

Continue





























Instructor Notes Lesson Script 1. INTRODUCTION: SLIDE 1 - TITLE SLIDE a. Lesson Tie-in: To this point you have been trained in Army Operations, Doctrine, Maneuver Units and Combat Support Assets. This next block of instruction focuses on providing the staff the key information needed to perform their individual estimates, which will result in the preparation of a decision brief for the commander. This process is called the Command Estimate or the Tactical Decision Making Process. Today, we will discuss the first step of the Command Estimate Process: Mission Analysis. SLIDE 2 - OBJECTIVES b. Objective: As a result of this instruction, in a classroom environment, the student will: prepare a brigade restated mission. With references, each student must achieve 75% on a written objective examination. c. Safety: There are no safety considerations for this block. d. Purpose: The result of this instructional event will provide you the necessary skills to analyze a higher OPORD and arrive at your unit's mission statement. Tactical Intelligence Officers need to know how this process works as they may be called upon to assist in the mission analysis process; part of this process is called intelligence preparation of the battlefield (IPB). The S2 must understand the unit's mission in order to focus his intelligence collection and dissemination effort. e. Procedure: This class is divided into a two hour block of instruction teaching the fundamentals of Mission Analysis, followed by a 4 hour PE during which the student will analyze a division operations order (OPORD) and develop a brigade restated mission. SLIDE 3 - COMMAND ESTIMATE 2. DEVELOPMENT: Before we get into Mission Analysis, let's look at the Command Estimate Process. It is a continuous process that allows the combat commander to make decisions based on information provided by his staff and missions received from higher headquarters. Understanding the entire process will provide you with the big picture and allow you to see how decisions are arrived at and how orders are developed. There are four steps in the Command Estimate Process: 1) Mission Analysis 2) Course of Action (COA) Development 3) Course of Action Analysis and Comparison 4) Decision and Execution In Mission Analysis, the commander and staff receive the mission brief and OPORD/OPLAN/FRAGO from higher. The commander and staff then analyze higher's order to deduce the mission of our unit. At the end of Mission Analysis, the staff briefs the commander and each other on the current situation, to include: enemy, weather, terrain, and status of own forces. The commander approves the restated mission in order to focus further planning. The restated mission becomes the mission for our unit. The commander also gives planning guidance to the staff so that they may prepare for the next step (COA Development). In Course of Action Development, the S3 develops possible friendly courses of action that could be used to fight the battle. The remainder of the staff and the S2 continue developing information in their own respective areas. The S2 will develop all possible enemy courses of action. In Course of Action Analysis and Comparison, the staff gathers to wargame the S3's friendly courses of action against the enemy courses of action. In Decision and Execution, the staff briefs the commander on the results of their analysis in a decision briefing format. The commander, in giving his decision, selects the best course of action. The staff then develops the selected course of action into an order (OPORD/OPLAN/FRAGO). The process is dynamic and variable. It fits all situations. It must and is always gone through by the commander and staff. Expect to become more clear on how the pieces fit together in Command Estimate II, III and at BASIX. SLIDE 4 - XO/STAFF DUTIES The Executive Officer (XO) supervises adherence to time within the Brigade and Battalion. He is the coordinator for most staff actions. The XO should provide times when important planning functions and meetings take place. He should provide, as soon as the mission is received, the time of: Mission Analysis Brief/Wargaming (COA's) The staff must keep the commander continually informed of those things he needs to know, but should avoid burdening him with unnecessary information. As part of Mission Analysis, the staff must brief the commander on the current situation (Facts and Assumptions). The choice of what to communicate to the commander is based upon: (1) The staff officers knowledge of the situation. (2) The commanders instructions. (3) The staff officers good judgement. The staff should analyze details and pass to the commander only essential information. Concentrate on details that affect the mission. SLIDE 5 - MISSION ANALYSIS The mission is assigned by DEFINITION higher headquarters or is developed or deduced by the commander. Mission analysis is conducted so the commander obtains a thorough understanding of the mission. Mission analysis involves identifying tasks that must be performed (mission essential tasks). They may be implied or specified from the higher OPORD/OPLAN. Usually, there are limitations on unit tasks that have been identified which may affect mission accomplishment. SLIDE 6 - STEPS OF B. Mission analysis is a MISSION ANALYSIS four step process: 1) Gather The Facts 2) Make Assumptions 3) Analyze Higher Mission 4) Issue Commander's Guidance SLIDE 7 - GATHER THE FACTS a. Gather The Facts: You must understand the mission and commander's intent of your higher headquarters and their higher headquarters (two levels up). Each staff officer will determine all of the facts that pertain to their area of expertise, i.e., the S2 will gather facts pertaining to terrain, weather, enemy forces, etc. The S3 will cover facts pertaining to current status of friendly forces, task organization, the mission, etc. Everyone must have a common understanding of the battlefield and understand the mission and commander's intent two levels up in order to continue with the mission analysis process. Gathering the facts takes time. So, before we go into mission analysis, let's make sure we do not take up all the planning time and leave our subordinate units with none. SLIDE 8 - 1/3 - 2/3 RULE To ensure subordinate commanders and staffs have sufficient time for planning, subordinate units should have at least 2/3 of the available time to develop their plans. Higher headquarters must use only 1/3 of the time available for planning. This is called the "1/3 - 2/3" rule. Examples of the 1/3 - 2/3 rule are: NOTE: Use blank VGTs Example 1 DEFEND or dry erase board to illustrate this. Given: Time to Defend: 04 1800 April. Order from brigade received: 04 0600 April. 1800 hrs 0600 hrs 12 hours total time available NOTE: Have student work through examples 2/3 12 hours = 8 hours with you. 1/3 12 hours = 4 hours 8 hours planning time to company commanders 4 hours planning time to the staff 0600 + 4 hours = 1000 hours Therefore: The commander and his staff must issue the order to the company commanders at 04 1000 April. Example 2 ATTACK Given: Attack at 21 2100 June Order received 19 2100 June 21 2100 hrs 19 2100 hrs 48 hours total time available 2/3 48 hours = 32 hours 1/3 48 hours = 16 hours 32 hours to company 16 hours to staff 19 2100 hours + 16 hours = 20 1300 hours STUDENT CHECK: What is Therefore: The commander and his staff must the purpose and reasoning issue the order at 20 1300 hours. for the 1/3, 2/3 rule? ANSWER: To allow subordinate leaders time to plan and issue orders. SLIDE 9 - MAKE ASSUMPTIONS b. Make Assumptions: Each staff officer must next identify assumptions that are necessary for the continuation of the mission analysis process. Assumptions replace necessary but missing or unknown information. However, they must be both valid (is the assumption likely to occur?) and necessary (can you continue planning without the assumption?). You must also conduct a force ratio analysis. Using relative values for both friendly and enemy forces, the S2 and S3 will determine the overall combat power of each force and compare the two (factoring in the current strength of each force) to determine what the force ratio is. The force ratio provides conclusions about friendly capabilities pertaining to the operation. The outcome will indicate what type of operation(s) may be possible from both the friendly and enemy perspectives. NOTE: Conduct an example We will do force ratios in excruciating detail force ratio analysis, during Course of Action Development. These initial force ratios are intended to produce SLIDE 10 - SAMPLE relative force ratios which will allow the FORCE RATIO ANALYSIS the continuation of the mission analysis process. Use Table 2-1 (page 2-4 of ST 100-9, July 93) for relative combat powers. SLIDE 11 - ANALYZE HIGHER c. Analyze Higher Mission: We must MM MISSION understand the purpose of the mission and the intent of each commander two levels up. We must know the answers to the following questions: What have we been tasked to accomplish? What specific results are desired? Where and when must we achieve these results? Why was our unit given this task? What limitations have been placed upon us? Why? To develop our mission essential task list and our restated mission, we must identify all specified and implied tasks. SLIDE 12 - SPECIFIED TASKS Specified Tasks are: (1) Found (specified) in the Operations Order (OPORD) from higher headquarters. (2) Specifically assigned to your unit. (3) Usually found in paragraph 2 (mission) and paragraph 3 (concept of the operation, tasks to subordinate units and coordinating instructions). (4) Can also be found elsewhere (i.e. annexes or overlays). SLIDE 13 - IMPLIED TASKS Implied Tasks are: (1) Developed and deduced by the commander and staff. (2) Deduced upon a conduct of actual (ground/air) or map reconnaissance of the area of operations/interest. (3) Not specifically stated in the OPORD or OPLAN. (4) Special tasks or needs required to accomplish specified tasks or the mission. NOTE: Give examples of (5) Not inherent, routine implied tasks (i.e. river or SOP tasks. crossing operations in the offense or identifying routes, SP's and RP's for battle handover). SLIDE 14 - MISSION Mission Essential Tasks are ESSENTIAL TASKS tasks identified from previous tasks lists in chronological order. Previous lists should not be thrown away, as they are tasks that must be accomplished by the unit. Mission essential tasks are: (1) Listed chronologically (in restated mission). (2) Taken from above lists (specified and implied). (3) Becomes source of restated mission. (4) Absolutely, positively needed for mission accomplishment. SLIDE 15 - SAMPLE MISSION This is a common method of ANALYSIS MATRIX illustrating your specified, implied and mission essential tasks. You will use this chart when briefing. SLIDE 16 - LIMITATIONS Limitations are constraints and restrictions placed on the command. Constraints restrict the freedom of action a headquarters has for planning a mission. Stated another way, they are things the planning headquarters must do (i.e., maintain a two battalion reserve; occupy certain battle positions, etc.). Restrictions are limitations placed on the command that prohibit the command from doing something (i.e., do not send out recon prior to xxxx hrs, limit of advance is PL xxxx). SLIDE 17 - ASSETS AVAILABLE, Assets Available are RISK, DECEPTION allocated in the task organization (Annex A) or discussed in organizations for combat in paragraph 3. The relationship between mission and assets is critical. Risk: The higher headquarters might specify risk(s) the commander is willing to accept to accomplish the mission (for example, economy of force in a certain area) or provide guidance pertaining to the use of friendly nuclear or chemical munitions. MOPP, OEG and Troop Safety also specify risk. Deception: Every operation must have a deception plan. Ensure that your plan supports your higher headquarters deception strategy. Time Analysis was looked at earlier. SLIDE 18 - RESTATED MISSION The Restated mission is the outcome of an analysis whereby the commander fully understands the mission assigned to him. From the list of specified and implied tasks identified earlier, those that must be accomplished to complete the overall mission are identified as essential. The restated mission will be the mission statement for the unit. It contains all the elements of a mission statement (WHO, WHAT, WHEN WHERE and WHY). The element WHAT is a chronological listing of key and ultimate essential task(s). STUDENT CHECK: Where do the contents of the restated mission statement come from? The restated mission: ANSWER: From the mission essential identified tasks. (1) Contains the 5 W's (Who, What, When, Where, Why). WHO is your unit. WHAT is the task(s) you need to accomplish that define mission accomplishment. WHEN in the defense is stated as Not Later Than (NLT). In the offense, usually "AT" or "BY." WHERE is given as the grid coordinates for COORDINATION POINTS on the FEBA or FLOT. WHY is given as a rephrasing of purposes of the defense/offense and is usually drawn from the higher commander's intent. (2) Enables commander to issue planning guidance. (3) Enables the staff planning process to commence. (4) Becomes paragraph 1 of all staff estimates. (5) Becomes paragraph 2 of the operations order. (6) Is displayed in chronological order. SLIDE 19 - ISSUE COMMANDER'S d. Issue Commander's Guidance: After the GUIDANCE commander approves a restated mission for the unit, he will also provide guidance to focus the remainder of the Command Estimate process. This guidance may include: Time Plan Risk Assessment Limitations on Cmd Enemy COAs to Consider IPB Considerations Key/Decisive Terrain CCIR Concept of the Opn Desired Effect on En Priorities EW Usage Nuclear/Chem Weapons Delivery Guidance Deception Objective Type of Reserve CSS Instructions SLIDE 20 - COMMANDER'S INTENT The Commander's Guidance must always include the Commander's Intent. The Commander's Intent is a broad vision, stated succinctly, of how the commander intends to conduct the operation. It must state the: Purpose: why the operation is occurring. Method: how the operation will occur, in doctrinally concise terminology Endstate: the desired posture of friendly and enemy forces (in terms of terrain and/or strength) at the completion of the operation SLIDES 21 - 30 MISSION We have gone over the entire ANALYSIS EXAMPLE Mission Analysis process. Now we will demonstrate an example. Using the Corps Operations Order, we will briefly conduct a mission analysis for 2AD. SLIDE 21 - THEATER COMMANDER'S MISSION AND COMMANDER'S INTENT SLIDE 22 - CORPS COMMANDER'S MISSION AND COMMANDER'S INTENT SLIDE 23 - SITUATION SLIDE 24 - FACTS AND ASSUMPTIONS SLIDE 25 - ASSETS AVAILABLE SLIDE 26 - TIME ANALYSIS SLIDE 27 - LIMITATIONS SLIDE 28 - ACCEPTABLE LEVEL OF RISK SLIDE 29 - MISSION ANALYSIS MATRIX SLIDE 30 - 2AD RESTATED MISSION AND COMMANDER'S INTENT NOTE: Instructor may use 3rd Brigade Mission Analysis slides as another example now, or as part of the AAR. NOTE: Ask for questions before going on with the practical exercise. SLIDE 31 - FACTS SLIDE 32 - ASSUMPTIONS SLIDE 33 - LIMITATIONS SLIDE 34 - SPECIFIED TASKS SLIDE 35 - IMPLIED TASKS SLIDE 36 - MISSION ESSENTIAL TASKS SLIDE 37 - RESTATED MISSION c. BEGIN PRACTICAL EXERCISE. a. Directions for the conduct of the PE. (1) Each group (4-6 groups) will have 4 hours to complete the Mission Analysis process for your brigade. At the end of 4 hours, each group will brief their Mission Analysis (restated mission and recommended PIR) to the brigade commander (instructor). (2) The format for the briefing can be found on page 6-16 of ST 100-9 (July 93). Only brief the G3 and G2 portions. (3) The charts needed for this briefing include: RESTATED MISSION MISSION/CORPS INTENT FACTS ASSUMPTIONS LIMITATIONS WEATHER ENEMY ORDER OF BATTLE TROOP LIST/AGENDA PIR/IR (4) Your unit is at 100% strength. Use the Intelligence Estimate to determine enemy strengths. b. Conduct of PE. (1) Give PE. (2) Circulate among the students. Provide students with assistance or information as required. c. Conduct after action review. Instructor may use 3rd Brigade Mission Analysis slides as part of the AAR, if not used earlier (slides 31 - 38). Share — copy and redistribute the material in any medium or format for any purpose, even commercially. Adapt — remix, transform, and build upon the material for any purpose, even commercially. The licensor cannot revoke these freedoms as long as you follow the license terms. Attribution — You must give appropriate credit , provide a link to the license, and indicate if changes were made . You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use. ShareAlike — If you remix, transform, or build upon the material, you must distribute your contributions under the same license as the original. No additional restrictions — You may not apply legal terms or technological measures that legally restrict others from doing anything the license permits. You do not have to comply with the license for elements of the material in the public domain or where your use is permitted by an applicable exception or limitation . No warranties are given. The license may not give you all of the permissions necessary for your intended use. For example, other rights such as publicity, privacy, or moral rights may limit how you use the material. United States Intelligence Center and Fort Huachuca SO TLIABI Student Handout JAN 96 MISSION ANALYSIS 1. Training Objective: a. Understand the Mission Analysis Process and its relation to the Command Estimate Process. b. Recognize Specified/Implied/Mission Essential Tasks. c. Develop a Bde restated mission. d. Understand how Mission Analysis relates to IPB. 2. The Command Estimate Process (See figure on next page). a. Definition. A continuous process that allows the combat commander to make decisions based on information provided by his staff, and missions received from higher headquarters. 3. Mission Analysis — The first step of Command Estimate/Tactical Decision Making Process. a. Definition. The process of identifying all the required tasks for a specific mission, and producing your own mission statement. b. The steps of Mission Analysis. (1) Gather the Facts. (a) Determine Mission and Intent of Commanders TWO levels up. (b) Review area of operations/graphics to understand the commander's intent. (c) Identify assets available for the mission (troop list should include all attached units). (d) Sister service combat support (Air, Naval Gunfire, Marine assets). (e) Initial time analysis (1/3 - 2/3 Rule). (2) Make Assumptions. (a) Assumptions replace necessary but missing or unknown information. All assumptions must take the VALIDITY/NECESSITY test. (1) Validity - Whether or not an assumption is likely to occur. (2) Necessity - Whether planning can continue without making the assumption. (b) Analysis of Force Ratio - Provides conclusions about friendly capabilities pertaining to the operation being planned. The outcome will indicate what type operations may be possible from enemy and friendly points of view. (3) Analyze Higher Mission. (a) Purpose of Higher HQ mission (WHY of the Mission). (b) Intent of the Higher Commander (Two levels up). (1) What Task? What specific results? Where must we achieve these results? When must we accomplish these results? Why was our unit given this task? What limitations on our freedom? Why is the CDR imposing these limitations? (c) SPECIFIED TASK. (1) Specifically assigned to or affecting YOUR unit. (2) Stated in the HIGHER HQ order or plan. (3) Primarily stated: Para 2 & 3 of OPORD/OPLAN. (4) Can also be stated elsewhere: (i.e. Coordinating instructions and Annexes). (d) IMPLIED TASK. (1) Developed/deduced by the commander. (2) Deduced upon conduct of a reconnaissance of the AO. (3) Task that MUST be accomplished to satisfy the overall mission. (4) NOT specifically stated in OPORD or PLAN. (5) MUST be accomplished to satisfy any SPECIFIED task. (6) Inherent, routine, or SOP task are NOT included in the list of tasks. (e) MISSION ESSENTIAL TASK. (1) Taken from your Specified and Implied task lists that define the success of the mission. (2) Absolutely MUST DO to accomplish assigned mission. (3) Become the source for the restated mission. (4) Always listed chronologically in restated mission. (f) Mission Analysis Matrix. A tool used to list all tasks and compare/analyze them to determine if they are specified, implied, and/or mission essential. Assists the staff in the development of the restated mission. (see figure on next page). (g) Restated Mission. (1) The end result of Mission Analysis. (2) "5Ws" = Who/What/When/Where/Why. (3) Includes ALL Mission Essential tasks ONLY. (4) Multiple tasks are listed in the sequence they are expected to occur or be executed. (5) Always in paragraph form. (6) Commander approves the results of Mission Analysis. (4) Issue Commander's Guidance. (1) Provides initial planning guidance to the staff MAY INCLUDE: (2) MUST INCLUDE: Commander's Intent. The commander's intent is a broad vision, stated succinctly of how the commander intends to conduct the operation. Must state Purpose, Method and desired Endstate. (a) PURPOSE: (b) METHOD: (c) ENDSTATE: Lesson ID: 105 Published June 3, 2024 By Steven Maxwell