:

- o What locations provide good fires and observation on the enemy approaches?
- o How obvious are these positions to the enemy?
- o Determine possible locations for the key weapons (M60 MGs, Dragons, mortars).

(5) Cover and Concealment. The analysis of cover and concealment is often inseparable from the fields of fires and observation. Weapon positions must be both effective and survivable. Infantry units are capable of improving poor cover and concealment by digging in and camouflaging their positions.

When moving, the terrain is used to provide cover and concealment.

(a) Offensive considerations:

- o Determine the routes with good cover and concealment.
- o Identify areas along the approaches to the objective with poor cover and concealment.
- o Consider the use of smoke missions/limited visibility to provide concealment.

(b) Defensive considerations:

- o Focus on the locations with good fields of fires.
- o Think about how the enemy can use the available cover and concealment.

c. Weather factors are considered at the same time as terrain. Primary emphasis is on temperature/humidity, precipitation, wind, cloud cover and visibility. Light data is considered as part of cloud cover and visibility. The commander focuses on how the weather affects the terrain, equipment, and soldiers of both forces. To properly analyze the impact of the weather on the enemy force, the leader must know his soldiers and equipment. The infantry company commander must exploit the capabilities of his unit. This requires a detailed knowledge of the enemy to identify his potential weaknesses during bad weather and limited visibility.

(1) Terrain. The terrain is most affected by rain, snow, or freezing temperatures. GO terrain may become NO-GO terrain after a heavy rain because it will no longer support vehicle movement. Freezing this same terrain may revert it to GO terrain if it will now support vehicles. The frozen ground may prevent digging fighting positions.

(2) Equipment. The temperature and humidity can change the amount of maintenance required to keep equipment operating. Batteries may not last as long. The soldiers' clothing and boots wear out faster under some conditions.

(a) Vehicles. Aviation assets are grounded by number of weather conditions. Vehicles freeze to the ground or fail to start in extreme cold. Hot conditions increase the maintenance needed.

(b) Weapons. The operation and maintenance of weapons are affected by extreme temperatures. Even if the weapon is not affected, the capability to acquire targets may be severely degraded. High winds affect the accuracy of all projectiles--particularly indirect fires.

(3) Soldiers. The spirit and morale of the soldiers are affected by the conditions they fight in. In winter zones, more energy and resources may be spent on just surviving the elements than fighting the enemy. Nonbattle casualties may outnumber the battle casualties.

4. Analyze the Enemy.

Often, a major portion of the enemy analysis has already been completed for you by the brigade and battalion S2s, who had access to much more information. The important enemy information is provided in paragraph 1a of the OPORD. You must accept this information as accurate because it is what the battalion commander based his concept on.

If you developed your concept based on a different enemy COA, you could disrupt the entire battalion plan. Therefore begin your enemy analysis from the information provided by battalion. However, it is important to realize the battalion S2's analysis did not focus on the enemy expected in the company's sector or the company's portion of the objective. He was looking at the situation from a broader perspective and with different concerns.

It is your responsibility to refine this information to develop the detailed understanding required to complete your concept. The focus of this analysis is to locate the enemy's strengths (to avoid them) and his weaknesses (to exploit them). The end result of the enemy analysis should be a detailed statement of the enemy's most probable COA. At this point, you analyze the enemy's composition, disposition, recent activities, reinforcement capabilities, possible courses of action, and weaknesses.

a. Composition. This is an analysis of the forces and weapons the enemy can bring to bear. Determine their strength, what weapons systems they have available, and what additional weapons and units are supporting him. You must know the enemy's weapons as well as your own. It is this detailed knowledge of the specific characteristics for each weapon that allows you to pinpoint the enemy's weaknesses.

b. Disposition. The enemy's disposition is how he is arrayed on the terrain, such as in defensive positions, in an assembly area, or moving in march formation. Use enemy doctrinal templates to develop situational templates. Consider how long

the enemy has to prepare his defense or attack. When analyzing the situational templates, search for his weak points, which may be exploited to destroy him or to control the decisive ground. Consider where he is accepting risk and where the terrain limits his ability to defend, attack, or gain mutual support. Finally, determine what his intentions are.

c. Recent Activities. Identify recent and significant enemy activities which can indicate future intentions. These activities may point out a weakness your company can exploit. They may also provide a better understanding of what the enemy is likely to do in reaction to the company. This will result in a more effective war-game process.

d. Reinforcement Capabilities. Determine positions for reserves and estimate time to counterattack or reinforce. Although the enemy analysis must focus on the enemy force on the company's objective or expected in the company's sector, you should consider all enemy forces in his area of interest. To fully understand his enemy force, you must understand how the enemy you are fighting fits into the larger enemy force.

e. Possible Courses of Actions. Determine the enemy's possible COAs. Analyzing these COAs may ensure the friendly unit is not surprised during execution. Determine the enemy's most likely COA. Use the other possible COAs to develop contingency plans or security taskings. Develop a narrative description and sketch of the enemy COA from start to finish. Examples of enemy COAs follow.

(1) "The enemy will continue to defend with one platoon in a deliberate defense vicinity of HILL 482 oriented to the north and west. Two squads and two MGs (machine guns) are oriented north overlooking a mounted avenue of approach. One squad and one MG is oriented west against a dismounted approach. The platoon CP (command post) is on the topographical crest of Hill 482. There are between 20 and 30 personnel in this position. A minefield is located NW of the position at the bottom of the hill. A suspected minefield is west of the position. The confirmed OP (observation post) is rotated every 8 hours. Security patrols (5 to 7 men) operate north and west of the position at random intervals. An OP is positioned vicinity of HILL 524. Suspected OP locations are at the trail intersection NW of the platoon and on the trail SW of the platoon. We can expect the enemy platoon to retain its position to prevent its parent company from being enveloped from the NW. If forced to withdraw, he will most likely move to the SE where there are supporting fires from the parent company.

This company could reinforce the platoon position with up to 20 men in 20 minutes.

Figure 1-4 is a situational template of this enemy position.

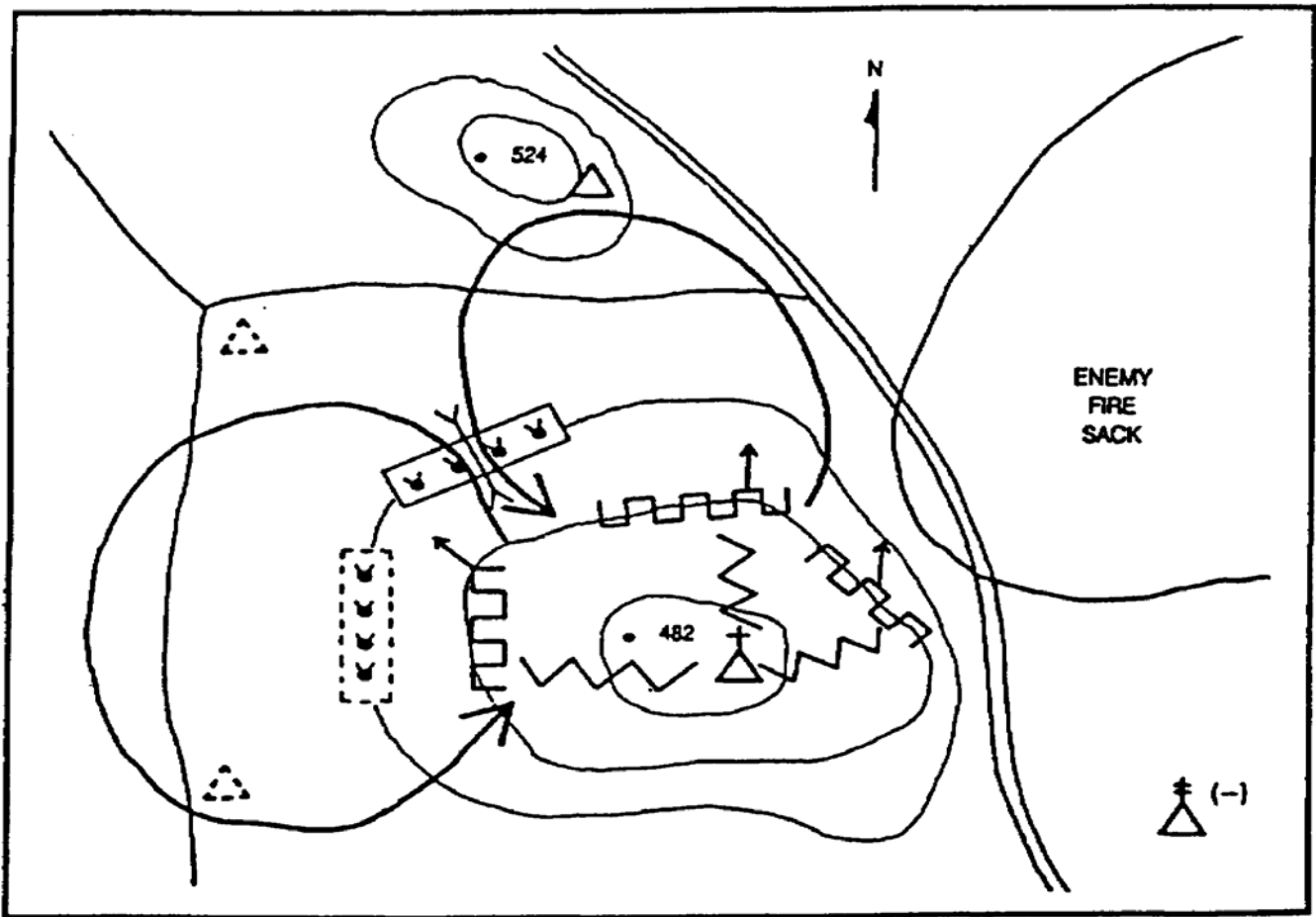


Figure 1-4. Enemy situation template

(2) "The enemy will attack NLT 120800 Dec 87 to seize the high ground vicinity HILL 464 with two MRC(+) (reinforced motorized rifle companies) conducting the main attack in prebattle formation along avenue of approach C, and one MRC(+) in the second echelon. The CRP (Soviet combat reconnaissance patrol) and FSE (fire support element) will arrive first and attempt to locate gaps in our defenses. At phase line (PL) YANKEE, the MRB (battalion) main body will assume attack formation with tanks leading and will attempt to seize their objective mounted. Specific objectives for the lead MRCs will most likely be the intersection at GLI23456 and HILL 464. Artillery concentrations will be fired on HILL 464 as he crosses PL YANKEE. Smoke will be used to screen his left flank. Although he has the capability to employ chemical weapons, this is not likely. After seizing these

objectives, the enemy will continue the attack to seize objectives along the battalion rear boundary. I expect BTR and BMP recon vehicles in our sector within the next 24 hours."

NOTE: In addition to a narrative COA statement for the enemy, the commander develops a situational template of how he expects the enemy COA to look. For example, in the offense, a company commander develops a situational template depicting enemy squads and their fighting positions, individual vehicles, AT weapons, and crew-served weapons. In the defense, the attacking enemy should be templated down to platoon level. His R&S activities, artillery targets, C3 assets, and obstacles should be templated. Also consider how he may employ smoke, chemical agents, CAS (close air support), and deception to support his operation.

f. Weaknesses. Identify the enemy weaknesses. Others may result from the war-game process. Determine how to exploit these weaknesses.

5. Analyze Troops Available.

Analyze your troops available to ensure you know the current status of your company. Also consider the friendly situation to determine how adjacent and supporting units may affect your mission. The purpose of this step is to identify all available resources and to identify any new limitations resulting from recent fighting. Consider your current location, disposition, supply status, and personnel strength.

Be particularly concerned with losses to key leaders and weapons, ammunition status, and the morale of your men. Consider your current task organization and if any changes are planned. Considers the capability of any attached or supporting units and determine the impact of the company's priority in the battalion's fire priorities. Other considerations include the following:

- o The location of the battalion trains and aid station.
- o The locations for the battalion main CP and command group.

6. Analyze the Time.

The commander continuously updates his initial estimate of time and the time schedule. Consider the times specified in the battalion order and any other key times that may have resulted from your analysis of the situation. The deductions made here will assist in synchronizing subordinate units. Evaluate time and space considerations (the consideration for how specific units will move in a given situation, the time required, the formations used, and so forth) throughout the estimate.

7. Develop Course of Action.

A course of action is a possible plan accomplishing the company's mission. It is as detailed as necessary to clearly describe how the unit will accomplish the mission and to allow effective wargaming later in Step 3 of the estimate. It is generally a scheme of maneuver supported by a COA sketch. It describes the employment of the rifle platoons, the antiarmor and mortar sections, and possibly other significant resources, such as attached units, weapons, or engineer support.

a. Normally two or three courses of action are developed; however, the amount of planning time may limit you to only one. In this case the XO may assist by also developing a COA and wargaming the two with you. Each COA must be:

- o Feasible--It accomplishes the mission and supports the commander's concept.
- o Reasonable--The company remains an effective force after completing the mission.
- o Distinguishable--It is not just a minor variation of another COA.

b. During the analysis of the situation, you integrate the facts, make deductions, and analyze further. Before developing the COAs, you determine the most critical facts and deductions for this mission. These provide greater focus to the COA development process. Examples of these might be the following:

- o Potential decisive points determined from the integration of the terrain and enemy analysis.
- o Limited planning time requiring an immediate decision and quick execution.
- o A critical ammunition shortage for the machine guns.
- o An identified mistake in positioning of enemy weapons, resulting in a major weakness in his defense.

- o A complete lack of information on the enemy force.

c. These critical factors, the restated mission statement and the other facts and deductions provide the focus for developing the COAs. Each COA should be developed starting at a potential decisive point. If one has not already been identified, consider the focus of the company's mission statement. If it focuses on--

- o Gaining or retaining ground, then determine what terrain is most important. If key or decisive terrain has been identified, the decisive point is probably on this ground.
- o Enemy destruction, then determine what the enemy's weakness is. This may result from his organization, his doctrine, or his disposition on the ground. There may be a critical unit, weapon, or asset of great importance to the enemy. Its destruction will have a decisive effect on the enemy's ability to generate combat power. A deception task may cause the enemy to react in a way that exposes a weakness. If an obvious weakness is not identified, locate his strengths and plan to avoid these while making an enemy weakness through maneuver or the effect of the company's fires.
- o Security of a friendly force, then determine the most vulnerable part of the friendly force. Consider how the enemy may attack that unit. Look for terrain providing an advantage to the enemy. Consider the approaches he will use to get to this terrain. From this analysis you should be able to identify the area of greatest risk and a potential decisive point.

d. Once you have identified your potential decisive point(s), develop COAs using the following process.

- (1) Determine decisive points and times to focus combat power.
- (2) Determine the results that must be achieved at the decisive points to accomplish the mission.
- (3) Determine the purposes to be achieved by the main and supporting efforts. (The supporting purposes must be clearly linked to the main effort's assigned purpose).
- (4) Determine the essential tasks for subordinate units (main and supporting efforts) which will achieve these purposes.

(5) Task-organize squads to accomplish each mission that has been determined. (The loss of cohesion when moving a squad to another platoon is critical. Normally, platoons do not cross-attach squads.)

(6) Assign C3 headquarters. (The platoon headquarters, section leaders, XO, 1SG, and other company leaders are used as required.)

(7) Complete a generic task organization by assigning all organic or attached units.

(8) Establish control measures which clarify and support the accomplishment of the platoon's assigned mission. (This may also include critical timings for key events.)

(9) Prepare a COA statement and sketch.

(10) Repeat this process for additional courses of action. (Other COAs may begin with a different potential decisive point, or they may concentrate combat power at the same one using different tasks, purposes, positions, and so forth.)

e. Consider the following while developing courses of action.

(1) Where can risk be taken to enable weighing the main effort? What is the likelihood of this action being overwhelmingly decisive?

(2) What assets are needed for immediate subordinates to achieve their specific tasks and purposes? Ensure the main effort is resourced first. If insufficient resources remain to ensure the supporting efforts' missions are attainable, change the tasks or modify the purpose. Do not take resources from the main effort to reduce risk in less important areas.

(3) Ensure mutual support is achieved. This may be done by the physical positioning of units and weapons in relation to each other, or it may be achieved by the clear linkage of purposes in subordinate's mission statements. Often, during decentralized operations, mutual support between the main and supporting efforts is solely dependent on a clear linkage of purposes in the unit's missions.

(4) What freedom of action do subordinates have? Use control measures (axis, DOA (direction of attack), assault positions, objectives, BPs (battle positions), sectors, engagement areas...) to synchronize subordinate actions without stifling initiative.

f. The essential part of the COA, dealing with the actions at the decisive point (normally on the objective), has been completed. There may be additional details required to allow a thorough wargame of each COA from start to finish. These may include the following:

- o Movement prior to the maneuver at the decisive point or following the decisive action.
- o Positioning other assets, such as the CP. mortars, or the company trains, and assigning them missions.
- o Establishing additional fire control measures or signals.
- o Significant soldiers' load decisions such as leaving the rucksacks, Dragons, or company mortars behind for an attack.

If these details are not needed to clarify the COA or to allow a complete wargame process, they should not be included at this time because they will complicate the wargame process.

g. A sketch of the COA will enhance clarity. The sketch should graphically capture the maneuver aspects of the COA. Proper graphic control measures should be used, but additional graphics may also be used to clarify the COA. If you use this sketch as a concept sketch (as part of an OPORD), these nonstandard graphics must be explained in a legend. The following scenarios and Figures 1-5, and 1-6, show examples of an offensive and a defensive COA statement and sketch.

(1) Offensive Course of Action.

(a) COMPANY MISSION STATEMENT: A Co/2-66 IN(L) attacks at 190600 Oct 89, to seize high ground vicinity NB 459270 (OBJ DOG) to prevent the enemy from disrupting 3-66 IN's (BDE Main Effort) attack.

(b) COA STATEMENT: The company crosses the LD at 0600 along direction of attack Blue and occupies the ORP. After the leader's reconnaissance, one platoon (2 infantry squads, 2 Dragons, and the 60-mm mortars) occupy a support position vicinity hill 455 to suppress enemy positions to support the company's seizure of OBJ-DOG. The antiarmor section (4 Dragons) follows the supporting PLT to checkpoint 1, then it establishes ambush positions vicinity road junction at NB459260 to isolate OBJ DOG. The remaining two platoons (3 squads each) occupy the assault position. The lead platoon seizes the western enemy squad position (OBJ TOOL) to allow the trail

platoon to pass through and seize the decisive terrain. The trail platoon (company main effort) remain in the assault position. On order, it moves through the lead platoon, seizes the high ground vicinity NB459270 (OBJ BOX) to disrupt the enemy's command and

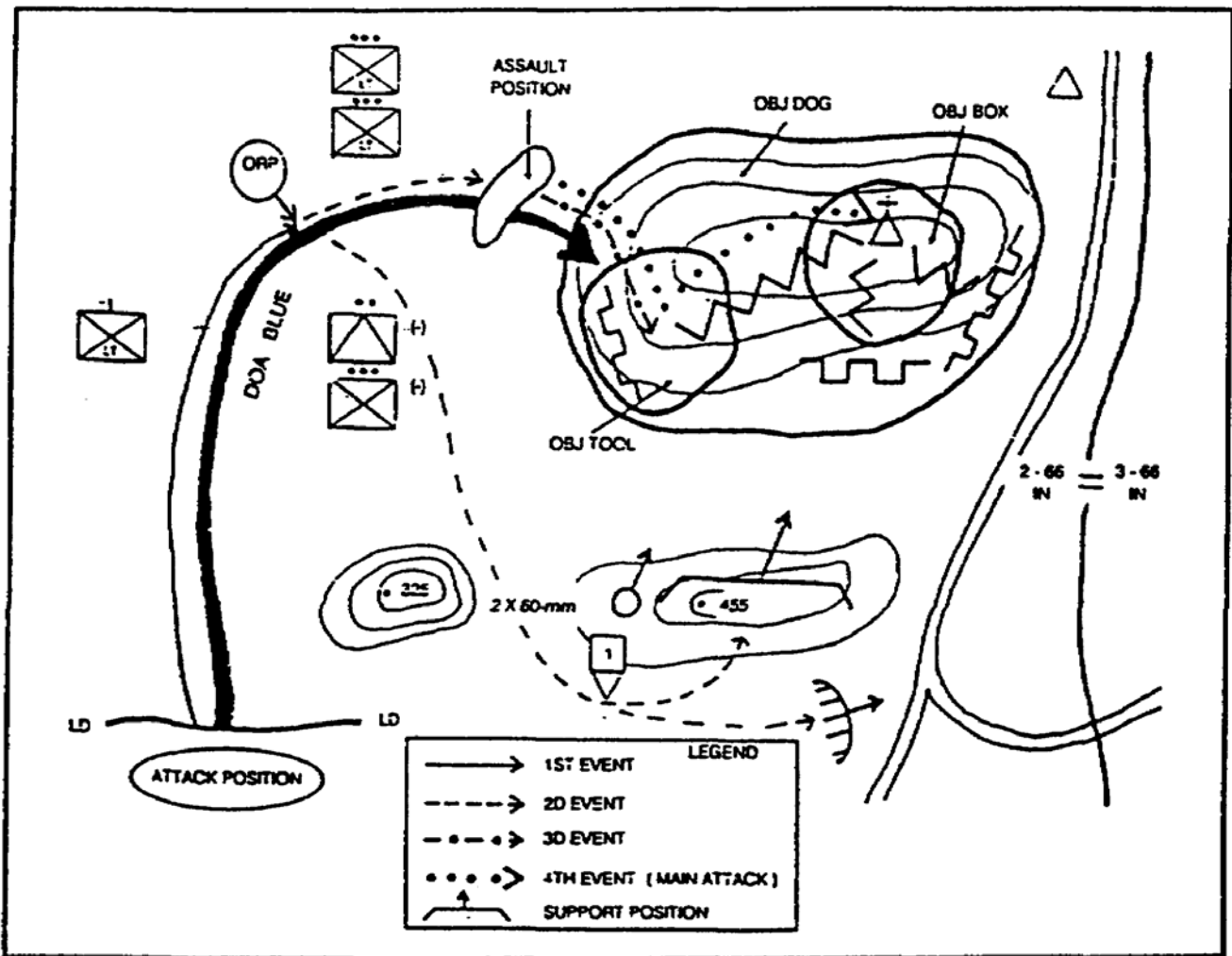


Figure 1-5. Offensive COA sketch

control and to dominate the remaining squad positions. Then it destroys any enemy remaining in these positions to the south and east to prevent the enemy from disrupting 3-66 IN's attack. The 1SG with one infantry squad will follow and support the main effort by resupplying ammunition and evacuating casualties.

(2) Defensive Course of Action.

(a) MISSION STATEMENT: C Co/2-67 IN(L) is prepared NLT 281700 AUG 93 to destroy enemy forces from GL375651 to GL389650 to GL394660 to GL373665 to prevent the envelopment of A Co (BN Main Effort).

(b) COA STATEMENT: The company defends with two PLTs forward in sector and 1 PLT in a depth BP. The PLT (2 squads) forward in the north destroys enemy forces to prevent enemy bypass of the main effort PLT. The PLT (3 squads, 2 Dragons) in sector to the south destroys enemy forces to prevent an organized company attack against the Co main effort. The main effort PLT (3 squads, 2 TOWs) retains Hill 657 (vic. GL378659) to prevent the envelopment of Co A (BN Main Effort) from the south. The antiarmor section (1 squad, 4 Dragons) establishes ambush positions at the road junction (vic. GL377653) to destroy enemy vehicles to prevent a concentration of combat power

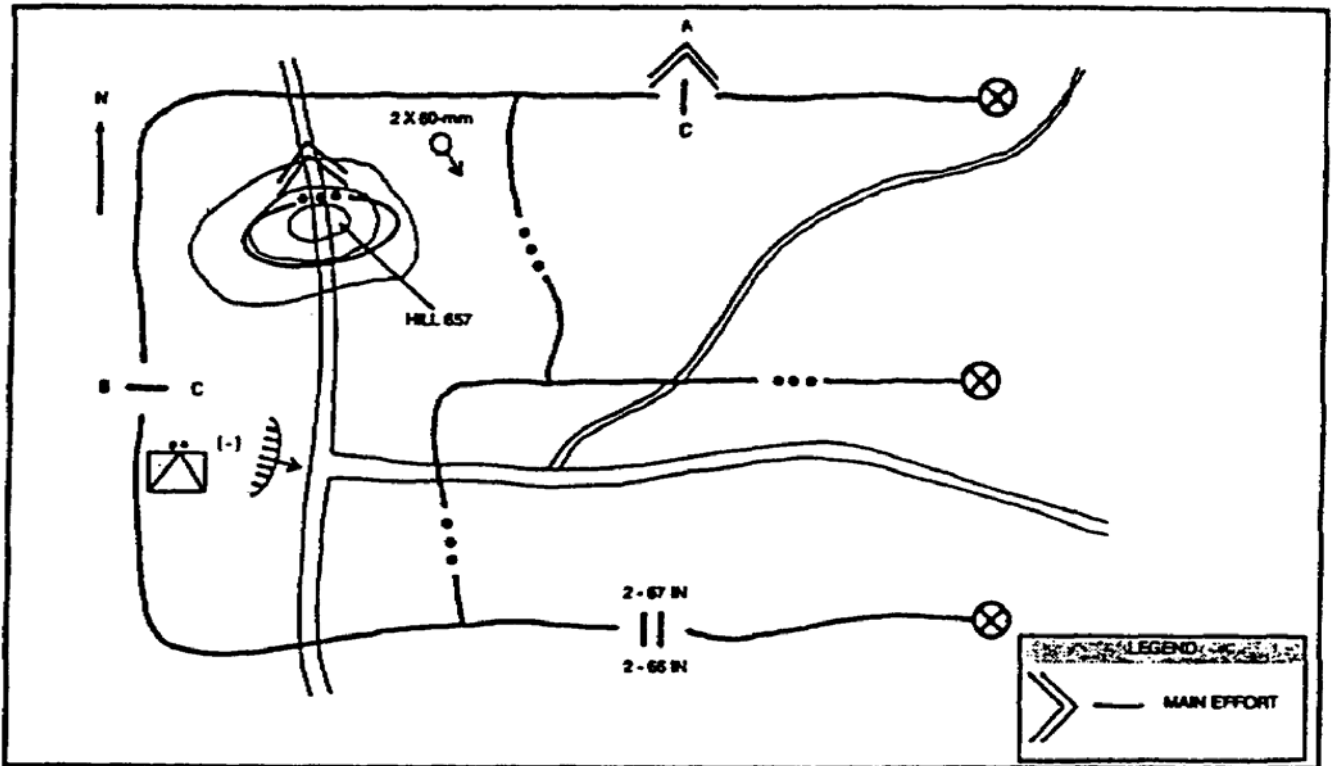


Figure 1-6. Defensive COA sketch

against the main effort PLT. The Co mortars locate vic GL377664. The antiarmor section initiates fires when the enemy combat reconnaissance patrol reaches the intersection.

8. Analyze the Courses of Action.

Step 3 of the estimate is the analysis of courses of action. This analysis is conducted by wargaming the friendly courses of action against the enemy's most probable courses of action. This step of the estimate ensures the COA is viable and you understand how the fight will take place. It clearly shows where the

company is taking risks, when/where decisions may be required, and also the advantages and disadvantages of each course of action. Do not begin to compare the friendly COAs at this point in the estimate process. That comparison occurs during step 4.

a. Techniques. Basic techniques for conducting the wargame include the box, the belt, and the avenue of approach methods.

(1) The Box. Use this method to focus the wargame process on a specific area of the battlefield. This may be the objective area, an engagement area, or some other critical area where the decisive action will take place. You use the same action-reaction-counteraction method already discussed, but limit yourself to the actions within the box. The size of the box is determined by the situation, but it should include the units and actions impacting on the decisive action. When time is limited, this technique ensures the war-game process considers the decisive action, but the disadvantage is that other critical actions/events may not be considered.

(2) The Belt. When you employ the belt technique, divide the COA into sections in depth and then wargame each of these belts in sequence. The offensive COA wargame example used the belt technique initially. The COA was divided into the following phases:

- o Movement from the AA into the ATTACK POSITION.
- o Movement from the LD to the ORP (objective rally point).
- o Actions in the ORP.
- o Deployment prior to the assault.
- o The assault.
- o Consolidation.

Each of these phases was war-gamed in sequence. In the example, once the wargame reached the assault phase, the box technique was used to wargame the decisive action in detail. This technique may also be used to wargame a defensive COA.

(3) The Avenue of Approach. It is most often used to wargame a defensive COA when there are several avenues of approach to be considered. Wargame the selected COA against the enemy's most probable COA by focusing the process on one avenue of approach at a time.

b. Wargame. To wargame the friendly COAs against the enemy's most probable COA, you mentally fight the battle as you expect it to occur. Divide the COAs into a series of actions or events, analyze each to determine the likely result or reaction, and then consider the likely counteraction. This process of

action, reaction, and counteraction continues until the mission is accomplished or the COA fails. An example for wargaming an offensive and defensive course of action follows.

(1) Offensive COA Wargame. This is a wargame of the COA presented in paragraph 7g(1) on page 1-30.

(a) First action: The company moves from the AA into the attack position.

- o Enemy reaction: None. Risk of detection is slight.

(b) Second action: The company crosses the LD (line of departure) and moves along DOA (direction of attack) BLUE.

- o Enemy reaction: Moderate risk of detection at danger area (HWY 27). If detected, the enemy may engage with indirect fires.

- o Friendly counteraction: Suppress known enemy position (vic Hill 325) and suspected enemy position (vic NB423243). Break contact and continue movement on DOA BLUE to the ORP.

(c) Third action: Occupy the ORP.

- o Enemy reaction: None.

(d) Fourth action: Conduct leader's reconnaissance.

- o Enemy reaction: If detected, the enemy will increase the security on his perimeter and possibly increase his patrolling.

- o Friendly counteraction: Options include complete the reconnaissance, immediately initiate the artillery preparation and execute the tentative plan, or move to the alternate ORP and issue a FRAGO.

(e) Fifth action: Support and security elements move into position. The company (-) occupies the assault position.

- o Enemy reaction: If he detects the company, his options include engaging with direct and indirect fires, repositioning soldiers or vehicles within his perimeter, or withdrawing to an alternate position.

- o Friendly counteraction: Initiate the assault once the support element is in position.

(f) Sixth action: Support element initiates fires; the lead platoon breaches the wire.

- o Enemy reaction: Returns direct fire on the support element. Requests indirect fires (TOT-2 minutes if we are on his planned targets, 5-7 minutes if we have avoided them.) Once detected, the breach site will be the enemy leader's main concern. The two positions with good observation will place effective small-arms fire on the breaching element. The enemy will attempt to reposition the eastern squad to the trench vicinity of the breach site.

- o Friendly counteraction: The support element repositions as necessary to prevent enemy movement toward the breach site. The close-in-support element (with the breaching platoon) suppresses the two enemy positions in the vicinity of the breach. The lead PLT seizes a foothold and begins clearing the trench towards the enemy CP. If the breach is unsuccessful due to reinforcement by the enemy eastern squad, the breaching platoon will maintain pressure here while the trail platoon moves to the alternate breach site (vicinity of the enemy's vacated eastern squad position), to conduct a breach and clear toward the enemy CP. On-order, the lead platoon will disengage and follow through the alternate breach site.

(g) Seventh action: The lead PLT seizes its objective and begins to pass through the trail PLT (main effort).

- o Enemy reaction: Options include repositioning soldiers, committing his reserve, withdrawing from this position, or counterattacking with another unit.
- o Friendly counteraction: Continue the attack. Once the lead platoon has seized its objective, any enemy repositioning will have little effect. If the enemy has a reserve, it should be too small to have much effect. If he attempts to withdraw, the support element (with the FSO) will destroy him. A

counterattack is unlikely and would be engaged by the isolation forces, providing at least 15 minutes early warning.

(h) Eighth action: Main effort platoon seizes the dominant terrain and destroys the enemy CP. Both platoons clear their objectives.

- o Enemy reaction: Withdraw or wait for outside assistance. His remaining positions are dominated by the high ground (OBJ BOX) seized by the main effort.
- o Friendly counteraction: None.

(2) Defensive Course of Action Wargame. This is a wargame for the COA presented in paragraph 7g(2) on page 1-31.

(a) First action: Enemy divisional or regimental reconnaissance assets arrive in the company sector.

- o Friendly reaction: Security forces engage with direct and indirect fires.
- o Enemy counteraction: If the reconnaissance unit was destroyed, the enemy may send other assets to replace them. If not destroyed, they will withdraw and attempt to bypass.

(b) Second action: Enemy CRP (combat reconnaissance patrol) enters the company sector.

- o Friendly reaction: Forward platoons report situation. Confirm enemy most probable COA. Antiarmor section prepares to initiate ambush at intersection.
- o Enemy counteraction: None unless the CRP detects the forward platoons or prior reconnaissance has located the company's positions. If so, the enemy will use indirect fires while the CRP determines the company's dispositions.

(c) Third action: The antiarmor section initiates an ambush on the CRP. Forward platoons engage enemy in sectors with direct and indirect fires.

- o Enemy reaction: CRP seeks cover and reports. Lead companies deploy, return fire, and attempt to fight through forward platoons.

Indirect fires called on any friendly concentrations located.

- o Friendly counteraction: Avoid decisive engagements. Maintain dispersed formations.

(d) Fourth action: Main effort platoon engages enemy south of hill 657. Priority of fires shift to the main effort.

- o Enemy reaction: He attempts to concentrate against the main effort by fixing with direct and indirect fires. Then he conducts a flank attack with dismounted infantry and repositions indirect assets (AGS 17s and BN mortars) to support this attack.
- o Friendly counteraction: Forward platoons engage following forces to disrupt the attack against the main effort. Destroy/disrupt C2 and CS assets as they move into sector.

Request CAS on enemy concentrating south of hill 657. (Preplanned CAS mission.)

(e) Fifth action: Enemy assault against the main effort platoon. The enemy second echelon battalion may begin moving through forward platoon sectors.

- o Friendly reaction: Depends on the combat potential the enemy has positioned to support the assault. Possibly issue a FRAGO to the antiarmor section and the platoon (-) in the northern sector to reorient against the enemy attacking the main effort. Arrival of a second echelon battalion indicates the enemy main attack is in our sector. This is a change to the enemy most probable COA requiring a FRAGO by battalion.

(f) Sixth action: The main effort successfully retains hill 657.

- o Enemy reaction: Remnants of the attacking unit occupy defensive positions in the vicinity of hill 657 to reorganize and prepare to assault again or support another unit's assault. If the lead battalion is unsuccessful, it is unlikely the second

echelon battalion will be committed in this sector.

- o Friendly counteraction: Issue a FRAGO to focus all available combat power to destroy this enemy force before he can reorganize.

OR

Action: The main effort is unsuccessful in retaining hill 657.

- o Enemy reaction: If the enemy attack is successful, he will reorganize and continue the attack. Depending on his losses, he may pass through another company at this time.
- o Friendly counteraction: The main effort platoon withdraws to a rally point in the restricted terrain, reorganizes, and interdicts enemy moving north. Forward platoons continue to destroy the enemy in sector. The company reports the situation to battalion and continues to operate to disrupt enemy forces moving through sector.

(g) Seventh action: Exploit success of the main effort. (Even if the main effort did not retain hill 657, the enemy combat potential is degraded and his momentum disrupted.) Concentrate combat power against enemy weaknesses exposed throughout the company sector, such as isolated enemy positions, C2, and CS assets.

- o Enemy reaction: He will attempt to reorganize to continue the attack.
- o Friendly counteraction: Maintain pressure on the enemy throughout the depth of his unit. Use artillery, mortars, and CAS against his strengths.

c. Information Learned. Upon completing the wargame of each COA, you should know its advantages and disadvantages. You also have identified any critical events that will determine the success or failure of each COA. These factors are used during Step 4 to compare the COAs. In addition, you now have a much greater appreciation for the conduct of this mission. Use this information later as you expand the selected COA into the tentative plan for your company.

9. Compare the Courses of Action.

At Step 4 in the estimate process, you compare the COAs and select the one most likely to accomplish the assigned mission. Consider the advantages and disadvantages for each COA. Also consider how the critical events impact on each COA. Then select significant factors based on this mission; then compare the COAs using these factors. You may also compare the COAs using only the advantages and disadvantages for each COA. This method is more subjective than using the significant factors common to all COAs.

a. Advantages and Disadvantages. These are the specific strengths and weaknesses noted during the wargame process. They may pertain to the mission, the terrain, the enemy, or any other aspect of the operation. They may apply to just one COA or to all of them.

(1) Examples of advantages include the following:

- o Uses the most covered and concealed routes.
- o Allows extra time for the leader's reconnaissance.
- o Supports the reduction of the soldier's loads.
- o Provides an excellent chance of surprise.
- o Limits the risk on the secondary approach.

(2) Examples of disadvantages include:

- o High risk of detection by the enemy's OP.
- o Mortar ammunition requirements increase the soldier's loads.
- o Time constraint requires daylight movement.
- o Does not attack the enemy's weakest point.

b. Critical Events. In every operation, there are certain events or activities which will have a major impact on the success of the mission. These may have been identified during the mission analysis, the analysis of the situation, or the wargame process. Normally at company level, these critical events will apply to each COA. The significant factors for the comparison will often result from these critical events. Examples of possible critical events include the following:

- o A forward passage of lines.
- o Crossing a major stream en route to the objective.
- o Breaching the protective obstacles.
- o Gaining a foothold on the objective.
- o Evacuating the casualties.
- o Defeating the enemy's reconnaissance.
- o Controlling the unit's fires into an engagement area.

c. Significant Factors. These are common factors that provide the focus for comparing each COA. They are selected for each tactical mission based on mission accomplishment. These factors are significant because they impact directly on the success of the mission. A long list reduces the importance of the most significant factors; therefore, limit the number of factors to a manageable number. Normally three to seven factors will provide a good comparison. There are two basic types of significant factors, mission-specific and general.

(1) Mission-specific Factors. These are generated from the requirements for a specific mission. They are often determined by the critical events identified during the wargame process. They may also result from the advantages and disadvantages for each COA. Examples include:

- o Casualty evacuation.
- o Soldier's load.
- o Effectiveness in accomplishing the mission.
- o Time usage.

(2) General Factors. These are for the employment of infantry in all operations. They include the Principles of War, the imperatives of AirLand Battle, the risk involved, the characteristics of the offense or defense, and other such doctrinal guidelines. Although these apply in every tactical operation, certain ones are more important to the mission at hand. You determine which these are and then list them as significant factors for this mission. Examples include:

- o Security.
- o Simplicity.
- o Surprise.
- o Exploitation of enemy weaknesses.
- o Risk.
- o Disruption of the enemy attack.
- o Concentration at the decisive point.
- o Use of limited visibility.
- o Employment of key weapons.

d. Decision Matrix. Once you have selected the significant factors, you must decide which COA supports each factor the best. Compare the COAs using each factor and then make your decision.

(1) A more detailed technique involves a simple COA decision matrix. This may be required when there are too many factors to compare. It is important you use significant factors from your estimate of the situation to develop the matrix. Mission specific factors are used as much as possible. Figure 1-7 provides an example of a COA decision matrix.

FACTORS \ COAs	COA #1	COA #2	COA #3
SURPRISE		•	
FLEXIBILITY	•		
SPEED			•
COMBAT POWER AT THE DECISIVE POINT		•	
USE OF KEY TERRAIN	•		
SOLDIER'S LOAD		•	
TOTAL	2	3	1

Figure 1-7. Course of action decision matrix

(2) There are several ways to use this matrix. The simplest way is to give a + to the COA which best supports each factor. All other COAs would receive a -. Another way is to rank order each COA for each factor. The best COA for each factor receives a 1, next best a 2, and the COA that supports the factor the least would receive a 3. The COA with the lowest sum supports the significant factors best.

10. Make a Decision.

Step 5 of the estimate process involves making the decision. Select the COA you believe has the best chance of accomplishing the mission. The results of the comparison in Step 4 assist you in making this decision, but they do not make it for you. You may not select the COA that the decision matrix indicates is the best. There may be factors not included in the matrix but which now have a significant impact on the mission.

For example: As the CO analyzed the troops available in Step 2 and selected his significant factors during Step 4, he was unaware of the current status of his company's physical condition. Upon learning of the extent of his company's fatigue, the CO may decide this is the most significant factor to consider in making this decision.

Even if the decision had already been made and orders issued before this new information was determined, you should immediately update your estimate and decide what impact this may

have on your mission. It is this continuous estimate process that allows you to make rapid decisions during the fight.

11. Complete the Tentative Plan.

The focus of this process is to generate overwhelming combat power at the decisive point. To do this, position your units and weapons, assign them tasks and purposes, allocate resources, designate control measures, and synchronize activities. Refer back to the deductions from your estimate to complete your plan. To complete the tentative plan, begin with the COA selected at Step 5 of the estimate. Expand this COA into a complete five-paragraph OPORD. The OPORD format is a guide for deciding what information is required to complete the plan.

12. Task Organization. The generic task organization from the COA is the basis for this. Some changes may have resulted from the wargame process. Refer to the task organization in the battalion order and ensure all assets under your control are included in your plan. Take the generic task organization from the COA and develop a specific task organization which assigns squads and weapons to each platoon. An example of a company task organization follows:

1st PLT(-) 1&2 Tms/AA Sec	2d PLT	3d PLT
AA SEC(-)	Co Control 60-mm SEC 1/1st PLT	

13. Orders. Orders are of two general classes--combat and routine. Combat orders pertain to strategic or tactical operations and combat service support (CSS) of tactical operations. A combat order may be issued initially as a plan to become an order at some future time. Combat orders include the following.

a. Operation Orders (OPORD). These orders provide for coordinated action to carry out the decision of a commander in the conduct of an operation. The term "operation order" includes tactical movement orders (STANAG 2041). CSS commanders also use operation orders (OPORDs) to task their units.

(1) Enemy Situation. The enemy situation in the BN OPORD (paragraph 1a) is the basis for this, but you refine this to provide the detail required by your subordinates. Consider the results of your enemy analysis to determine the information you include in your paragraph 1a. This may include the enemy's composition, disposition, strength, recent activities, and

capabilities. Also include the enemy's most probable COA, which was used in the wargame process. A sketch or enemy overlay should be included.

(2) Friendly Situation. This information is found in paragraphs 1b, 2, and 3 in the BN OPORD. The BN mission and concept are stated in paragraphs 2 and 3a respectively. The units adjacent to the company (left, right, front, and rear) are found on the operations overlay. Their mission statements are found in both paragraph 1b (adjacent-Ns and 3a (adjacent Cos). Units supporting the company will be found in the battalion task organization and in paragraphs 1b (external to the BN) and paragraph 3 (BN assets).

(3) Mission Statement. The company mission statement was determined at Step 1 of the estimate. It is normally clearly stated in paragraph 3 of the BN OPORD.

(4) Concept of the Operation. This paragraph describes how you intend to accomplish your mission. At company level, a maneuver and fires subparagraph will always be included. When needed to clarify the concept or to ensure synchronization, additional subparagraphs, such as engineering, electronic warfare (EW), intelligence, and counterair operations may be included. The operations overlay/concept sketch is referenced here.

(a) Maneuver. The maneuver paragraph should be focused on the decisive action. It may, however, describe the maneuver throughout the operation. At company level, a maneuver paragraph that assigns the missions to each platoon/section and identifies the main effort normally requires no additional clarification. When additional information is required to clarify the concept, you can insert this information in the concept-of-the-operation paragraph. Information such as movement formations and techniques, or the order of movement, should only be included if it clarifies the concept. Normally, the coordinating instructions paragraph is the appropriate location for this type of information.

(b) Fires. This paragraph describes how you intend for the fires to support your maneuver. The company fire support officer (FSO) may prepare this paragraph based on your guidance. This paragraph normally states the purpose to be achieved by the fires, the priority of fires for the company, and the allocation of any priority targets. A target list or overlay may be referenced here. Specific taskings for the company mortars should only be stated here if they clarify the concept of the operation.

(c) Engineering. Often, especially in defensive operations, this paragraph is required to clarify your concept

guidance. This paragraph normally states the purpose to be achieved by the fires, the priority of fires for the company, and the allocation of any priority targets. A target list or overlay may be referenced here. Specific taskings for the company mortars should only be stated here if they clarify the concept of the operation.

(d) Engineering. Often, especially in defensive operations, this paragraph is required to clarify your concept for preparing obstacles, mines and fortifications. When the company is supported by engineer equipment or units, you would state your guidance for employing these assets here. You may do this by stating the priority of effort (survivability, countermobility, and mobility) and the priority of support for your subordinates (3d PLT, 1st PLT, AA section, 2d PLT, mortar section, and the CP).

(5) Tasks to Maneuver Units. This paragraph lists the tasks/limitations for each of the platoons and sections. Each of these subordinate units will have a separate paragraph. The information included here comes from two sources--the tasks and limitations identified during the mission analysis and from the wargame process.

(a) The tasks from the mission analysis may require only one subordinate unit to complete them. In this case, you decide which unit should do this task and assign it. Examples of these tasks follow:

- o Provide one squad to carry ammunition for the battalion mortar platoon.
- o Establish an OP at NB233876 NLT 231000.

Others may require two or more subordinate units or even the entire company to comply with them. In this case, you would list these tasks or limitations in the coordinating instructions.

(b) Most of these requirements result from the wargame of the COA. They include the following:

- o How to synchronize the operation.
- o How to secure the company throughout the operation.
- o How to concentrate the combat potential at decisive points.
- o How to manage the soldier's load.

- o How to degrade the enemy's combat potential.

To accomplish each of these requirements, you assign specific taskings to each of your units. Also assign specific limitations to certain subordinates. These may be listed here or noted on the company operations overlay/concept sketch.

(6) Tasks to Combat Support Units. The 60-mm lightweight company mortar (LWCM) section and other CS units (engineers, ADA (air defense artillery), and so forth) are addressed here.

(7) Coordinating Instructions. These are requirements applying to two or more subordinate units. These also may have been assigned by battalion or required based on the COA developed by the company CO. If they do not apply to all the subordinate units, then clearly state those units which must comply. Examples might be the following:

- o MOPP4 in effect at 160730 MAR 94.
- o The company time schedule.
- o 2d and 3d PLT will each carry 30 mortar rounds.
- o The consolidation plan.
- o The BN rehearsal is at 211500 DEC 91.

(8) Service Support. This paragraph provides the critical logistical information required to sustain the company during the operation. Most of this information is extracted from the battalion OPORD. There are also certain requirements generated from the company commander's concept. These may include the following:

- o The location for the company trains.
- o The casualty evacuation plan.
- o Instructions for caching rucksacks, supplies, or other equipment.
- o The resupply plan.

(9) Command and Signal. This paragraph states where the C3 facilities and key personnel will be located during the operation. It includes the following information from the BN OPORD that subordinates require.

(a) Locations for the BN main CP, and the command group.

(b) Critical communication requirements, such as radio listening silence in effect forward of the LD.

(c) Signals for specific events or actions. The company concept will have similar requirements for the company commander to include. These may include the following:

- o The locations for the CO or CP, and the XO.
- o Adjustments to the unit SOP, such as a change to the succession of command or the standard PZ (pick-up zone) markings.
- o Emergency/visual signals for critical actions.
- o Signal information.

NOTE: The tentative plan should stand alone and have essential information so it can be issued and executed if time does not permit physical reconnaissance to verify.

b. Warning Orders. These orders give preliminary notice of actions or orders to follow. These are usually brief oral or written messages.

c. Fragmentary Orders (FRAGOs). These orders give extracts from more detailed orders or they change previous orders. Like warning orders, these are usually brief oral or written messages. Mission orders are a form of FRAGOs which provide experienced commanders with the essentials of an order, that is, their mission, or a change to a previously issued mission. Mission orders will include the purpose of the mission and may be oral, written, or graphic; in all instances, they are brief.

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 complete the exercise, check your answer 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 are the commander of Co C 32 Bn 134th INF Div (Mech). Your unit is taking part in REFORGER 94 exercises in Europe. Use this situation to answer Questions 1 through 8.

1. The process by which you receive, plan, and execute a mission is
 - A. the BN OPORD.
 - B. troop-leading procedures (TLPs).
 - C. a fragmentary order.
 - D. a company standing operating procedure (SOP).

2. You receive first word of an impending mission via a written OPORD at 0600; the mission time is 1800 hours. You immediately issue a warning order to your unit and plan to issue your own OPORD at
 - A. 0700 hours.
 - B. 0800 hours.
 - C. 1000 hours.
 - D. 1300 hours.

3. You find that briefbacks and rehearsals are useful methods of supervising your troops prior to execution of the mission. Briefbacks and rehearsals are not the same thing. Briefbacks concentrate on planning; rehearsals deal with execution.
 - A. execution.
 - B. rehearsing.
 - C. memorization of tasks.
 - D. reconnaissance.

4. In making your estimate of the situation, you are wargaming the various courses of action (COAs). Wargaming consists of
 - A. a detailed analysis of the mission.
 - B. analyzing COAs.
 - C. comparing COAs.
 - D. making a decision.

5. You receive a BN OPORD which specifies your unit is to cross PL Tango at 120630 Nov 94. In terms of tasks and limitations, what does that represent?
- A. A specific task.
 - B. A limitation.
 - C. Both a task and a limitation.
 - D. An implied task.
6. You are guided by the factors of METT-T in making your estimate of the situation. But, you analyze the terrain before analyzing the enemy. Why?
- A. Because the terrain will influence the outcome of the engagement.
 - B. To locate potential delay positions.
 - C. To better understand the enemy's capabilities and limitations.
 - D. To determine if the enemy will assume an offensive or defensive posture.
7. You are applying METT-T factors in planning a mission and analyzing troops available for the mission. You wish to identify all available resources and any limitations resulting from recent battle casualties. Also you determine
- A. the extent battalion and brigade resources will be affected.
 - B. the precise nature of the chain of command through division and corps levels.
 - C. how divisional artillery will be supporting your platoons and squads.
 - D. how adjacent and supporting units may affect your mission.
8. You are taking step 3 (analyzing COAs) in your estimate of the situation. Because time is limited you employ the box technique. You will focus on
- A. a critical area where the decisive action will take place.
 - B. successive belts in depth throughout the objective area.
 - C. wargaming one avenue of approach at a time against the enemy's likely COA.
 - D. the enemy's strengths and vulnerabilities.

LESSON 1

PRACTICE EXERCISE

ANSWER KEY AND FEEDBACK

<u>Item</u>	<u>Correct Answer and Feedback</u>
1.	<p>B. troop-leading procedures (TLPs).</p> <p>Troop-leading procedures (TLPs) are the process through which you exercise command and control over your troops. As a leader, the process must be instinctive to you. Individual methods may vary and can be modified to meet mission requirements and time limitations. (page 1, Part B,1.)</p>
2.	<p>C. 1000 hours.</p> <p>When issuing your own OPORD, you must ensure sufficient time is allowed for subordinate leaders to make their plans. As a general rule of thumb, use no more than a third of the time available for planning and issuance of the OPORD. If you receive first word of the mission at 0600 and mission time is 1800, that leaves 12 hours to prepare for the mission. One-third of 12 is four and you issue your OPORD at 1000 hours. (page 8, para (3)).</p>
3.	<p>A. execution.</p> <p>Use briefbacks, rehearsals, inspections, and continuous coordination of plans to supervise and refine TLPs. Briefbacks (where subordinates brief you on the mission) focus on the planning process. Rehearsals are repeated executions of planned actions. (page 12, para (2)).</p>
4.	<p>B. analyzing COAs.</p> <p>Your estimate of the situation helps you determine your mission, understand your situation, and select the best course of action to accomplish your mission. Use it for every tactical decision. You take five steps to make your estimate, the third of which is analyzing (or wargaming) courses of action. (page 3, para 8).</p>
5.	<p>C. Both a task and a limitation.</p> <p>The mission statement is both a specified task - cross phase line TANGO -- and a limitation -- at precisely</p>

0630 hours on November 12, 1994. (page 14, para b, page 15, para c).

6. C. To better understand the enemy's capabilities and limitations.

After you analyze the mission, analyze the terrain. If you analyze the enemy with a thorough understanding of the terrain, you will have a greater appreciation of what the enemy can or cannot do. (page 19, para 3)

7. D. how adjacent and supporting units may affect your mission.

To identify all available resources and any new limitations, analyze your own troops to ensure you know the current status of your company. Pay particular attention to key leaders and weapons. Give similar attention to troops in adjacent and supporting units. Their strength, or lack of it, could affect your mission. (page 45, para e.).

8. A. a critical area where the decisive action will take place.

There are three techniques for wargaming: the box, the belt and the avenue of approach. If you use the box technique you will focus on the area where the decisive action will take place. It could be the objective area or an engagement area, or some other critical area. The box saves time because it considers only the decisive action --its drawback is that other critical actions and events may be overlooked. (page 34, para a(1)).

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