

## **APPENDIX D**

### **STUDENT HANDOUTS**

## STUDENT HANDOUT # 1 FOR TSP 071-T-3401

### GUIDELINES FOR DEVELOPING/WRITING ORDERS:

**Use factual information.** avoid making assumptions.

**Use authoritative expression.** The language used in the order must be direct. It represents what the commander wants his subordinates to accomplish.

**Use positive expression.** State orders affirmatively. For example, “*Third squad will remain in the rear.*” NOT, “*Third squad will not accompany the platoon.*”

**Avoid unqualified directives.** Do not use meaningless expressions like, *as soon as possible*. Indecisive, vague, and ambiguous language leads to uncertainty and lack of confidence. For example, do not use “*Try to retain.*” Instead use, “*Retain until.*” Avoid using phrases like “*violently attacks*” or “*delays while maintaining enemy contact.*” Army doctrine already requires attacking violently and maintaining enemy contact during delays.

**Balance.** Make sure to decentralize decision authority and execution authority to the lowest practical level.

**Simplicity.** Do not include elements not essential to mission success.

**Brevity.** Be concise, clear and to the point, and include only necessary details using short words, sentences, and paragraphs. Do not include matters already covered in the unit SOP, however, refer to the SOP when appropriate.

**Clarity.** Do not use jargon, use only those acronyms understood by subordinates. Use doctrinal terms and graphics.

**Timeliness.** Issue orders to subordinates in time to allow them to plan and prepare their own actions. When time is short, accept less than optimum products in the interest of timeliness.

**Completeness.** Portray the commander’s intent and end state. Provide the necessary information required for successful execution. Provide control measures that are complete and understandable, clearly establish command and support relationships, and fix responsibilities to carry out the plan according to the commander’s intent.

**Coordination.** Provide for direct contact among subordinates. Fit together all combat power elements for synchronized, decisive action, impose only necessary and doctrinally correct control measures. Help identify and provide for mutual support requirements while minimizing the force’s exposure to fratricide.

**Flexibility.** Leave room for adjustments, the ideal conditions never exist. Plan for the unexpected, change in weather, re-supply never happens, soldier replacement delayed, scheduled transportation canceled.

## STUDENT HANDOUT # 2 FOR TSP 071-T-3401 (OPORD)

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### (Classification)

Place the classification at the top and bottom of every page of the OPLAN or OPORD.

(Change from oral orders, if any)

This statement is applicable only if an oral order is issued by the commander. The phrases “No change from oral orders” or “No change from oral orders except paragraph \_” are necessary.

**Copy \_\_ of \_\_ copies**

**Issuing headquarters**

**Place of issue (coordinates)**

**Date-time group of signature**

Show the place of issue (location of issuing headquarters) on each copy. Show the name of the town or place in capital letters, coordinates in parentheses, and the country in capital letters. You may encode both.

The effective time for implementing the plan or order is the same as the date-time group (DTG) unless coordinating instructions state otherwise. Use time zone ZULU (Z) unless the order states otherwise. When orders apply to units in different time zones, use ZULU time zone. In operation and service support plans and orders, list the time zone applicable to the operation in the heading of the order following the references. When an order or plan does not specify the actual date and hour for beginning an operation, apply the proper reference designations.

### **Message reference number**

Message reference numbers are internal control numbers that the unit signal officer issues and assigns to all plans and orders. The unit's SOP normally describes the number's allocation and use. Using the number allows an addressee to acknowledge receiving the message in the clear.

### **OPERATION PLAN (ORDER) \_\_\_\_\_ (code name)** **(number)**

Plans and orders normally contain a code name and are numbered consecutively within a calendar year.

**References:** The heading of the plan or order includes a list of maps, charts, datum, or other related documents the unit will need to understand the plan or order. The user does not need to reference the SOP, but may refer to it in the body of the plan or order. The user references a map using the map series number (and country or geographic area, if required), sheet number and name, edition, and scale, if required. Datum is the mathematical model of the earth used to calculate the coordinate on any map. Different nations use different datum for printing coordinates on their maps. The datum is usually referenced in the marginal information of each map.

### **(Number) (issuing headquarters)**

Time Zone Used Throughout the Plan (Order): The time zone used throughout the order (including annexes and appendixes) is the time zone applicable to the operation. Operations across several time zones use ZULU time.

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(Place this information at the top of the second and any subsequent pages of the OPLAN or OPORD.)

**Task Organization:** Describe the allocation of forces to support the commander's concept. Task organization may be shown in one of two places: preceding paragraph one, or in an annex, if the task organization is long and complicated.

## 1. SITUATION

**a. Enemy forces.** Express this information in terms of two enemy echelons below yours (for instance, corps address brigades; battalions address platoons). Describe the enemy's most likely and most dangerous course of action. When possible, provide a sketch of the enemy course of action in lieu of verbiage (Appendix \_\_ (sketch) to Annex B (Intelligence)). Include an assessment of terrorist activities directed against US government interests in the area of operations. Refer to Annex B (Intelligence) or the current intelligence estimate or intelligence summary (INTSUM). If you need to reference more sources, use the final subparagraph to refer the reader to the documentation.

**b. Friendly forces.** Include the mission, the commander's intent, and concept of operations for headquarters one and two levels up. Subparagraphs state the missions of flank units and other units whose actions would have a significant bearing on the issuing headquarters.

**c. Attachments and detachments.** Do not repeat information already listed under Task Organization or in Annex A (Task Organization). Try to put all information in the Task Organization or in Annex A and state, "See Task Organization" or "See Annex A." However, when not in the Task Organization, list units that are attached or detached to the headquarters that issues the order. State when attachment or detachment is to be effective if different from when the OPORD or OPLAN is effective (such as on order, on commitment of the reserve). Use the term "remains attached" when units will be or have been attached for some time.

**d. Assumptions (OPLAN only).** List all assumptions.

**2. MISSION.** State the mission derived during the planning process. There are no subparagraphs in a mission statement. The mission statement will cover on-order missions

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### 3. EXECUTION

**Intent:** State the commander's intent derived during the planning process.

**a. Concept of operations.** The concept of operations may be a single paragraph, may be divided into two or more subparagraphs or, if unusually lengthy, may be prepared as a separate annex. The concept of operations should be based on the COA statement from the decision-making process and, at a minimum, will address close, deep, rear, security, and reserve operations as well as describe the type or form of operation and designate the main effort. The commander uses this subparagraph when he feels he must supply sufficient detail to ensure appropriate action by subordinates in the absence of additional communications or further instructions. The concept statement should be concise and understandable.

The concept describes—

- The employment of major maneuver elements in a scheme of maneuver.
- A plan of fire support or “scheme of fires” supporting the maneuver with fires.
- The integration of other major elements or systems within the operation. These include reconnaissance and security elements, intelligence assets, engineer assets, and air defense.
- Any other aspects of the operation the commander considers appropriate to clarify the concept and to ensure unity of effort. If the integration and coordination are too lengthy for this paragraph, that integration and coordination are addressed in the appropriate annexes.
- Any be-prepared missions.

When an operation involves two or more clearly distinct and separate phases, the concept of operations may be prepared in subparagraphs describing each phase. Designate phases as “Phase” followed by the appropriate Roman numeral, for example, Phase I.

If the operation overlay is the only annex referenced, show it after “a. Concept of operations.” Place the commander's intent and concept of operations statement on the overlay if the overlay does not accompany the OPORD or OPLAN.

**NOTE:** Depending on what the commander considers appropriate, the level of command, and the complexity of any given operation, the following subparagraphs are *examples* of what may be required within the concept of operations.

- (1) **Maneuver.** State the scheme of maneuver derived during the planning process. Be sure this paragraph is consistent with the operation overlay. It must address the close, deep, and rear battles as well as security and reserve operations. This paragraph and the operation overlay

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should be complementary adding to the clarity of, rather than duplicating, each other. Do not duplicate information to be incorporated into unit subparagraphs or coordinating instructions.

**(2) Fires.** Clarify scheme of fires to support the overall concept. This paragraph should state which maneuver unit is the main effort and has priority of fires, to include stating purpose of, priorities for, allocation of, and restrictions for fire support. Refer to Annex D (Fire Support) if required. If the fire support annex is the only one referenced, show it after "(2) Fire Support." Refer to appropriate annexes as required. When referencing other annexes, identify them within the subparagraph where appropriate.

**(3) Reconnaissance and Surveillance.** This paragraph should specify the reconnaissance and surveillance plan and how it ties in with the basic concept of operations. It should address how these assets are operating in relation to the rest of the force. Refer to Annex L (Reconnaissance and Surveillance) if required.

**(4) Intelligence.** State the intelligence system concept supporting the scheme of maneuver. Describe the priority of effort among situation development, targeting, and battle damage assessment (BDA). Describe the priority of support to maneuver units and the priority of counterintelligence (CI) effort. Refer to Annex B (Intelligence) if required.

**(5) Engineer.** Clarify the scheme of engineer support to the maneuver plan paying particular attention to the integration of engineer assets, and obstacles. Indicate priority of effort and provide priority of mobility and survivability aspects as appropriate. Delegate or withhold authority to em-place obstacles. Refer to Annex F (Engineer) and other appropriate annexes as required.

**(6) Air Defense.** State overall concept of air defense in support of the scheme of maneuver, if necessary. Include considerations of potential Air Force counter-air support as well as the actual contribution of dedicated AD units. Establish priority of air defense for GS units and provide AD weapons status and warning status. Refer to Annex G (Air Defense) and other appropriate annexes as required.

**(7) Information Operations.** State overall concept of information operations in support of the scheme of maneuver. Establish priority of support and refer to appropriate annexes as required.

**NOTE:** Units required to accomplish specific tasks for Information Operations, and Reconnaissance and Surveillance ((3) above) are specified in the appropriate subparagraphs of 3a, b, c, or paragraph 4.

**b. Tasks to maneuver units.** Clearly state the missions or tasks for each maneuver unit that reports directly to the headquarters issuing the order. List units in the same sequence as in the task organization, including reserves. Use a separate subparagraph for each maneuver unit. Only state tasks that are necessary for comprehension, clarity, and emphasis. Place tactical tasks that affect two or more units in subparagraph 3d.

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**c. Tasks to combat support units.** Use these subparagraphs only as necessary. List CS units in subparagraphs in the same order as they appear in the task organization. Use CS subparagraphs to list only those specific tasks that CS units must accomplish and that are not specified or implied elsewhere. Include organization for combat, if not clear from task organization.

**(1) Intelligence. Annex B (Intelligence).** Address the function or support roles of organic or attached combat C2W or MI units, if not clear in the task organization. Designate any special use of unmanned aerial vehicles (UAVs). Designate the placement of remote video terminals.

**(2) Engineer. Annex F (Engineer).** List organization for combat, if not in the task organization. Assign priorities of effort and support. Address functions or support roles of organic or attached engineer units if it is not clear in task organization. Establish priorities of work if not addressed in unit SOPs.

**(a)** Engineer units, priorities of work.

**(b)** Environmental considerations.

**(3) Fire Support. Annex D (Fire Support).** A fire support annex is usually published at division and corps levels. At brigade and lower, include fire support information here rather than in an annex.

**(a) Air support.** State allocation of CAS sorties, AI sorties (corps), and nominations (division). Show tactical air reconnaissance sorties here or in the intelligence annex. Include nuclear weapons target nominations (corps and echelons above corps (EAC) only).

**(b) Field artillery support.** Cover priorities such as counter-fires or interdiction. State organization for combat, to include command and support relationships only if they are not clear in task organization. Ensure that allocation of fires supports the commander's concept. At brigade and lower, most of the fire support information is contained in a matrix format in the fire support annex.

**(c) Naval gunfire support.**

**(d) Fire support coordinating measures.**

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**(4) Air Defense. Annex G (Air Defense).** Address the following for organic and attached AD units if not addressed in unit SOPs:

- (a) Organization for combat.
- (b) Missions.
- (c) Priorities for protection.

**(5) Signal. Annex H (Signal).** List organization for combat, if not in the task organization. Assign priorities of effort and support. Address functions or support roles of organic or attached signal units if it is not clear in task organization. Establish priorities of work if not addressed in unit SOPs.

**(6) NBC. Annex J (NBC).** List organization for combat, if not in the task organization. Assign priorities of effort and support. Address functions or support roles of organic or attached chemical and smoke units if it is not clear in task organization. Establish priorities of work if not addressed in unit SOPs.

**(7) Provost Marshal. Annex K (PM).** List organization for combat, if not in the task organization. Assign priorities of effort and support. Address functions or support roles of organic or attached MP units if it is not clear in task organization. Establish priorities of support to EPW operations, circulation control plan, and rear area security if not addressed in unit SOPs.

**(8) Psychological Operations (PSYOP).** Refer to Annex R if used.

**(9) Civil-Military Operations.** Refer to Annex U if used.

**d. Coordinating instructions.** *List only instructions applicable to two or more units and not routinely covered in unit SOPs.* This is always the last subparagraph in paragraph 3. Complex instructions should be referred to in an annex. Subparagraphs d(1)-d(5) below are mandatory.

**(1) Time or condition when a plan or an order becomes effective.**

**(2) Commander's critical information requirements (CCIR). List once only here. Do not list in Annex B (Intelligence).**

- (a) Priority intelligence requirements (PIR).
- (b) Essential elements of friendly information (EEFI).
- (c) Friendly force information requirements (FFIR).

**(2) Risk reduction control measures.** These are measures unique to this operation and not included in unit SOPs and can include mission-oriented protective posture, operational exposure guidance, troop-safety criteria (corps only), vehicle recognition signals, and fratricide prevention measures.

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**(4) Rules of engagement (ROE).** (NOTE: ROE can be addressed within its Annex.)

**(5) Environmental considerations.**

**(6) Force protection.**

**(7) Any additional coordinating instructions.**

**4. SERVICE SUPPORT.** Address service support in the areas shown below as needed to clarify the service support concept. Refer to annexes, if required. Subparagraphs can include:

**a. Support concept.** State the concept of logistics support to provide non-CSS commanders and their staffs a visualization of how the operation will be logistically supported. This could include—

- A brief synopsis of the support command mission.
- Support command headquarters or support area locations, including locations of the next higher logistic bases if not clearly conveyed in the CSS overlay.
- The next higher level's support priorities and where the unit fits into those priorities.
- The commander's priorities of support.
- Units in the next higher CSS organization supporting the unit.
- The use of host nation support.
- Significant or unusual CSS issues that might impact the overall operation.
- Any significant sustainment risks.
- Unique support requirements in the functional areas of manning, arming, fueling, fixing, moving, and sustaining the soldier and his systems.
- The support concept organized into a framework based on operational phasing, or presented as before, during, and after operations format.

**b. Materiel and services.**

**c. Medical evacuation and hospitalization.**

**d. Personnel support.**

**5. COMMAND AND SIGNAL**

**a. Command.** State the map coordinates for the CP locations and at least one future location for each command post. Identify the chain of command if not addressed in unit SOPs.

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**b. Signal.** List signal instructions not specified in unit SOPs; identify the specific signal operating instructions (SOI) addition in effect, required reports and formats, and times the reports are submitted.

**ACKNOWLEDGE:** Include instructions for the acknowledgment of the plan or order by addressees. The word acknowledge may suffice or you may refer to the message reference number. Acknowledgment of a plan or order means that it has been received and understood.

**NAME** (Commander's last name)

**RANK** (Commander's rank)

The commander or authorized representative signs the original copy. If the representative signs the original, add the phrase "For the Commander." The signed copy is the historical copy and remains in headquarters files.

**OFFICIAL:**

(Authentication) Use only when applicable. If the commander signs the original, no further authentication is required. If the commander doesn't sign, authentication is required by the signature of the preparing staff officer and only the last name and rank of the commander appear in the signature block.

**ANNEXES:** List annexes by letter and title in the sequence shown in Figure H-9, page H-34. If a particular annex is not used, place a "not used" beside that annex letter.

**DISTRIBUTION:** Furnish distribution copies either for action or for information. List in detail those who are to receive the plan or order. If necessary, also refer to an annex containing the distribution list or to a standard distribution list or SOP. When referring to a standard distribution list, also show distribution to reinforcing, supporting, and adjacent units, since that list does not normally include these units. When distribution includes a unit from another nation or from a NATO command, cite the distribution list in full.

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Place the required classification at the top and bottom of every page of the OPLAN or OPORD.

**STUDENT HANDOUT # 3 FOR TSP 071-T-3401 (WARNING ORDER)**

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**(Classification)**

(Change from oral orders, if any) (Optional)

**A WARNING ORDER DOES NOT AUTHORIZE EXECUTION UNLESS SPECIFICALLY STATED**

**Copy of copies**

**Issuing headquarters**

**Place of issue**

**Date-time group of signature**

**Message reference number**

**WARNING ORDER** \_\_\_\_\_

**References:** Refer to higher headquarters OPLAN/OPORD, and identify map sheet for operation. Optional.

**Time Zone Used Throughout the Order: (Optional)**

**Task Organization: (Optional)**

**1. SITUATION**

**a. Enemy forces.** Include significant changes in enemy composition dispositions and courses of action. Information not available for inclusion in the initial WARNO can be included in subsequent warning orders.

**b. Friendly forces.** (Optional) Only address if essential to the WARNO.

**(1) Higher commander's mission.**

**(2) Higher commander's intent.**

**c. Attachments and detachments.** Initial task organization, only address major unit changes.

**2. MISSION.** Issuing headquarters' mission at the time of the WARNO. This is nothing more than higher headquarters' restated mission or commander's decisions during MDMP.

**3. EXECUTION**

**Intent:**

**a. Concept of operations.** Provide as much information as available, this may be none during the initial WARNO.

**WARNO** \_\_\_\_\_

**b. Tasks to maneuver units.** Any information on tasks to units for execution, movement to initiate, reconnaissance to initiate, or security to em-place.

**c. Tasks to combat support units.** See paragraph 3b.

**d. Coordinating instructions.** Include any information available at the time of the issuance of the WARNO. It may include the following:

- **CCIR.**
  - **Risk guidance.**
  - **Deception guidance.**
  - **Specific priorities, in order of completion.**
  - **Time line.**
  - **Guidance on orders and rehearsals.**
  - **Orders group meeting (attendees, location, and time).**
  - **Earliest movement time and degree of notice.**
4. **SERVICE SUPPORT.** (Optional) Include any known logistics preparation for the operation.
- a. **Special equipment.** Identifying requirements, and coordinating transfer to using units.
  - b. **Transportation.** Identifying requirements, and coordinating for pre-position of assets.
5. **COMMAND AND SIGNAL (Optional)**
- a. **Command.** State the chain of command if different from unit SOP.
  - b. **Signal.** Identify current SOI edition, and pre-position signal assets to support operation.

**ACKNOWLEDGE: (Mandatory)**

**NAME (Commander's last name)**

**RANK (Commander's rank)**

**OFFICIAL: (Optional)**

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**STUDENT HANDOUT # 4 FOR TSP 071-T-3401 (FRAGMENTARY ORDER)**

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(Change from oral orders, if any) (Optional)

**Copy of copies**

**Issuing headquarters**

**Place of issue**

**Date-time group of signature**

**Message reference number**

**FRAGMENTARY ORDER \_\_\_\_\_**

**References: (Mandatory)** Reference the order being modified.

**Time Zone Used Throughout the Order: (Optional)**

**1. SITUATION. (Mandatory)** Include any changes to the existing order.

**2. MISSION. (Mandatory)** List the new mission.

**3. EXECUTION**

**Intent: (Optional)**

**a. Concept of operations. (Mandatory)**

**b. Tasks to subordinate units. (Mandatory)**

**c. Coordinating instructions. (Mandatory)** Include statement, "Current overlay remains in effect" or "See change 1 to Annex C, Operations Overlay." Mark changes to control measures on overlay or issue a new overlay.

**4. SERVICE SUPPORT.** Include any changes to existing order or the statement, "No change to OPORD xx."

**5. COMMAND AND SIGNAL.** Include any changes to existing order or "No change to OPORD xx."

**ACKNOWLEDGE: (Mandatory)**

**NAME** (Commander's last name)

**RANK** (Commander's rank)

**OFFICIAL: (Optional)**

**ANNEXES: (Optional)**

**DISTRIBUTION: (Optional)**

(Classification)

## STUDENT HANDOUT # 5 FOR TSP 071-T-3401 (MISSION ANALYSIS IN MDMP MODEL)

**Step 1. Analyze the Higher Headquarters' Order.** This step is to ensure they completely understand—

- The higher headquarters' Commander's intent.
  - Mission, including tasks, constraints, risk, available assets, and area of operations.
  - Concept of the operation, including the deception plan.
  - Time line for mission execution.

• The missions of adjacent (to include front and rear) units and their relation to higher headquarters' plan.

- The assigned area of operations.

**Step 2. Conduct Initial Intelligence Preparation of the Battlefield (IPB).** The IPB is a systematic, continuous process of analyzing the threat and the effects of the environment on the unit.

**Step 3. Determine Specified, Implied, and Essential Tasks.**

- *Specified tasks* are those specifically assigned to a unit by its higher headquarters.
- *Implied tasks* are those that must be performed to accomplish a specified task, but which are not stated in the higher headquarters' order.
- *Essential tasks* are tasks that must be executed to accomplish the mission. They are derived from an analysis of *specified* and *implied tasks* that determine specific requirements.

**Step 4. Review Available Assets.** The commander and staff examine additions to and deletions from the current task organization, support relationships, and status (current capabilities and limitations) of all units.

**Step 5. Determine Constraints.** A higher commander normally places some constraints on his subordinate commanders that restrict their freedom of action.

**Step 6. Identify Critical Facts and Assumptions.** Facts are statements of known data concerning the situation, including enemy and friendly dispositions, available troops, unit strengths, and material readiness. Assumptions are suppositions about the current or future situation that are assumed to be true in the absence of facts.

**Step 7. Conduct Risk Assessment.** The commander and staff identify accident risk hazards and make an initial assessment of the risk level for each hazard.

**Step 8. Determine Initial Commander's Critical Information Requirements (CCIR).** The CCIR identify information needed by the commander to support his battlefield visualization and to make critical decisions, especially to determine or validate courses of action.

**Step 9. Determine the Initial Reconnaissance Annex.** Based on the initial IPB and CCIR, the staff, primarily the G2 (S2), identifies gaps in the intelligence available and determines an initial reconnaissance and surveillance plan to acquire information based on available reconnaissance assets.

**Step 10. Plan Use of Available Time.** The commander and his staff refine their initial plan for the use of available time. They compare the time needed to accomplish essential tasks to the higher head-quarters' time line to ensure mission accomplishment is possible in the allotted time.

**Step 11. Write the Restated Mission.** The restated mission must contain all elements of a mission statement:

- Who (what types of forces) will execute the action?
- What type of action (for example, attack, defend) is contemplated?
- When will the action begin?
- Where will the action occur (area of operations and objectives)?
- How will the commander employ available assets?
- Why (for what purpose) will each force conduct its part of the operation?

**Step 12. Conduct a Mission Analysis Briefing.** Time permitting, this is the opportunity for key personnel to brief their areas of responsibility. It also provides the commander a review actions completed, and an opportunity to modify pending actions based on new information.

**Step 13. Approve the Restated Mission.** The commander approves a restated mission. This can be the staff's recommended restated mission, a modified version of the staff's recommendation, or one that the commander has developed himself. Once approved, the restated mission becomes the unit's mission.

**Step 14. Develop the Initial Commander's Intent.** During the mission analysis, the commander develops his initial intent for the operation. After reviewing the mission analysis briefing and the restated mission, he modifies his intent statement if necessary. The commander's intent is a clear, concise statement of what the force must do to succeed with respect to the enemy and the terrain and to the desired end state.

**Step 15. Issue the Commander's Guidance.** After the commander approves the restated mission and states his intent, he provides the staff with enough additional guidance (preliminary decisions) to focus staff activities in planning the operation. This guidance is essential for timely COA development and analysis.

**Step 16. Issue a Warning Order number 2.** Immediately after the commander gives his guidance.

**Step 17. Review Facts and Assumptions.** During the rest of the decision-making process, the commander and staff periodically review all available facts and assumptions. New facts may alter requirements and analysis of the mission. Assumptions may have become facts or may have become invalid. Whenever the facts or assumptions change, the commander and staff must assess the impact of these changes on the plan and make the necessary adjustments.