Mission Planning, Military Decision Making Process and Troop Leading Procedures
Where to Begin

• Troop Leading Procedures
• Deliberate/Hasty Planning
• Orders, Rehearsals, and Brief Backs
• Utilize Planning Tools
• Find, Fix, Finish, Exploit, Analyze, and Disseminate (F3EA) Targeting Methodology
Troop Leading Procedures

TLPI
1. Receive the Mission
2. Issue the WARNO
3. Make a tentative plan
4. Initiate movement
5. Conduct recon
6. Complete the Plan
7. Issue OPORD
8. Supervise/Rehearse

Analytical Tools

- METT-TC
  - Mission
  - Enemy
  - Time
  - Terrain (OCOKA)
  - Troops
  - Civilian Considerations

- PMESII-PT
  - Political
  - Military
  - Economic
  - Social
  - Information
  - Infrastructure
  - Physical Environment
  - Time

COAs:
- Feasible
- Acceptable
- Suitable
- Complete
- Distinct

Criticality
Accessibility
Recoverability
Vulnerability
Effect
Recognizability

Situation
Mission (5 Ws)
General Instructions
Specific Instructions
Timeline

OPTION #1
RAPID PR PLANNING
1. Mission/Situation analysis
2. Develop a COA
3. Refine and validate the COA
4. Implement

OPTION #2
DELIBERATE PLANNING
1. Mission Analysis
2. Situation Analysis
3. COA Development
4. COA Analysis (wargame)
5. COA Comparison
6. Decision

-SMEAC
-COA Sketch
Troop Leading Procedures

1: Receive the Mission

• Perform an initial assessment of the situation (Verify and Validate information)
• Analyze: CARVER (Criticality-Accessability-Recoverabilty-Vulnerability-Effect-Recognizability)
• Answer the 5 Ws: Who-What-When-Where-Why
  • Commander’s Intent is most important to ID
• Obtain/analyze relevant information
  • METT-TC
  • PMESII-PT
• Allocate time available for planning and preparation
2: Issue WARNORD

- Outlines what team needs to do right now to support planning and preparation
- Don’t delay just to wait for additional information, brief the team when you have relevant data
- *Initial WARNORD format:*
  - *Situation*
  - *Mission*
  - *General (TC)/Specific (TL) Instructions*
  - *Timeline*
- Situation may dictate more/less detail (METT-TC)
2 Cont: Issue WARNORD

- **Situation**
  - Minimum details are given to include only the information the team needs to prepare

- **Mission**
  - Brief but clear statement of what the team is to accomplish and the location or area in which it is to be done
  - Should answer the 5 W’s

- **General (TC)/Specific (TL) Instructions**
  - General and special organization (i.e. equipment carried by all vs. equipment carried by team member)

- **Timeline**
  - Times and places for rehearsals, inspections, etc.
2 Cont: Issue WARNORD

- Timeline considerations
  - Determine the useable time available to both you and your subordinates
  - Identify Critical Times such as:
    - Key times dictated by HHQ
    - Briefs/Rehearsals
    - Aircraft Take off
  - Reverse Planning - Build your timetable starting with the conclusion of the mission and working backwards with identified critical times to present time
- Use Time Management Tools
  - 1/3 rule-1/3 of time allocated for planning, and 2/3 of time allocated for preparation/movement
  - Modern information systems, team architecture, standing TTP/SOPs may allow for a 1/5 – 4/5 planning ratio
3: Make Tentative Plan

RAPID PLANNING *(Crisis Response Operations)*

- Default to the logic that a *timely and effective solution* is more important than the optimal solution through detailed planning/COA development
- TC/TLs must determine when to apply rapid versus detailed planning

Steps to rapid plan development for Crisis operations:
1. Perform mission and situation analysis (METT-TC)
2. Develop a COA (Insert/Infil/AOO/Exfil/Extract)
3. Refine and validate the COA
4. Implement

*Note: TLP steps may occur simultaneously/continuously*
Troop Leading Procedures

4: Initiate Movement

• Initiate any movement necessary
  • To continue mission preparation
  • Position the team for execution
• Provide **clear and purposeful direction**
• Initial movement is usually sometime before making a tentative plan
• Essential when time is short
5: Conduct Reconnaissance

- Minimum action necessary is a map/imagery study
- Gather information from any assets on scene
- When time and circumstances allow
  - Use UAS live video feed in JOC, or any other assets available
- Focus on information gaps identified during mission analysis
6: Complete Plan/7: Issue OPORD

- **Step 6 - Complete the Plan**
  - Incorporate the results of planning time/analysis/recon into the selected COA
  - Make final coordination with adjacent units and HHQ
- **Step 7 - Issue OPORD**
  - 5 Paragraph format: Situation, Mission, Execution, Admin/LG, Command/Signal (SMEAC)
  - Supplemented by COA sketch if time permits
  - Normally issued verbally if time sensitive response
Troop Leading Procedures

8: Supervise/Rehearse/Refine

- Conducted throughout all TLP steps
- Supervise and assess mission/team preparation
- Perform coordination with adjacent units
- Rehearsal of Concept (ROC drill)
  - Go over Insertion Plan
  - Actions on the Objective (AOO)
  - Terrain model use
- Communications checks (minimum rehearsal)
- Refine the plan
METT-TC

• Mission— (Raid, Ambush, Recce, etc.)
• Enemy – (Composition, Disposition, Strength)
• Troops – (Assets Available, your own troops capabilities/limitations)
• Time – (Utilize backwards planning, find Decision Points)
• Terrain – (OCOKA)
• Civilians – (Friendly/enemy, target discrimination, etc.)
OCOKA (Terrain Analysis)

• Obstacles (cliffs, rivers, etc.)
• Cover and Concealment
  • Discriminate between cover and concealment, identify for routes and Actions on Objective
• Observation and Field of Fire (for Recon, Observation Post, etc.)
  • Know both friendly and enemy weapon system maximum effective ranges, find dead space (where your weapons, or enemies weapons cannot reach)
• Key Terrain (gives decisive tactical advantage to you or the enemy)
• Avenues of Approach (identify routes for both friendly and enemy forces, consider escape routes as well)
# CDR’s Estimate Process

## The Military Decisionmaking Process (MDMP)

**Key Inputs**
- Higher headquarters’ plan or order or a new mission anticipated by the CDR
- Commander’s initial guidance
- Higher HQ’s plan or order
- Higher HQ’s knowledge and intelligence products
- Knowledge products from other organizations
- Army design methodology products

**Steps**

1. **Receipt of Mission**
   - Commander’s initial guidance
   - Initial allocation of time

2. **Mission Analysis**
   - Mission statement
   - Initial CDR’s intent, planning guidance, COAs, and EEFs
   - Updated IPRs, running estimates
   - Assumptions
   - Evaluation criteria for COAs

3. **COA Development**
   - COA statements and sketches
   - Tentative task organization
   - Based concept of operations
   - Revised planning guidance
   - Updated assumptions

4. **COA Analysis (War Game)**
   - Updated running estimates
   - Revised planning guidance
   - COA statements and sketches
   - Updated assumptions
   - Updated running estimates
   - Refined COAs
   - Evaluation criteria
   - War game results
   - Updated assumptions

5. **COA Comparison**
   - Updated running estimates
   - Refined COAs
   - Evaluation criteria
   - War game results
   - Updated assumptions

6. **COA Approval**
   - Updated running estimates
   - Refined COAs
   - Evaluation criteria
   - War game results
   - Updated assumptions
   - Commander-approved COA and any modifications
   - Refined commander’s intent, COAs, and EEFs
   - Updated assumptions

7. **Orders Production, Dissemination, and Transition**
   - Approved operation plan or order
   - Subordinates understand the plan or order

**Key Outputs**

- Problem statement
- Mission statement
- Initial commander’s intent
- Initial planning guidance
- Initial COAs, and EEFs
- Updated IPR & running estimates
- Assumptions
- Evaluation criteria for COAs

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Decision Making Process

• Mission Analysis
• COA Development
• COA Synchronization/Wargame
• OPORD Development
• Rehearse
Mission Analysis

• Mission Analysis
  • Assets available
  • Identify specified and implied tasks
  • Identify constraints placed on mission by others
  • Identify limitations of your own team
  • List facts and assumptions
  • Restate the mission relative to your team
Course of Action Development

• COA Development/Selection/Decision
  • METT-TC
  • Come up with multiple COAs
    • Include Task Org, Concept Sketch, Pros/Cons, and Timeline
  • Determine selection criteria
    • Utilize a decision matrix and rank/rate each COA against every aspect (I.E. speed, surprise, simplicity, etc)
    • Can weigh certain factors more or less depending on CDR’s Intent/Mission Analysis
    • Decide on the COA
COA Synch/Wargame

• Synchronizing
  • List assets against timeline in a synch matrix
  • Identify what assets/your team will be doing at those times
  • Identify friction points to find RFI’s and emplace control measures/utilize assets to the utmost

• Wargame
  • Against the enemy’s most likely COA
  • Identify flaws in the plan/timing in synch matrix
OPORD Development

• OPORD
  • Situation – Overall situation going on in AOR. Think METT-TC and include recent reports
  • Mission – A brief sentence that succinctly answers the 5 W’s of what the team is to execute
  • Execution – The most important piece of the OPORD – Gives a detailed plan of what the team is to do from the start of the mission to the end
  • Support/Admin/Logistics – Gives troop sustainment, supply requests, etc.
  • Command and Control– Location of CC, succession of command, comm’s signals, etc.
Rehearse

• Rehearse
  • Group Leader Briefs
    • Key leaders in the group will brief their key tasks in the mission
  • Rehearsal of Concept (ROC) Drill
    • Team will rehearse concept of mission
  • Communications Check
  • Time will dictate how in depth rehearsals will be
Summary

• Begin with TLP’s (METT-TC, OCOKA, etc.)
• MDMP
  • Mission Analysis
  • COA Development (Decide on COA)
  • COA Synch/Wargame
  • OPORD Development
    • Situation, Mission, Execution, Admin, Command and Control
  • Rehearse