Command and staff service

No. 8
Platoon commander decision – making process.
Processing of the battle order.

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Course objectives:

- to teach students about an individual steps and content of decision – making processes

Summary:

Preface

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

Planning ….

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.
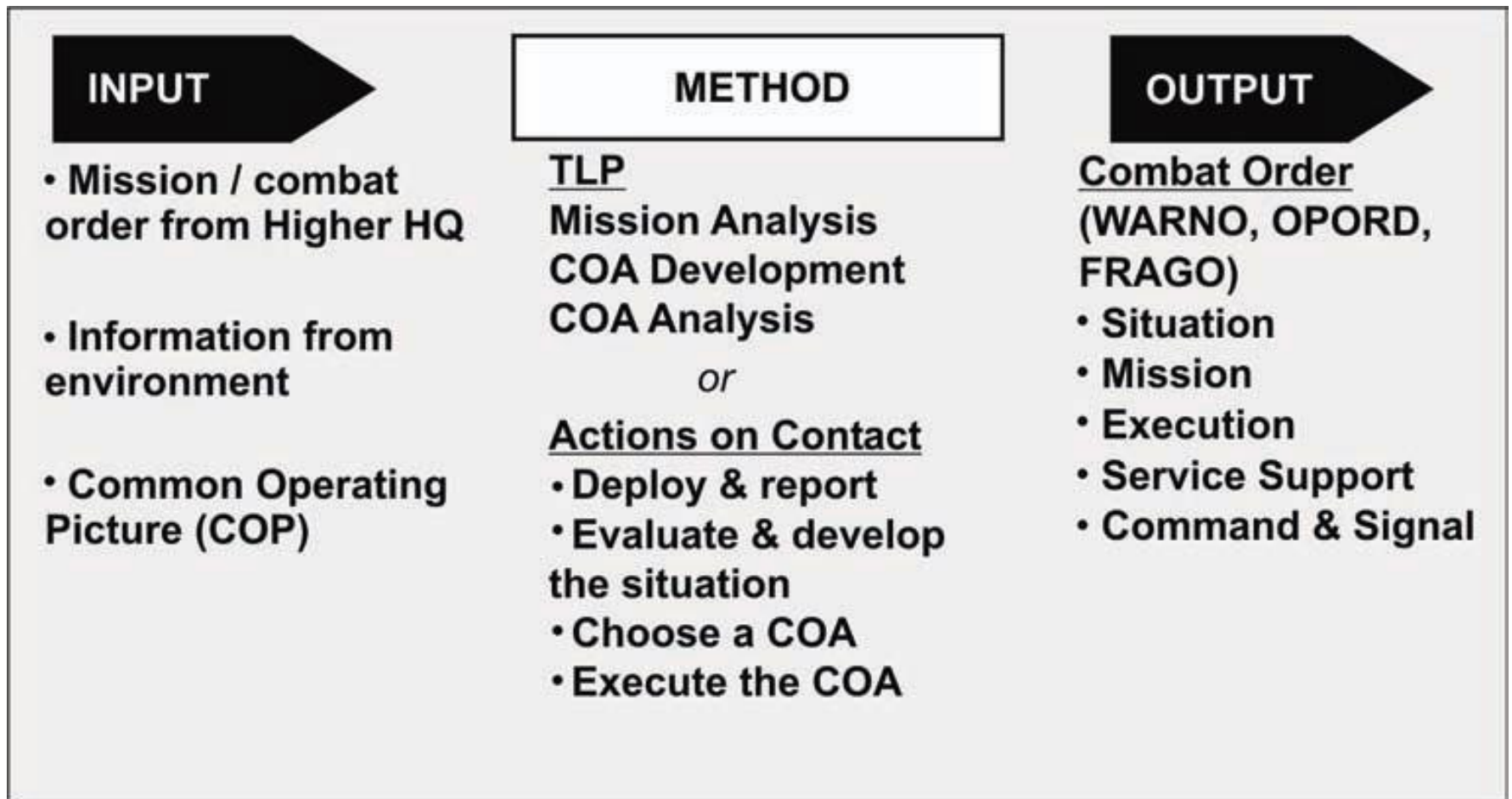
A product of planning is a plan or order

= a directive for future action.

Decision-making

- ✓ Decision-making is an essential element of command and control. The commander must base his decision on a process in which he determines how he can accomplish his mission.

- ✓ A commander may be assisted in this process by his staff.

- ✓ Mission command imposes demands on the way in which the decision-making process is set up.

- ✓ That is why the principle of mission command is embodied in the operational decision-making process.

- ✓ This process must not be seen as a template and must not function as a straitjacket.

- ✓ The operational decision-making process offers the scope to prevent this and it is up to the commander to use this process creatively.

Tactical decisionmaking is one of the primary ways leaders influence subordinates to accomplish their mission.

- *It is a process of the leader collecting information, employing a decisionmaking process, and giving an order to subordinates.*

- *The information leaders use to make decisions comes from the higher headquarters, the environment, and the common operating picture (COP).*

- *The processes used at the Infantry platoon and squad levels are troop-leading procedures (TLP) during planning and preparation, and actions on contact during execution.*

- *The combat order is the method of giving subordinates orders.*

- *Throughout this process of decisionmaking, leaders continuously assess the situation and their decisions using the risk management and after-action review (AAR) processes.*

INPUT	METHOD	OUTPUT

INPUT

- Mission / combat order from Higher HQ

- Information from environment

- Common Operating Picture (COP)

METHOD

TLP
Mission Analysis
COA Development
COA Analysis

or

Actions on Contact
- Deploy & report
- Evaluate & develop the situation
- Choose a COA
- Execute the COA

OUTPUT

Combat Order
(WARNO, OPORD, FRAGO)
- Situation
- Mission
- Execution
- Service Support
- Command & Signal

Decisionmaking involves not only knowing how to make decisions, but knowing if to decide, when to decide, and what to decide. Understanding that once implemented, some commitments are irretrievable, leaders anticipate and understand the activities and consequences that follow their decisions.

1. Forms of decision – making processes

- **Full decision-making process** will generally be used to plan and prepare an operation (battle) if the situation allows sufficient time for preparation. This method allows continuous analysis of possible enemy COAs and processing appropriate COAs of friendly forces.

- **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.
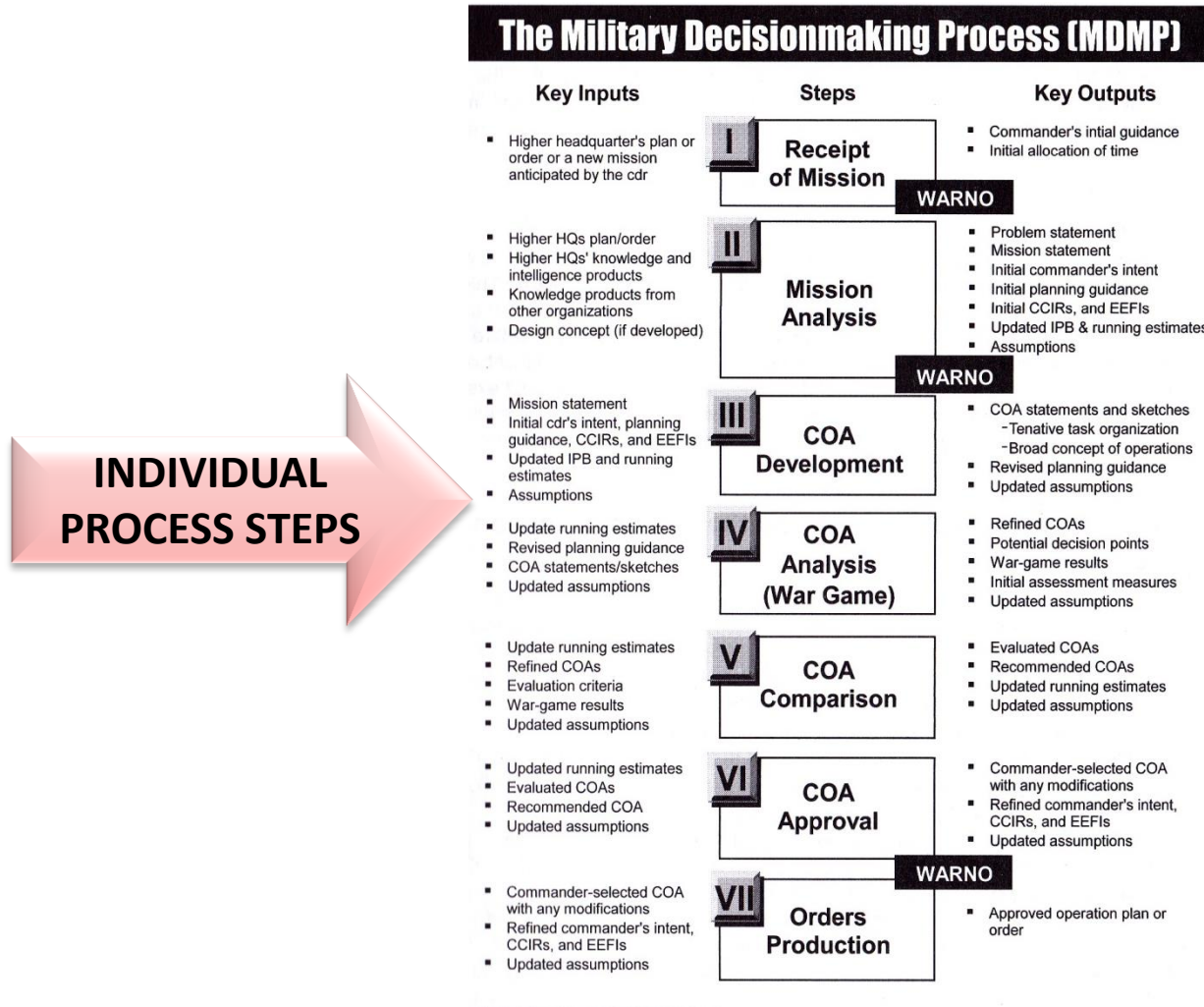
Time for planning

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 calculated.
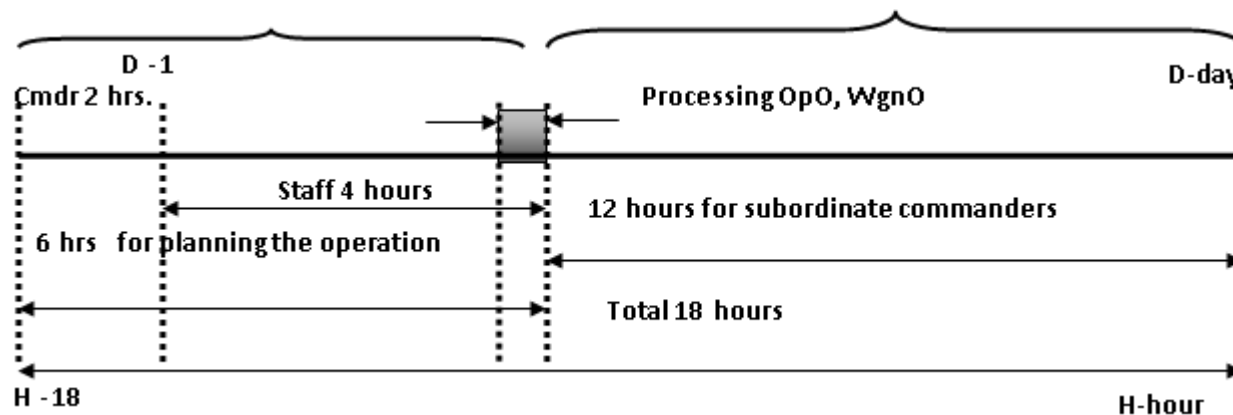
2. The Role of Commander of platoon

- 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.

3. The Military Decision-making Process (MDP)

The Military Decisionmaking Process (MDMP)

INDIVIDUAL PROCESS STEPS

Key Inputs	Steps	Key Outputs
• Higher headquarter's plan or order or a new mission anticipated by the cdr	**I Receipt of Mission** WARNO	• Commander's intial guidance • Initial allocation of time
• Higher HQs plan/order • Higher HQs' knowledge and intelligence products • Knowledge products from other organizations • Design concept (if developed)	**II Mission Analysis** WARNO	• Problem statement • Mission statement • Initial commander's intent • Initial planning guidance • Initial CCIRs, and EEFIs • Updated IPB & running estimates • Assumptions
• Mission statement • Initial cdr's intent, planning guidance, CCIRs, and EEFIs • Updated IPB and running estimates • Assumptions	**III COA Development**	• COA statements and sketches −Tenative task organization −Broad concept of operations • Revised planning guidance • Updated assumptions
• Update running estimates • Revised planning guidance • COA statements/sketches • Updated assumptions	**IV COA Analysis (War Game)**	• Refined COAs • Potential decision points • War-game results • Initial assessment measures • Updated assumptions
• Update running estimates • Refined COAs • Evaluation criteria • War-game results • Updated assumptions	**V COA Comparison**	• Evaluated COAs • Recommended COAs • Updated running estimates • Updated assumptions
• Updated running estimates • Evaluated COAs • Recommended COA • Updated assumptions	**VI COA Approval** WARNO	• Commander-selected COA with any modifications • Refined commander's intent, CCIRs, and EEFIs • Updated assumptions
• Commander-selected COA with any modifications • Refined commander's intent, CCIRs, and EEFIs • Updated assumptions	**VII Orders Production**	• Approved operation plan or order

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

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 IV. COAAnalysis 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)**

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)**

MDMP Step V. COA Comparison

COA comparison is an objective process to evaluate COAs independently of each other and against set evaluation criteria approved by the commander and staff.

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. COAApproval

The staff recommends a COA, usually in a decision briefing. COA approval has three components:

- The commander decides which COA to approve
- The commander issues the final planning guidance
- The staff issues a final warning order

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**

Conclusion:
In the planning process, certain moments may serve as departure points without an exact time having been established. The time can be decided later. These points are then designated temporarily with a letter, followed by a day or time. For example, D-day (the day on which an operation will start) or H-hour (the time at which the operation will start and at which the forward units will cross the line of departure in an
attack). Locations, areas and boundaries are also indicated according to a standardised method. This annex gives the designation of the dates, times, locations, areas and boundaries as set out by NATO in STANAG 2014.

Question - ?

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.

List of tasks for students:

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.