Command and staff service

No. 9
The military decision – making process

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Course objectives:

- teach to students the basic characteristics of the C2 in operation and the environment in which the C2 combat unit goes,
- explain to students the principles of implementation of C2 in combat units,
- clarify to students basic factors of C2 interoperability in a multinational environment operations (combat).

Summary:

Preface – planning during operations

1. Forms of decision – making processes
2. The Role of Commanders and Staff during planning process
3. The Military Decision-making Process (MDP)

Conclusion:

List of tasks for students:

References and further reading:

Preface:

- ✓ Planning is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing hat future about.
- ✓ Planning helps commanders create and communication between commanders, their staffs, subordinate commanders, and unified action partners.
- ✓ Planning results in a plan and orders that synchronize the action of forces in purpose to achieve objectives and accomplish missions.

A product of planning is a plan or order - a directive for future tactical action .

1. Forms of decision – making processes

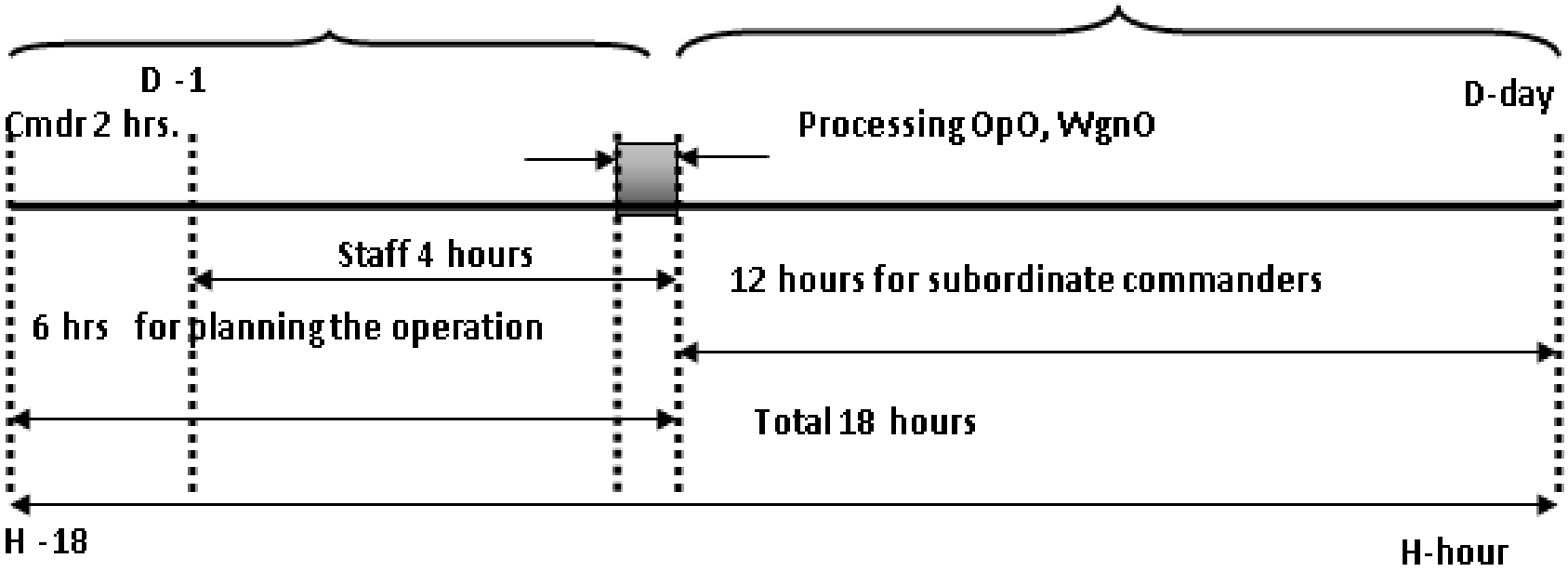
Depending on the amount of time the HQ will have for planning of the battle, two basic forms of the decision-making process will be used:

Full decision-making process will generally be used to plan and prepare an operation (battle) if the situation allows sufficient time for preparation.

Shortened decision-making process is used if the situation does not allow to implement the full decision-making process. Shortening the decision-making process is achieved by shortening the individual phases, merging several steps (clarification of the task and evaluation of the situation etc.), or excluding some less important steps. Usually, only one, the most probable enemy COA, and the appropriate intent of friendly forces‘ activities are processed.

Time for planning

The time for planning is determined according to the rule, in which there is one third (1/3) of the time for the superior and two thirds (2/3) for the subordinate. For the full planning process of the brigade, the minimum of 12 hours is calculat

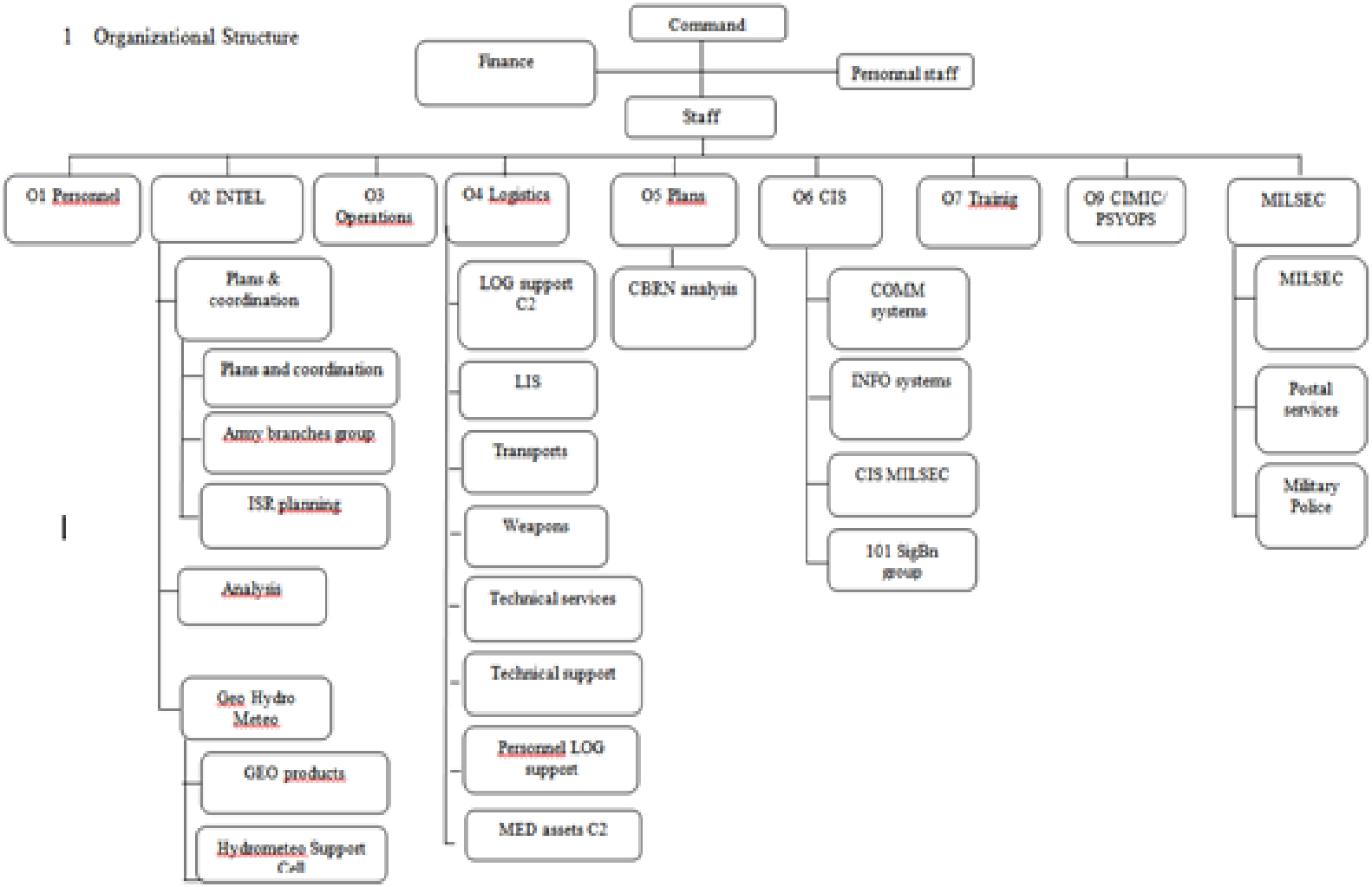


2. The Role of Commanders and Staff

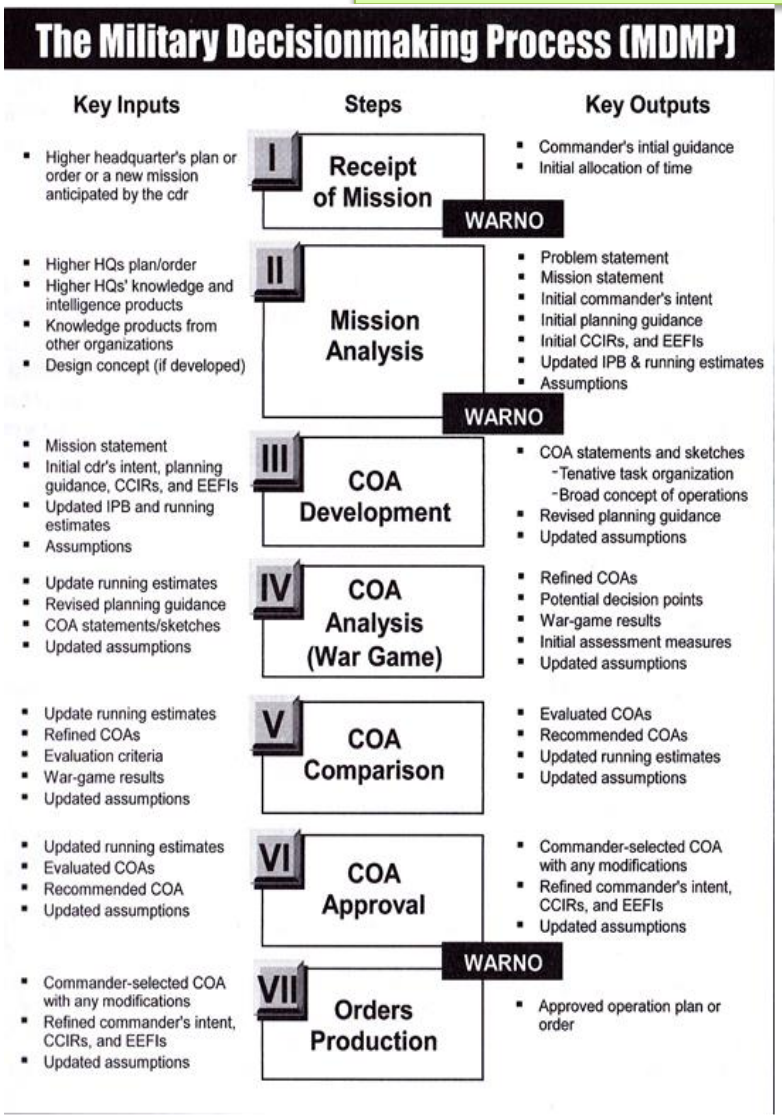
The commander is the most important participant in the MDMP.

More than simply the decision makers in this process, commanders use their experience, knowledge, and judgment to guide staff planning efforts. While unable to devote all their time to the MDMP, commanders remain aware of the current status of the planning effort, participate during critical periods of the process, and make sound decisions based upon the detailed work of the staff. During the MDMP, commanders focus their battle command activities on understanding, visualizing, and describing.

1 Organizational Structure



3. The Military Decision-making Process (MDP)



The military decision-making process (MDMP) integrates the activities of the commander, staff, subordinate headquarters, and unified action partners to understand the situation and mission; develop and compare courses of action; decide on a course of action that best accomplishes the mission..

MDP produces an operation plan or order for execution

MDMP Step I. Receipt of Mission

I. Receipt of Mission

Key Inputs	Key Outputs
▪ Higher headquarters plan or order or a new mission anticipated by the commander	▪ Commander's initial guidance ▪ Initial allocation of time WARNO

1. Alert the Staff and Other Key Participants
2. Gather the Tools
3. Update Running Estimates
4. Conduct Initial Assessment
5. Issue the Commander's Initial Guidance
6. Issue the Initial Warning Order

MDMP Step II. – Mission Analyse

II. Mission Analysis

Key Inputs	Key Outputs
▪ Higher headquarters plan or order ▪ Higher headquarters knowledge and intelligence products ▪ Knowledge products from other organizations ▪ Updated running estimates ▪ Initial commander's guidance ▪ COA evaluation crieria ▪ Design concept (if design precedes mission analysis)	▪ Approved problem statement ▪ Approved mission statement ▪ Initial commander's intent ▪ Initial CCIRs, and EEFIs ▪ Initial commander's planning guidance ▪ Information themes & messages ▪ Updated IPB products ▪ Updated running estimates ▪ Assumptions ▪ Resource shortfalls ▪ Updated operational timeline ▪ COA evaluation criteria **WARNO**

1. Analyze the Higher HQ Order
2. Perform Initial IPB
3. Determine Specified, Implied and Essential Tasks
4. Review Available Assets and Identify Resource Shortfalls
5. Determine Constraints
6. Identify Critical Facts and Develop Assumptions
7. Begin Composite Risk Management (CRM)
8. Develop Initial CCIR and EEFI
9. Develop Initial R&S Synchronization Tools
10. Develop Initial R&S Plan
11. Update Plan for Use of Available Time
12. Develop Initial Themes and Messages
13. Develop a Proposed Problem Statement
14. Develop a Proposed Mission Statement
15. Present the Mission Analysis Briefing
16. Develop and Issue Initial Commander's Intent
17. Develop and Issue Initial Planning Guidance
18. Develop COA Evaluation Criteria
19. Issue a Warning Order

MDMP Step III. COA Development

III. COA Development

Key Inputs	Key Outputs
▪ Approved problem statement ▪ Approved mission statement ▪ Initial commander's intent and planning guidance ▪ Design concept (if developed) ▪ Specified and implied tasks ▪ Assumptions ▪ Updated running estimates and IPB products	▪ Commander's-selected COAs for war-gaming with COA statements and sketches ▪ Commander's refined planning guidance to include: - War-gaming guidance - Evaluation criteria ▪ Updated running estimates and IPB products ▪ Updated assumptions

1. Assess Relative Combat Power
2. Generate Options
3. Array Forces
4. Develop a Broad Concept
5. Assign Headquarters
6. Prepare COA Statements & Sketches
7. Conduct COA Briefing
8. Select or Modify COAs for Continued Analysis

MDMP Step lV. COA Analysis and War-Game

IV. COA Analysis and War-Gaming

Key Inputs	Key Outputs
▪ Updated IPB products ▪ Updated running estimates ▪ Updated commander's planning guidance ▪ COA statements and sketches ▪ Updated assumptions	▪ Refined COAs ▪ Decision support templates and matrixes ▪ Synchronization matrixes ▪ Potential branches and sequels ▪ Updated running estimates ▪ Updated assumptions

1. Gather the Tools
2. List all Friendly Forces
3. List Assumptions
4. List Known Critical Events & Decision Points
5. Select the War-Gaming Method
6. Select a Technique to Record and Display Results
7. War-Game the Operation and Assess the Results
8. Conduct a War-Game Briefing (Optional)

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MDMP Step V. COA Comparison

V. COA Comparison

Key Inputs	Key Outputs
▪ War-game results ▪ Evaluation criteria ▪ Updated running estimates ▪ Updated assumptions	▪ Evaluated COAs ▪ Recommended COA ▪ COA selection rationale ▪ Updated running estimates ▪ Updated assumptions

1. Conduct Advantages and Disadvantages Analysis
2. Compare COAs
3. Conduct COA Decision Briefing

MDMP Step VI. COA Approval

VI. COA Approval

Key Inputs	Key Outputs
▪ Updated running estimates ▪ Evaluated COAs ▪ Recommended COA ▪ Updated assumptions	▪ Commander-selected COA and any modifications ▪ Refined commander's intent, CCIRs, and EEFIs ▪ Updated assumptions **WARNO**

1. Commander's Decision
2. Issue Final Commander's Plannning Guidance
3. Issue Final Warning Order

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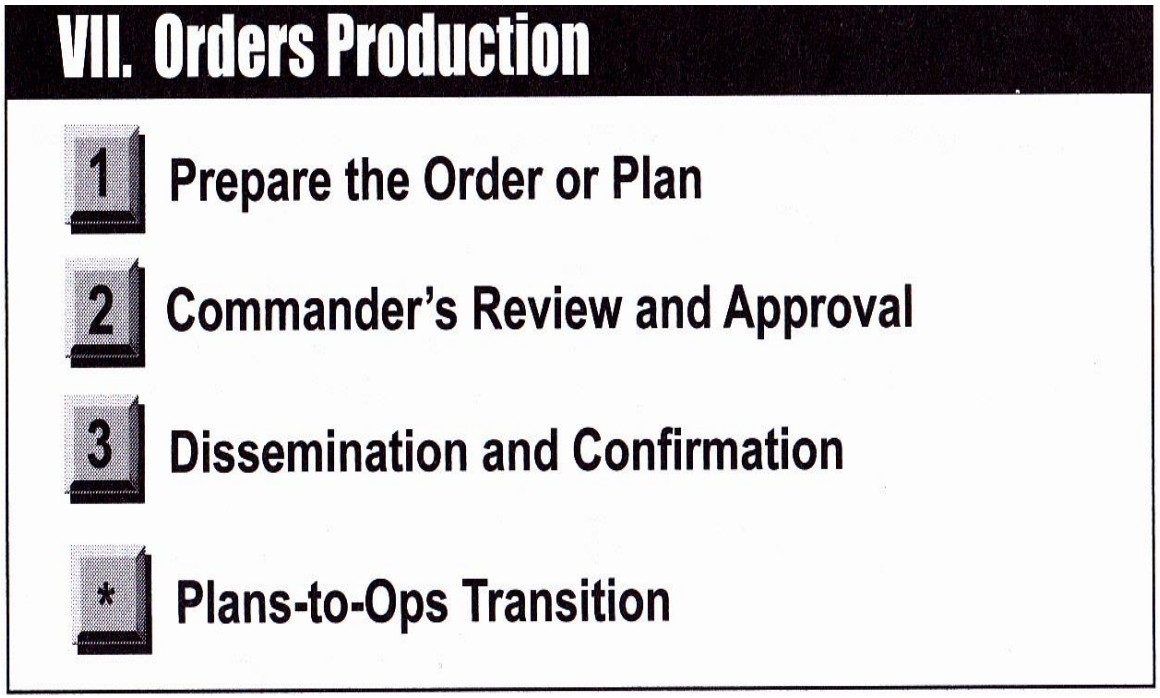
MDMP Step VII. Orders Production



Conclusion - question:

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List of tasks for students:

To prepare for the exercise:

to prepare the following exercises for practicing these circuits

- ✓ learn individual points (steps) on the planning of the fight,
- ✓ to begin training to accomplish the tasks Moodle course.

To prepare rehearse:

- ✓ study the subject received at the end of the lecture,
- ✓ glued map, draw the map theme
- ✓ prepare portfolios to exercise in task scheduling unit (follow the instructions on the lecture)
- ✓ to meet the challenges of the seminar course in Moodle,

To prepare for the seminary:

- to prepare a practice presentation in Power Point (5 photos) to present the following headings:

- ✓ characteristics of the process of planning for combat units (Task Force),

References and further reading

1. ČERNÝ, J., HRŮZA, P., JAROŠ, V. *Systém velení a řízení v operacích.* Brno:, 2011, 139 s. ISBN 978-80-7231-836-0
2. SMARTbook. The battle Staff. Plan, design, prepare, execute, assess. The Lighting Press. 2014.
3. HANDbook. *The battle Staff NCO*. Tactics, techniques and Procedures. 2008.
4. *FM 7-8 Infantry Rifle Platoon and Squad.* HEADQUARTERS DEPARTMENT OF THE ARMY Washington, DC, 22 April 2014
5. *FM 3*-21.8 the infantry Rifle Platoon and Squad. HQ DEPARTMENT OF THE US ARMY. MARCH 2007.