



EASTERN AFRICA STANDBY FORCE (EASF)

FORCE HEADQUARTERS (FHQ)

STANDARD OPERATING PROCEDURE (SOP)

Number 530

**PLANNING AND OPERATING
IN THE FHQ**

Produced in cooperation with the British Peace Support Team (Eastern Africa)



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FOREWORD FROM THE DIRECTOR

The operating procedures, conventions and guidance in this document have been built and refined with input from officers in all ten nations that comprise the Eastern Africa Standby Force. This methodology draws on our own various national procedures and doctrines to produce something inherently Regional.

In the coming months the Force's military planners will provide the foundation and infrastructure for our comprehensive and integrated Mission Headquarters. We will rely on them to provide a physical and intellectual framework within which all the diverse elements of the Eastern Africa Standby Force: Military, Police and Civilian can bring their capabilities to bear. This level of teamwork, organisation, rigour, precision and discipline will be vital to our success as we make the transition from concept to reality. From 2015 we must be capable of deploying and operating the Force to secure peace and protect the people of this Continent. To do this we will at times be required to deliberately place our young men and women in harm's way. This is a great responsibility which will require every single member of the Headquarters Staff to play their part in full. In the days to come many people will depend upon us for their safety and security and we must be able to depend upon each other if we are to effectively fulfil that duty. Every staff officer is to read, study and understand this document. They are to be practiced and professional, knowing their own roles and responsibilities in detail so that we can work together to the demanding timelines and standards that are expected of us.

Ambassador Ishmail Chanfi
Director
Eastern Africa Standby Force Secretariat

Nov 2014

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**EASF FORCE HQ SOP
HQ LAYOUT, STAFF RESPONSIBILITIES, PLANNING AND OPERATING PROCEDURES**

SOP No: 530

Unit Sponsor COS

Version: WORKING 2.0 JUNE 2016

Introduction

- a. The aim of battle procedure is to produce a winning plan and then clearly articulate it, enabling Force Elements to prepare in sufficient time for the operation. The EASF Force HQ tactical planning process focuses on supporting the Force Commander to make the best decision and on supporting subordinate units to conduct the mission. The HQ staff will often work on different aspects of the same problem concurrently. Because of this, clear delineation of responsibilities and the effective flow of information within the Force HQ is vital.
2. The Force HQ design is at ANNEX A.
3. This Planning and Operating SOP is specifically designed for the EASF Force HQ staff table and staff responsibilities shown at ANNEX B.

THE EASF 6 STAGE ESTIMATE / TACTICAL PLANNING PROCESS

4. The Force HQ follows a six (6) stage tactical planning/estimate process that ensures their activities are conducted in a logical sequence. Templated planning tools are used throughout in order to extract the necessary detail and enable focused analysis of the problem. Those templates are contained within the Annexes of this SOP. The staff must be familiar with these tools and take ownership of them to ensure that the process is efficient and has the rigour, precision and detail necessary to produce and communicate an effective plan in a timely manner. The COS and Ch J3/5 are responsible for ensuring that the staff understand their tasks and adhere to the timelines required. Detailed individual responsibilities are contained in ANNEX B. The Force HQ planning sequence is shown in outline at Figure 1.

EASF FORCE HQ 6 Stage Tactical Estimate Process

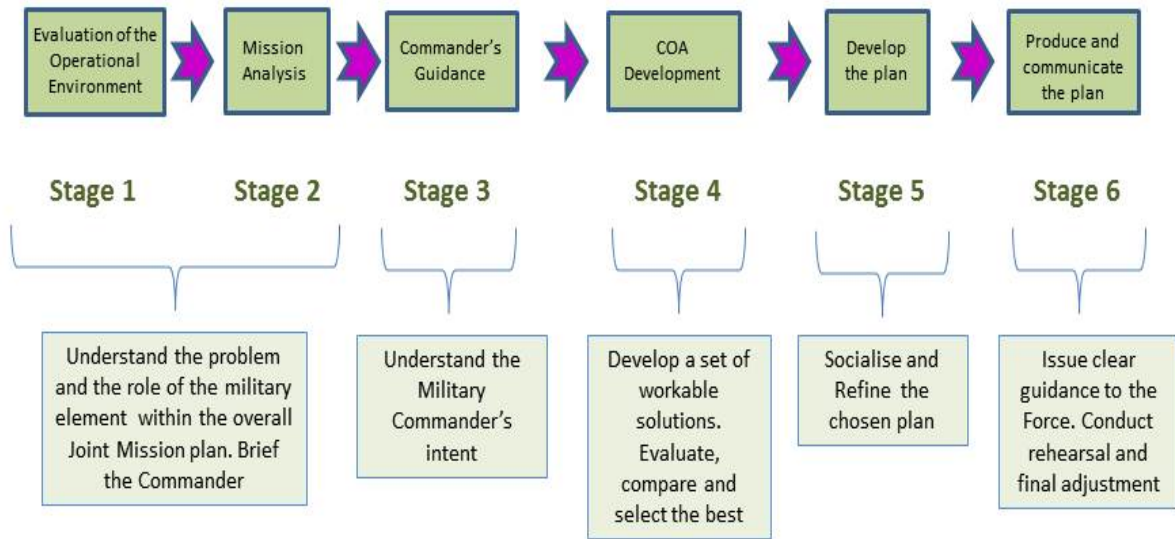


Figure 1

FHQ ROLES AND RESPONSIBILITIES

- a. **Planning Teams.** To enable the efficient employment of the planning process the Staff will be organised into planning teams. The teams are structured to both maximise concurrent activity throughout the HQ and to provide appropriate levels of support to current operations. Additional sub-groups may be generated to support rapid planning cycles for the development of Courses of Action (COAs). Each planning team should, where possible, include members from all staff branches. A more detailed explanation of responsibilities is at ANNEX B.
- a. **Command Group (CG).** The purpose of the CG is to support the Force Commander by developing situational awareness and extracting details of the Mission. This allows the Commander to understand what he is being asked to do and then produce his intent so that the Staff can develop COAs and subsequently the Plan.
 - (a) **Core Staff.**
 Force Commander (FC);
 Deputy Commander (DFC);
 Chief of Staff (COS);
 Branch Chiefs (Ch): Ch J2, Ch J3/5, Ch J4, Ch J6, Ch J9;
 J5 Future Operations Plans Major (J5 Fu Ops Plans Maj);
 Chief Fires*¹ (Ch Fires) [may be commander of attached Artillery];
 Chief Engineers* (Ch Engrs) [may be commander of attached Engineers];
 Advisers: Air Adviser*, Maritime Adviser*.
 - (2) **On Call Staff.** Additional staff such as Legal Adviser (LEGAD), Policy Adviser (POLAD), Police Adviser (POLICEAD) and Public Information Officer (PIO) may be required to attend/contribute to the CG and will be nominated by the COS.
- b. **Staff Planning Group (SPG).** The purpose of the SPG is to develop the FC's Intent into COAs and subsequently deliver recommendations to the FC. Participation in the SPG

¹ All positions marked with * depended if they have been allocated to the Force HQ.

will normally involve CG members or their deputies and the specific requirements will be defined by the COS. Where multiple COAs are being developed, the SPG will be further divided into teams.

- (a) **Core Staff.** CG members or deputies plus the entire J5 Branch; lead plans officers from all J Branches; Intelligence Officers (IOs) and Operations Officers (Ops Offrs) from attached specialist troops/Arms and Services.
- (2) **On Call Staff.** Additional staff may be required to attend/contribute to the SPG and will be nominated by the COS/Ch J3/5 as required.

Stage '0' – Preparation

MANAGEMENT OF INFORMATION

2. Before any planning work commences the HQ must have in place procedures to capture, processes and distribute information in order to maintain situational awareness and common understanding within the staff and subordinate commands. Without this, major errors are likely to take place. Information management falls into two (2) areas; technical and cognitive.

- a. Technical information management is the responsibility of the **Force HQ CIS Manager**.
- b. Cognitive information management is the responsibility of the **COS**. He is likely to delegate specific functions within the J2/3/5 Branches. At the simplest level the staff must start the planning process with a request for information (RFI) board prominently placed in the plans room. An example is at ANNEX C.

RECEIPT OF ORDERS

3. Table 1 outlines the action to be completed on receipt of any direction, guidance, Warning Order, Operations Order or Fragmentary Order (FragO) into Force HQ. The **Orders Production Captain** is responsible for the coordination and oversight of this activity, releasing the **COS** and other principle staff officers to concentrate on reading into the orders.

Serial	Event	Action	Responsibility	Product
(a)	(b)	€	(d)	€
1	On receipt of any OSW	Book in and report to COS/Ch J5 Save OSW to electronic media Distribute e-copy via HQ Local Area Network (LAN) Hard copies reproduced Handed to Watchkeeper Start Warning Order (WngO) 1 Announce ROOB ² timing Staff 'read-in' and preparation of ROOB	Ops Clerk Ops Clerk Ops Clerk Ops Clerk Ops Clerk Dep Ch Ops COS/Ch J3/5 All	Register Electronic copy of Operational Staff Work (OSW) available to all staff See below for distribution
2	Mission orders / Direction	FC/COS/Ch J5 to return from Mission HQ with all available products; Orders may have been copied to a CD or other electronic media	iHub ³ Ops Clerk	Serial1 in this table: action accordingly

Table 1

4. When Orders are received into the FHQ, the documents and associated products⁴ must be to be rapidly distributed throughout the HQ. Individual copies should be given to **FC, DFC, COS, POLAD, LEGAD, (Chiefs FIRES, AIR, ENGRS, Maritime** if attached) and the Joint Operations

² ROOB – Receipt of Orders Brief.

³ 'iHub' is a term for the element of the HQ responsible for the central management of information held electronically, usually the Receipt and Dispatch Centre (RDC) or equivalent.

⁴ Referred to as 'Operational Staff Work' (OSW).

Centre (JOC). A complete copy should be given to each staff branch with an additional copy of the appropriate Annex. They must be signed for and their distribution recorded by the Ops Clk.

TIMELINE

5. The management of time is key to the successful planning and execution of an operation. It is the responsibility of the **J5 Fu Ops Plans Maj** to construct the planning timeline and start the synch matrix immediately following receipt of orders or direction from higher. Careful consideration when constructing the planning timeline will avoid unnecessary readjustments later.

- a. The timeline construct should observe the one third/two thirds (1/3 – 2/3) rule to provide subordinate units with sufficient time to complete their battle preparation. However, unit involvement in the Force HQ planning process may allow this guidance to be relaxed.
- b. The total time available runs from the receipt of orders or direction to the time that the first major subordinate element must move. The 'one third' (1/3) period is initiated on receipt of Operational Staff Work (OSW) and concludes when the Orders Group (O Gp) is complete.
- c. Constructing the time line is part science and part art and requires an understanding of the planning process and capabilities of the staff. To manage the available time efficiently, the timeline should consider all key activities, not just those internal to the HQ planning team. This will allow the staff to view the time available in the context of the whole operation. Therefore, the timeline should take into account periods when planning cannot take place such as during moves. A detailed example is at ANNEX D: Figure 15 lays out the basic percentages that should be allocated to each part of the process and the amount of time in minutes that should be allowed for the key briefings. Common sense adjustment need to be made to make the process fit within the normal battle rhythm of the HQ, rest and feeding periods.

RECEIPT OF ORDERS BRIEF (ROOB)

7. The aim of the ROOB is to update all HQ staff on the key points drawn from orders or OSW received from higher HQ, in order to ensure a common level of situational understanding and to direct staff action. Following receipt of the OSW and dependant on the complexity of the task, the staff should generally have no more than ninety (90) minutes to prepare for the ROOB. This is to include preparation of overlays, the timeline and any other schematics required for the briefing. This first brief in the process sets the style and tone for everything that will follow. Briefers must be crisp, concise and stick to the very demanding time constraints.

8. The **FC/COS/Ch J5** should give direction on what planning cycle is to be undertaken, based on time constraints and the planning conditions. The following planning cycles may be considered:

- a. **Deliberate Planning Cycle.** A complete 6 Stage estimate, as prescribed in these SOPs, observing the principle of the 1/3 – 2/3 rule.
- b. **Compressed Planning Cycle.** Where time is limited (less than 24hrs until the mission is executed), planning time can be shortened by very prescriptive direction from the FC on the COA development. It may be decided that only one (1) COA is to be worked up and the direction on this COA may be very detailed in order to save time.

PRELIMINARY ACTIONS

9. The **COS/Ch J3/J5** will:
- State the required attendance; **J5 Orders Production Capt** is to ensure that these staff are present.
 - Ensure that all relevant aids and tools are available; **J5 Land Ops Maj** is to ensure that they are in place.
 - Ensure that the staff are aware of any specific requirements placed on them, in addition to the standard briefing format below.

FORMAT & RESPONSIBILITIES

10. The ROOB format and related responsibilities are shown in Table 2 below. This brief has up to ten (10) speakers; each is a subject matter expert (SME) in his own area and thus able to answer any detailed questions. However, contributing members of staff must ensure that briefings are **succinct and allocated speaking times are adhered to**. There is no time or requirement for slides; simple sketches and overlays should be used if aids are needed. The **COS** will control the running of the brief.

Serial	Staff Officer	Topic	Aids when available	Contributes To	Possible Time
(a)	(b)	(c)	(d)	(e)	(f)
1	COS/Ch J3/5	Intro & remarks (staff focus) Current Situation Timelines (Planning & Operational See ANNEX D) CCIRs from higher	OSW Overlays Timeline template Higher HQ Information Requirements (IR) Table	All briefs should contribute as required to: WngO 1, the OpO, RFIs, and MA (tasks, constraints, freedoms).	2 mins
2	Air/Avn LO or Engrs	Ground and Weather	Overlays as required		1 min
3	Ch J9	Human terrain	Overlays as required		2 mins
4	Ch J2	Enemy Forces 2-up and 1-up; ISR assets; Responsibilities for known NAI/TAI/DPs	Schematics or Enemy Orbat if available	Draft DSO/DSM	5 mins
5	Ch 3/5	Friendly Forces 2-up and 1-up; TASKORG	Schematics TaskOrg		1 min
6	COMD/COS/Ch J5	Mission			1 min
7	CO Engr/ SO3 Engr Plans	Engineer capabilities and direction (e.g. barrier free / restricted areas, their effect on ops, Obstacle Plan, planning yardsticks, IEDs)	Ops Overlay		1 min
8	Ch J9/PIO	Influence Plan, Themes, Messages			1 min
9	Ch Fires	Offensive Support ⁵ capabilities, assets, timings,	Ops overlay		1 min

⁵ Offensive Support (OS) capabilities include Artillery, Attack/Armed Aviation and Air.

10	Ch Fires/Air	Capabilities and implications (Air Defence if required)			30 secs
11	Ch J4	CSS capabilities, linked to ground, planning yardsticks, health defence; most likely area for logistic risk; Key Equipment State by subunit; Medical factors			2 mins
12	Ch J6	Communications planning yardsticks; constraints; EW; key risks	Sketch		30 secs
13	Ch J4	Movement linked to ground; likely preliminary moves	Sketch		30 secs
14	FORCE Air/Martime Cell	Assets, capabilities; likely tasks; key timings	Avn/ Air/ Naval LO		30 secs
15	COS/Ch J5	Planning constraints Review Immediate RFIs; coordination before starting Stages 1 and 2 (allocation of MA Worksheets to SMEs) Initial direction to staff		Staff focus	2 mins
16		TOTAL TIME			22 mins

Table 2

11. **J5 Orders Production Capt** is the scribe for the brief and captures the list of constraints, tasks, co-ordination points, Commander's direction and RFIs (which are entered on to the RFI Board).

12. The output from the receipt of orders brief is to include:

- a. **Planning Timeline.** Drawn by **J5 Fu Ops Maj** and displayed on a board within the FHQ planning room. Template at ANNEX D.
- b. **Friendly Forces Intent Schematic.** Covering both '2Up' and '1Up' as appropriate.
- c. **Task Organisation (Task Org).** Confirmed by the **J5 Land Ops Maj** with **COS**; a hard copy is then posted for display in the FHQ planning room. Template at ANNEX E.
- d. **Warning Order 1 (WngO1)**⁶. The required information is collated by **Dept Ch J5**, checked by **COS** and issued immediately after the ROOB. Template at ANNEX F.
- e. **Input to Mission Analysis.** Mission Statement; initial list of tasks, constraints, RFIs, points for clarification.
- f. **Schematics.** **J5 Plans** and **J2 Analysis** coordinate Friendly Forces (FF) and Enemy Forces (EF) schematics respectively, starting the development of Decision Support Overlays (DSO) and Decision Support Matrices (DSM).
- g. **COS Direction.** COS's initial direction, including groupings for Mission Analysis and likely planning groups.

⁶ The equivalent U.S. military abbreviation is WARNORD.

TASK ORGANISATION (TASK ORG)

13. The Task Org template shown at Figure 2 below is a simple graphical way of showing the laydown of a force. A blank template is at ANNEX E.

EASF TASK ORG




















UNIT  Bn	UNIT  Bn	UNIT  Bn	UNIT  Bn	BDE TPS	SPECIAL TASK
OPCOM	OPCOM	OPCOM	OPCOM		
 Coy	 Coy	 Coy	 Coy	  	
 Coy	 Coy	 Coy	 Coy		
 Coy	 Coy	 Coy	 Coy		

Figure 2

Stage 1 - Evaluation of the Operational Environment

GENERAL

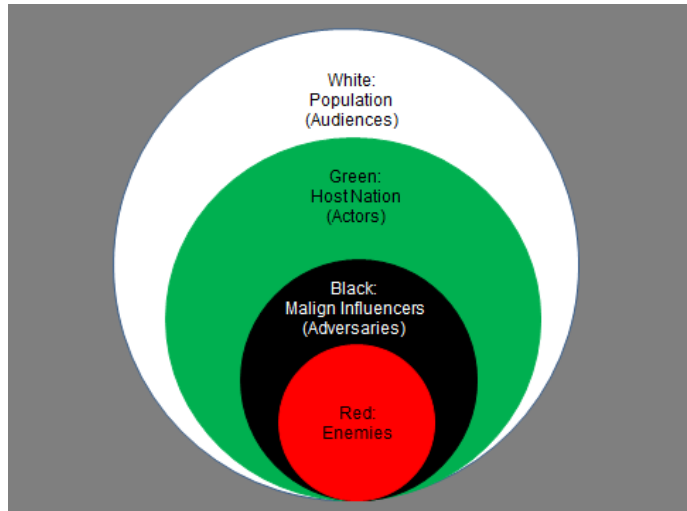
12. It is imperative that the Stage 1 analysis is undertaken as a team effort by the **Ch J2**, **Ch Engr** and **Ch J9** with input from other SMEs/Advisors as required. The **Ch J 2** must lead in coordinating the analysis. The analysis must be structured, with the key integration presented at the Stage 1 brief. The Stage1 team must be collocated within the HQ to achieve this.

AIM

13. The aim of Stage 1 is to provide the commander and wider staff with situational understanding regarding the threat, intent, possible schemes of manoeuvre by any enemy force (EF) or belligerents and how the environment (physical and human terrain) will affect the force and the mission. For the purpose of this SOP 'EF' refers to any hostile or potentially hostile force. Human terrain is broken down as follows:

- White = neutral local population
- Blue = Friendly Forces
- Red = Enemy,
- Green = Host Nation
- Black = Malign Influencers.

This can be briefed using the Threat Integration Template at ANNEX G.



THE ANALYSIS PROCESS

14. Figure 3 below outlines the process to be followed for the Stage 1 analysis. The process has 3 themes that run through 3 steps in order to fully analyse the operational environment.

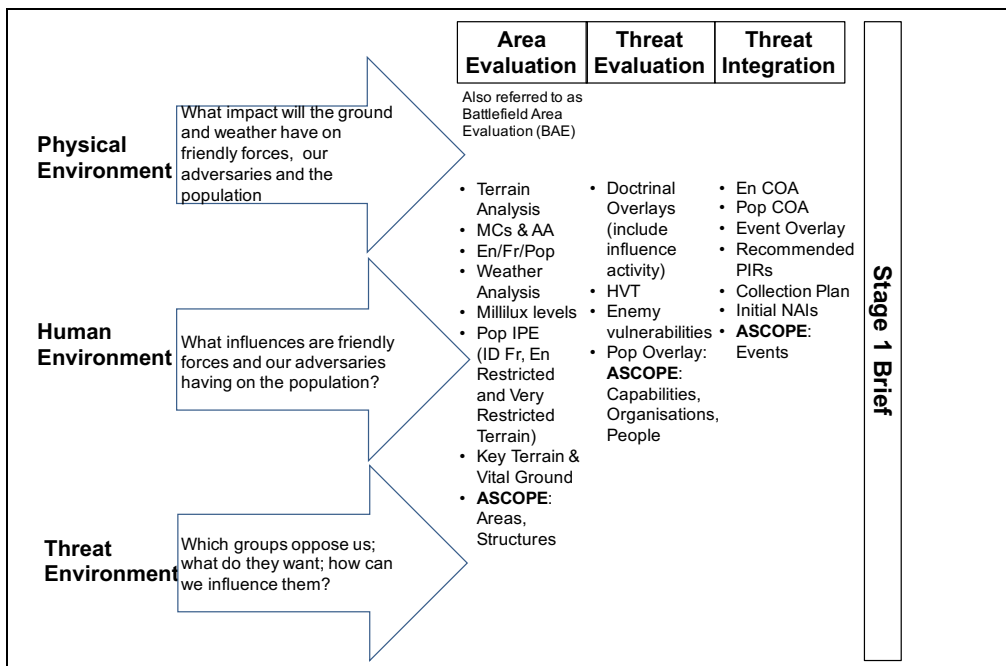


Figure 3

STEP ONE – AREA EVALUATION

15. Two (2) themes are analysed here – the physical environment and human terrain:

a. **Physical Environment.** Analysis of the terrain, weather and how these will affect the mission and the force. **Engr Lead.**

Serial	Product	Content
(a)	(b)	(c)
1	Weather Analysis	Effect on capabilities & relative strengths on all actors (traffic light) Air Support Degradation. (general weather / millux levels / thermal crossover etc) STA Degradation. (as above) - Effect on Going.
2	Terrain Analysis	Ground in general then in detail, covering OCOKA ⁷ for each: Going (Severely Restricted/Restricted/Unrestricted terrain). Obstacles. Cover, Concealment. Observation, Fields of Fire. Avenues of approach (Blue, White and Green). - Key Terrain (from ground and human terrain perspective).

Table 3

16. **Human Terrain.** Analysis of the population, including influential figures, and how they will affect operations. This could include influencers beyond national boundaries. **Ch J9** with assistance from **POLAD, POLICEAD** and J2 Staff as directed⁸.

Serial	Product	Content
(a)	(b)	(c)
3	Population IPE	Human topography. Full operating environmental analysis conducted as appropriate. The PMESII-PT ⁹ and ASCOPE ¹⁰ frameworks are to be used to construct the analysis: For the Step 1 – BAE the AS (Areas & Structures) of ASCOPE are to be analysed for PMSEII-PT: (See APPENDIX 1 to ANNEX F) Political factors (indigenous governance / AU, international organisations /coalition governments). Military factors (indigenous security forces, coalition forces). Social factors (tribal laydowns, NGOs cultural factors, religious factors, medical). Economic factors (basic needs assessment, primary employers or industries and employment dynamics in area). Infrastructure factors (SWEFT: Sewage, Water, Electricity, Fuel, Transport (including routes)). Info (media, methods of communication, KLE etc). Physical environment

Table 4

⁷ Observation & Fields of Fire, Cover & Concealment, Obstacles (natural and man-made), Key terrain, Avenues of Approach.

⁸ Ch J2 may support J9 with additional staff depending on the nature of the mission and the threat levels.

⁹ PMESII-PT: Political, Military (security), Economic, Social, Infrastructure, Information, Physical environment and Time.

¹⁰ ASCOPE: Area, Structures, Capabilities, Organisations, People and Events.

STEP 2 – THREAT EVALUATION

17. The aim of this step is to identify likely EF deployment based on his doctrine and how Green and White elements will react to Blue and Red activity. The 'Human Terrain' and 'Threat Group' themes are analysed in this step:

- a. **Human Terrain.** As outlined below. **Ch J9¹¹.**

Serial	Product	Content
(a)	(b)	(c)
1	GREEN & WHITE Reaction templates	How GREEN and WHITE elements will generally react to Blue and Red activity (kinetic and non-kinetic).
2	ASCOPE – COP¹²	Analysis of Capabilities, Organisations and People through the PMESII-PT framework.

Table 5

- b. **Threat Groups.** The doctrine, tactics, techniques and procedures (TTPs) of all EF elements must be covered: both symmetric and asymmetric forces. Ground, Weather and People are not incorporated at this stage. **Ch J2**

Serial	Product	Content
(a)	(b)	(c)
3	Threat Organisation	Threat Organisation. Threat Weapons and Equipment. Threat Logistic Capability.
4	Doctrinal Overlay	Examples of how EF carries out tactics similar to those being considered. When analysing an insurgent enemy the basis of this will be previous incidents. Include EF intent and objectives what does the EF want to achieve and why. This will shape ML & MD COA Include EF influence activities.
5	Relative Strengths Table¹³	Relative Strengths table to show how relative strengths will change over time: Kinetic: Dismounted Companies. Main Battle Tanks. AFVs; Indirect Fire; Anti Tank; Surface to Air; Aviation/Air. Non-Kinetic: Influence; KLE; Media; Governance; Law; Religion; development and aid.
6	HVTs and HPTs¹⁴	High Value Targets are those essential to the success of the enemy forces mission. High Payoff Targets are those whose influence (through kinetic and non-kinetic effects) would significantly benefit friendly forces ¹⁵ .
7	Key Strengths	Those that will be detrimental to our mission.
8	Key Vulnerabilities	Those that if denied will be detrimental to his mission.

Table 6

¹¹See note 3 above.

¹²Capabilities, Organisations and People.

¹³The Relative Strengths Table is a traditional IPE product tailored for more symmetric conflict. In complex environments, consideration needs to be given as to how best to conduct this analysis. The key point of the Relative Strengths Table is to assist the Commander in identifying key threat strengths and weaknesses versus friendly strengths and weaknesses and when they might occur. An alternative method for complex environments would be to conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

¹⁴High Value Targets (HVT) are essential to the success of the enemy forces mission; High Payoff Targets (HPT) are those whose influence (through kinetic and non-kinetic effects) would significantly benefit friendly forces.

¹⁵Suggested HVTs and HPTs should not be confined to entities belonging to the threat organisation. An example of an HPT may be the Village Elder of a village that provides succour to the threat organisation who, if given the right incentives, will withdraw that support to the threat organisation.

STEP 3 - THREAT INTEGRATION

18. This is the synthesis of the first two (2) steps. It seeks to forecast in order to discern the threat. How will the enemy (RED), GREEN and WHITE elements behave given the situation and environment? The emphasis is on calculating enemy intentions and actions and key to this is to put 'yourself' in the position of the enemy commander. For the people, it is critical to identify the opportunities and threats that exist to friendly forces intent. The lead for this step will be taken by the **Ch J2**.

Serial	Product and Method	Content
(a)	(b)	(c)
1	Situation Overlay	Combining Threat Evaluation with Area Evaluation in order to show how, where and when EF could be expected to conduct their operations given the environment available to them. There will be more than one option available to them.
2	Threats Effects Schematic	Graphical Representation of Assessed EF Intent from Situation Overlay and other actors e.g.: police, governance etc.
3	Threat COAs	Most likely and most dangerous COAs available to EF and other actors, given the Situation Overlay and known EF and other actors doctrine. These COAs must be resourced and achievable. Caution: The MDCOA is probably not the same as the MLCOA only with reinforcements! GREEN and WHITE elements reactions must be updated.
4	Relative Strengths / Time	Update as required from step 2.
5	HVTs and HPTs	Update as required from step 2.
6	Key Strengths	Update as required from step 2.
7	Key Vulnerabilities	Update as required from step 2.
8	Vital Ground and Key Terrain	To EF and FF Mission. Not necessarily confined to physical features – in COIN this will include an element of, or all of, the populace, or a single person.
9	Human terrain – key opportunities and threats	Influence Opportunities and threats ¹⁶ : What must we avoid doing to the population as their reaction will be significantly detrimental to our intent? What areas can we exploit in the human terrain in order to progress further towards our intent.
10	Intelligence Collection Plan (ICP)	Begin to identify questions that need to be answered in relation to enemy forces.
11	Recommended Commanders' Critical Information Requirements (CCIRs)	Early identification of those pieces of information that are unknown and critical to Commander – covering G2, human terrain and the ground.
12	Event Overlay / Draft Decision Support Overlay (DSO)	DSO at this stage to include extract from higher DSO; NAIs & TAIs that will help to confirm En COAs and shape FF COAs, including vital ground and key terrain.

Table 7

STAGE 1 BACK BRIEF FORMAT

19. At the end of Stage 1 the **Ch J2, Engr, J9** will prepare the Stage 1 brief taking input from other staff as required. This brief will be detailed and it should be planned to last 60 minutes. The brief (whether analogue or digital) should broadly follow the structure in Table 8 below utilising the template at ANNEX G and overlays as required. **It is stressed that the brief must be tailored to the situation at hand, emphasising the key points from analysis and using presentational aids appropriate to the circumstance.** If digital products are to be used for briefing purposes they must be 'queued' in order to provide a seamless presentation.

¹⁶Threats e.g.: poor governance, corrupt police, militias, non-aligned power brokers.

STAGE 1 BACKBRIEF

Serial (a)	Subject (b)	Content (c)	Time guide (d)
1	Introduction	Introduce, aim, sequence, briefer(s) and duration of brief. COS/Ch J5	30 Secs
2	Critical Information	Any information of such critical importance that the Commander may need to make instant decisions. COS/Ch J5	30 Secs
3	Weather	Detail as above – use traffic light system PowerPoint slide. Air LO (or if not avail Engr)	1 min
4	Ground and OAE	Detail as above – Overlays, fly-through, mapping and photos as applicable to bring grnd to life. Engr	15 mins
5	Human Terrain Evaluation	Detail as above – aids as required. Note: In COIN operations consideration must be given to putting the human terrain to the front of the brief as people and not ground are the key. POLAD/Ch J9	15 mins
6	Threat Evaluation	Detail as above – aids as required. Ch J2	5 mins
7	Threat Integration	Detail as above – Utilise template. Ch J2	15 mins
8	CCIRs and PIRs	Detail as above – Utilise template. Ch J2	1 min
9	Draft DSO	Ch J2	1 min
10	Staff Direction & Questions	Direction from the CO and COS. Questions from the staff. Comd/COS/Ch J5	1 min

Table 8

Stage 2 – Mission Analysis

TIMING

20. When time is not a constraint, Stage 2 should commence after the Stage 1 back brief. This allows the mission analysis to be conducted with a thorough understanding of the environment. Under normal circumstances, tight timelines mean Stage 2 commences during the Stage 1 process and the Commander and CPG are informed by the Stage 1 back brief when it is ready.

BEST PRACTICE

21. Stage 2 is a key part in the 6 Stage process, where essential Planning Guidance, Tasks and RFIs are discussed in a granularity that will not emerge again until the writing of orders. The product of the Mission Analysis (MA) must be captured to ensure it is fed into COA development ensuring that tasks identified are factored into planning and resourced correctly.

22. Branches conduct an initial Stage 2 analysis of the order received from higher HQ and their respective annexes concurrent to Stage 1. The product of this analysis should be captured in a 3 column format. A template is at ANNEX H. This process allows staff input to be corralled, collated and condensed by **Fu Ops Plans Maj**, prior to the 'command-led' Stage 2. Early capture gives a 90% record of the likely Stage 2 products even before the formal process has begun. It also provides a hand rail for the Commander who may not have had much time to read the Mission directive or orders before commencing the planning process.

23. On completion of the Stage 1 back brief the CPG gather to conduct MA. This process is command led and for simplicity should be structured as follows:

- a. What is my Higher Commander's intent and what is my part in his plan?
- b. What specified and implied tasks have I been given?
- c. What freedoms and constraints do I have?
- d. Has or how might the situation change and how could this affect me?

24. As the Commander outlines his analysis, the **J5 Production Capt** amends the MA record to reflect the Commander's thoughts and direction. Where required, members of the CPG contribute their analysis, with **J5 Production Capt** dynamically updating the record and ensuring all considerations raised during the staff analysis are discussed during the formal MA. This is most easily done using laptop and projector, although a white board/flip chart will suffice.

25. On completion of the MA, **Ch J5/ J5 Fu Plans Maj** reads back to the staff the Planning Guidance, Tasks and RFIs that have emerged from the MA. Once cleared by **Ch J3/5, J5 Orders Production Capt** will then disseminate the MA record around the HQ for use during the planning process; to subordinate commanders (directly or via Liaison Officers) giving them an early insight into the Commander's intent and, if required, to the FHQ clerks for Operational Record Keeping (ORK).

Stage 3 – Commanders’ Direction

GENERAL

26. Stage 3 is the transfer of direction from the commander to the staff in order for them to develop the plan. As such it is a high risk activity, in that the staff may interpret the commander’s direction wrongly. Every effort must be made to ensure that this risk is minimised. This process is affected by personalities and human dynamics between the commander and the staff.

27. As part of the integrated and comprehensive approach the scope of Stage 3 does not merely focus on the enemy, but on the effects that need to be achieved on the wider population and environment. This leads to the production of the Commander’s Effects Schematic. A template is at ANNEX J.

AIM

28. The aim of Stage 3 is for the Commander to articulate to the staff the effects he needs to achieve within the Area of Operations (AO) and for him to give direction to develop the plan.

METHOD

29. **Commander Led.** Stage 3 is completed by the Commander. The Commander must be given time from the end of Stages 1 and 2 to consolidate his thoughts and generate his direction. All planning staff must be in attendance at the Stage 3 brief. Prior to the Stage 3 brief the COA team leads must be identified and warned off by the **COS/Ch J5**.

30. **Scribe. J5 Orders Production Capt** will act as scribe throughout, capturing all tasks that come out of the direction from the Commander, **COS, Ch J5** and other staff and capturing all the new RFIs stated during the brief.

STAGE 3 BRIEF FORMAT

Serial	Section	Responsibility	Product delivered / Aids used / Remarks
(a)	(b)	(c)	(d)
1	Prelims Coord Confirmation of COA Tm Lds G2 update Green/ White (human terrain) update FF update RFI update	COS COS J2 Ch J9 Ch J5 RFI manager	Updates are by exception only Only RFIs answered. Staff can question key RFIs outstanding if required
2	FC's Direction Intent. Effects schematic. What EF COA to plan against. The provisional main effort. The end state. The confirmed CCIRs. COA Direction. Scoring criteria against which the COAs are to be reviewed	FC	Must include: Effects schematic – as per ANNEX J ¹⁷ Effects all have unifying purposes and are briefed ¹⁸ Normally either the 'Most Likely' or 'Most Dangerous' How many COAs are to be considered and what they are in broad terms. The criteria may be Tactical Functions ¹⁹ , or the principals of the operation (offense, defence etc.), or other bespoke criteria as directed by the FC
3	Staff Direction	COS	COS will direct Ch J5 and RFI Manager to briefly recap the tasks and RFIs that fell out of the brief; he will then allocate responsibilities as required. COS may give additional direction at this point in order to start the COA development: - COA team composition (3-5 staff per team) - Where the teams will plan - Concurrent work that must be initiated outside the core COA teams. (Battlespace Management / Influence products / bids for assets) ISTAR/Avn/Air/movement orders etc.) - Contents of WngO2 - ISTAR plan

Table 9

¹⁷ This is a sketch that places Effects in relation to each other in space, rather than on the detailed ground picture of a map.

¹⁸ Decide the Effect and the conditions it should create at each stage in order to have the enemy / other element in the right place at the right time to fulfil your part of the higher commander's plan. For every effect decide, if necessary, how to FIND and SHAPE the enemy / other element so that he is in the right place and in the right state for you to achieve the desired effect.

¹⁹ Command & Control, Information & Intelligence, Firepower, Manoeuvre, Protection, Sustainment.

DELIVERABLE PRODUCTS

31. The output of Stage 3 feeds WngO2 and an upward Concept of Operations (CONOP) brief. An effective Stage 3 will provide:

- a. Commander's Intent – for inclusion in WngO2.
- b. Effects schematic – for inclusion in WngO2²⁰.
- c. Main Effort and Endstate (NOT Scheme of Manoeuvre) – for inclusion in WngO2.
- d. Direction to every functional area based on the identified Effects, including direction on where risk can be taken.
- e. Confirmed CCIRs.
- f. Draft Intelligence, Surveillance & Reconnaissance (ISR) plan.
- g. Draft CONOPS slides (**COS**).

²⁰ If the Effects schematic is not produced electronically, a digital photo can be taken of the board for the WngO.

Stage 4 – Course of Action (COA) Development

AIM

32. The aim of Stage 4 is to establish where each of the Commander's effects can be best accomplished and what resources are needed to accomplish them. This work is conducted by the SPG which may be broken down into teams for different COAs. COA Teams must provide sufficient detail so that each COA can be wargamed and assessed against the Commander's set criteria.

33. Stage 4 is the 'where and what' part of developing the plan and the key product for this stage is the Decision Support Overlay (DSO).

34. The DSO is a map overlay (trace) and a key tool to develop and communicate the Plan. It transfers the Commander's effects onto the map to draw out the necessary Areas of Interest (NAIs/TAIs) and Decision Points (DPs). This enables the planning staff to focus capability on those parts of the AOR where effect is needed. An example is at Figure 4 below.

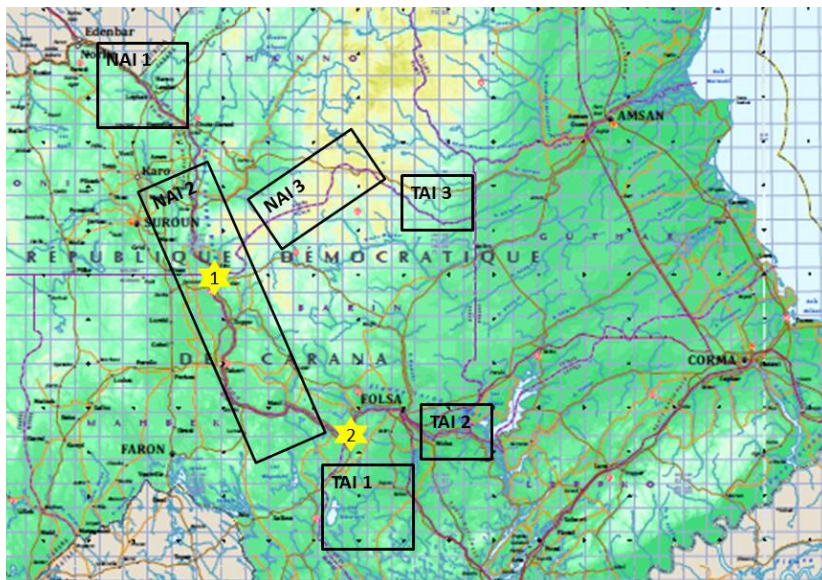


Figure 4

35. The DSO develops throughout Stage 4. A rough draft will have been produced in conjunction with Stage 1 (the event overlay / draft DSO) to help focus ISR assets and develop an early STAP plan based on the enemy likely COAs. This draft DSO will be largely NAIs and a number of general DPs, which reflect the enemy COA, human terrain dynamics and key / vital ground. The Commander's effects will have not yet influenced DSO development.

36. Development now relies on the Stages 1 – 3 products being available to ensure that the Commander's Effects Schematic can be accurately transposed onto the map. It is important to remember to include non-kinetic effects and non-geographically base effects in this process.

37. The draft DSO is then refined. Then and only then are the NAIs and TAIs prioritised and resourced appropriately. There are likely to be multiple options any given NAI or TAI, it is the selection of these options that determine the Scheme of manoeuvre (SOM)

METHODOLOGY

38. Gather all the products necessary for Stage 4. These will include but may not be limited to:
- a. Commander's Effects schematic.
 - b. Draft DSO (event overlay) from Stage 1.
 - c. NAIs from the Operational Area Evaluation (OAE):
 - d. Ground (key terrain / vital ground etc).
 - e. Human terrain (to identify influence NAIs)).
 - f. EF NAIs based on the selected EF COA and to confirm it is being followed by the EF as opposed to another potential COA (eg the MDCOA).
 - g. Mission ops overlay (boundaries and control measures eg: engagement areas etc). (Extracted from Mission OSW)
 - h. MA Record sheet.
 - i. EF COA schematic.
39. From the Commander's Effects schematic place each of the effects roughly on the Map, starting with the ME effect. This is not an exact science but more a use of sound military judgement.
40. Break these effects down into NAIs and TAIs with associated DPs. It is critical at this stage that a methodical, systematic approach is taken. Take each effect in turn (starting with the ME) and identify the TAIs required. Then analyse what NAIs and DPs are required to enable these TAIs (these may for example be to cue the effect or to dominate the ground or they may be influence based). The details of each NAI, TAI or DP are recorded on a matrix. A template for this Decision Support Matrix (DSM) is at ANNEX K.
41. It is important to consider time and space when sighting both kinetic and non-kinetic effects, you must ensure you have the lead time required to develop influence products, cue kinetic effects or request change to Rules of Engagement (ROE).
42. Prior to moving onto the next step the NAIs/TAIs/DPs should be rationalised and refined. The DSO should be as simple as possible. The end product should be a list of NAIs, TAIs and DPs. This step is complete once the Commander's Effects Schematic has been transferred onto the DSO. This draft DSO is then resourced during the next step (Resourcing NAI/TAIs).
43. The resources required for each effect that are identified, are captured in the Decision Support Matrix (DSM). The DSM document begins in draft from Stage 1 in conjunction with the development of the event overlay/draft DSO. As with the DSO, a premature jump to crafting a SOM may prevent the identification of key factors vital for success in the Operation, such as the appropriate relative strengths in certain TAIs or key specialist resources not being available to units.
44. This step is led by the COA team lead who will manage the information from SMEs. This may be done together for all COAs if they are similar; or separately for each COA if they are substantially different. SMEs must be called into the core COA development team as and when required in order to identify the most appropriate resources for each TAI/NAI – **think all arms, kinetic and non-kinetic resources**. It is important that TAIs and NAIs are resources in a logical manner and all that all effects within a particular NAI/TAI are resourced.

45. At the end of resourcing all the NAIs and TAIs the COA team will be able to identify what resources they need above and beyond those allocated to them on the Task Org. This resource issue is resolved by either bidding to Mission for additional specialist assets or taking risk against that particular resource or by sequencing activity with in the scheme of manoeuvre. This sequencing requirement is the start of the scheme of manoeuvre analysis undertaken next.

46. **Ch J2** will take ownership of the DSM after the COA decision brief, in order to refine it for the further development of orders (and ultimately the issue of OSW). The STAP (or ISTAR sync matrix) is derived from the DSM and will be developed in parallel as a draft document to be finalised after coordination measures are considered. The Task Org will be developed from the DSM once synchronisation has been considered.

47. In addition to the direction above, the table below highlights a general example of how this step should be considered for each effect within each NAI/TAI:

Serial (a)	Lead (b)	Question (c)	Remarks (d)
1	COA Lead	What effect are we seeking to achieve in the NAI / TAI?	Destroy EF – what does destroy actually mean in this instance? What influence do we wish to have on the TA? What reaction must we avoid by the TA?
2	Ch J2 or Ch J9	Identify what you expect to see in the TAI/NAI.	When will the EN arrive? In what configuration? With what eqpt? With what objective? What is his exploitable weakness? What is the Tgt Audience (TA) for influence? When do we want to influence them?
3	COA Lead	Therefore – what combat power do we need to achieve the effect? (Think all arms, kinetic and non-kinetic) Do we need SME input from within the staff to advise?	Relative strengths requirement. Most appropriate resource to conduct influence. What ISTAR is required? Do we have / do we need to have a reserve if the primary resource fails to achieve the effect?
4	SME (Fires, Engrs POLAD, J4, J6 etc)	What can the specific resource do? Can it achieve the effect?	Advise the COA team lead
5	COA Lead	Confirm what resources will be used	
6	DSM scribe	Input resources into the DSM.	
7	SMEs	Note the outcome. What are the requirements to achieve it and include enabling functions in own parts of OpO as necessary.	
8	COA Lead	Begin resourcing the next effect.	

Table 10

CHECKS

48. At the end of the stage COA team leads must:

- a. Check all the NAIs and TAIs have been resourced.
- b. Ensure that all of the Commander's effects have been adequately captured on the DSO. And DSM; ensure the key tasks from the MA record sheet have been captured.
- c. Conduct a 'J2 sanity check' with the J2 representative. What is the likely enemy (and green and white) reaction to your plan going to be? Will the NAIs, TAIs and resources allocated be able to cope with this?
- d. Ensure that the the critical products (DSO and DSM) are complete and accurate.
- e. The COA is recorded on and briefed from the COA Schematic. Template at ANNEX L.

DELIVERABLE PRODUCTS

49. The following products will be drafted and/or refined during Stage 4.

- a. Draft DSO.
- b. Draft DSM.
- c. Further refinement of the STAP.
 - a. Draft Outline Synchronisation Matrix.
 - b. Draft ISTAR sync Matrix.
 - c. Draft HPTL and HVTL²¹ (if required)
 - d. Draft Fire Support Coordination Measures (FSCM).
 - e. Draft Joint Fires Plan.
 - f. Draft Scheme of Manoeuvre (SOM) Schematics

COA COMPARISON

50. The last part of Stage 4 is to examine the COAs together in order to compare their key strengths and weaknesses and reveal areas of risk. This is done using the template at ANNEX M. If time allows each COA can be wargamed – see ANNEX N.

COA DECISION BRIEF

51. The COA decision brief can take place at several stages within the planning process depending on the amount of time available and the direction given by the Commander at Stage 3. Normally the COA decision brief is undertaken after completing a full coverage off Stage 4 and a broad brush coverage of Stage 5 to identify any showstoppers. The Synchronisation (Synch) Matrix (template at ANNEX P) **must** be completed in sufficient detail to ensure the COA is viable but without investing too much time in development. Where there is plenty of planning time available the COAs can be worked up in full, including war gaming. If only one COA has been stipulated by the Commander the COA decision brief is not required in the format outlined here – however a COA update brief to the Commander may be very appropriate in its place.

AIM

52. The aim of the COA decision brief is to provide the Commander with a detailed overview and comparison of each respective COA and a clear recommendation from the staff as to which COA he should pursue. The decision triggers the delivery of WngO3.

²¹ High Value Target List (HVTL): targets essential to the success of the enemy forces mission.
High Payoff Target List (HPTL): targets whose influence (through kinetic and non-kinetic effects) would significantly benefit friendly forces.

PRECURSORS TO THE COA DECISION BRIEF

53. The COAs must be in a sufficient state of maturity before being presented to the Commander for a decision. Specifically, COA Team Leads are to ensure:

- a. Stage 4 is covered in detail, Stage 5 products must be drafted in sufficient detail to ensure the COA will work (eg movement times). The Sync Matrix should have been started (preferably in spreadsheet format such as MS Excel so it can be adjusted easily throughout the process); for the COA brief it can be displayed electronically (adjacent to COA boards) or printed out.
- b. The COAs must be cross checked with the Commander's Effects schematic, priorities and the MA record sheet to ensure they meet with the Commander's intent, all the Effects are covered and resourced and that all the key missions and tasks have been captured in the planning.
- c. The COAs must be checked to ensure they are focussed on the enemy COA given by the Commander so that the COAs reflect the threats and opportunities pertinent to the human terrain.
- d. Do the other work streams outside the key COA teams sit in line with the COA development? [e.g.: movement plan, draft fire plan, ISR sync/STAP, Influence plan, Avn, Air and ISR bids]
- e. For the COA decision board; a COA Schematic for each must be prepared (Template at ANNEX L) and the COAs must be objectively scored by COS using the template at ANNEX M using the Commander's specified criteria before the brief; this scoring is best undertaken in a rehearsal of the COA brief.
- f. The risks on each COA and how they are managed. They must be fully understood (e.g.: lack of combat power; potential negative reaction by WHITE and GREEN elements).

CONDUCT OF THE COA DECISION BRIEF

54. The COA decision brief will run with the following format:

Serial (a)	Section (b)	Responsibility (c)	Remarks (d)
1	Prelims Coord J2 update Green/ White update FF update RFI update	Ch J5 COS Ch J2 Ch J9 SO2 J5 Plans RFI manager	Updates are by exception only Only changes to CCIRs & Pri1 RFIs and overdue RFI responses. Staff can question other key RFIs outstanding if required
2	Elements Common to both COAs in shaping phase eg prelim moves, ISTAR etc	COS, COA team lead or cell head	Common CSS, Med etc for the COA to follow after COA briefs.
3	COA 1: Task Org Scheme of Manoeuvre (from schematic) Strengths and weaknesses	COA team lead	COA briefing template is to be used DSO and DSM CO's Effects schematic Task Org MA record sheets
4	COA 2: Briefing format exactly the same as COA 1, (repeat for all COAs)	COA team lead	As per COA 1
5	Elements common to both COAs for Fires, Engrs, CSS, Med etc	COS , COA lead or cell head	
6	Comparison of COAs: Summarise the scoring under the FC's criteria and the strengths and weaknesses of each COA (if not	COS	Scoring board as required

	previously covered fully) Clear staff recommendation to FC		
7	FC's Decision This is likely to include direction on CONPLANS.	FC	
8	Review of other concurrent planning not briefed eg: Movement plan for prelim moves. Influence Plan Fire Plan ISTAR plan Avn / Air CSS, CIS and C2	COS co-ords staff input	Key points only
9	COS direction to develop the plan. This may include: CONPLANS inc timeline for completion. Stage 4 re-working required. Stage 5 planning timeline. Other elements of the plan to be worked up RFIs and additional tasks captured are reviewed and allocated to staff (from the scribe and RFI manager) Direction for WngO3	COS	

Table 11

55. The **Orders Production Capt** is to scribe throughout the brief in order to capture the FC's direction.

56. Immediately after the COA decision brief an initial CONOP should be worked up to brief higher command on the chosen course of action in order to secure buy in and support for the plan. Higher HQ may wish to influence the planning and it would be normal for the CONOP to move back and forth between commands during Phase 5. A guide for the construction of a CONOP and a template are at ANNEX Q.

Stage 5 – Development of the Plan

AIM

57. The aim of stage 5 is to provide detailed synchronisation, coordination and control of the activities that need to take place so that actions within the plan are related to each other and subordinate activity is shaped and guided.

SYNCHRONISATION MATRIX

58. The Synchronisation (Sync) Matrix is the single most important piece of OSW that is produced: Subordinate Commanders should be able to fight the battle from it. It can be produced on a template as shown in Figure 5 below, or a white board but it is advantageous to produce it on a spreadsheet that can be updated throughout the planning process and projected onto a screen during briefings. It should form part of the OSW. A template is at ANNEX P.

MISSION		SKETCH	DPs
CONCEPT OF OPS			CCIRs
TIME			
ENEMY			
DPs			
WEATHER			
P O L			
FF			
CSS			

Figure 5

DEVELOPMENT

59. The Sync Matrix must be started by the **J5 Fu Ops Plans Maj** as soon as Mission OSW is received or the planning process commences. It must not be left until after the COA decision brief to be worked up.

60. COA team leads should produce a broad synchronisation of their COA to ensure it is viable during the COA development process. The outline Synch Matrix from the selected COA must be merged into the ongoing Synch Matrix after the COA decision brief and then developed fully.

61. **Ch J5** will conduct a Synch Matrix review with all the staff when all the inputs have been entered. This will ensure the detailed Synch Matrix runs logically; there are no omissions and no conflicts. Completion of the Synch Matrix allows the Task Org to be finalised.

CONTROL MEASURES

62. Control measures **must be identified throughout the planning process but should be captured and then finalised at this stage**. Responsibility for this falls with the **J5 Branch** supported by **CO Fires**. Control measures cover more than merely BM. Other areas such (eg: OPSEC and media governance) must be considered in detail.

63. The aim of control measures is to control and co-ordinate what is happening in the BG AO therefore control measures should be as complete as is possible before carrying out the wargame in order that they can be tested and not developed at that stage. They form a large part of the Co-ordinating Instructions during Orders; it is essential that these are covered in detail in order that all elements of the FORCE are fully aware of all the freedoms, constraints and co-ordination measures. It is critical that all control measures put in place by MISSION are applied during the planning process as they may have a large influence on the FORCE plan.

BATTLESPACE MANAGEMENT (BM)

64. BM is a major part of the Control Measure portfolio. Table 12 below lists the 4 components of BM and the considerations for each [Table 12 to be reviewed]:

Serial	Air Space Management	Maritime Space Management	Land Space Management	Electromagnetic Spectrum
(a)	(b)	(c)	(d)	(e)
1	CL	Waterspace management	Manoeuvre	Allocation of frequencies
2	HIDACZ	Naval co-op and guidance for shipping	FSCM	ID potential mutual interference
3	ROZ	Amphibious ops	ASC	ID RADHAZ/HIRTA
4	TMRR	Maritime/Land interface		

Table 1

FORCE CONTROL MEASURES DEVELOPMENT PROCESS

65. Control measures will be worked up concurrently with planning, starting immediately after the ROOB by a staff cells as required. This is particularly important for some air battlespace management measures which have a long lead time.

66. The FHQ will hold a central control measures planning session, run by the COS/ChJ5. This will be conducted after the review of the sync matrix. The session will:

- a. Update the COS/Ch J5 and wider staff on what control measures are already being worked up.
- b. Identify additional control measures that are required. This is done by selecting from Input column in Table 13.

DELIVERABLES

67. The deliverables from Stage 5 are as follows:

- a. Sync Matrix.
- b. A confirmed Task Org.
- c. FORCE Ops Overlay with all pertinent control measures captured.
- d. Detailed control measures captured in the Co-ord instructions paragraph of the OpPlan.

CONTROL MEASURES MEETING AGENDA

68. The following table provides a generic agenda for control measure meeting:

Serial (a)	Responsibility (b)	Input (c)
1	COS/Ch J5	Chair BM meeting and ID Stages of op requiring greatest coordination
2	SO2 J5 Plans	ID Inter unit bdrys, Phase lines, report lines, SP, RP, Codewords, nicknumbers, LOE Liaison officers Force protection measures Create spot/compound maps Confirm friendly force ID measures (Day/Night) Coord issues
3	Ch J2	Assessment/update EF ability to disrupt BM
4	Ch J9/POLAD/CIV POL AD/PIO	OGD, NGO, HN, Media constraints/freedoms Messaging constraints & freedoms (LTT, joined up message, message authorisation level) Press release authority/Time
5	CO Fires	Review FSCM including trajectory issues No strike/restricted target list ROE/CDE Target Engagement Authority Indirect Fire Areas Fire planning
6	Air Staff Officer	Air Coord issues ID phases requiring Air support Cfm ATO, ACO, SPINS timeline BSM requirements and other constraints
7	Engr	Barrier free/restricted areas UXO/hazardous areas IED threat areas Routes/mob corridors/obs Xing points HN infra and restricted target areas
8	Ch J2/ISR	Planned msns (non organic), types of platform and potential products Potential interface with classified platforms ISR coord with manoeuvre STAP and STA ptls OPSEC
9	Ch J6	EW, HN, multinational, flanking issues EMCON Electro Magnetic Spectrum management OPSEC
10	Ch J4	Real estate Combat ID OGD/NGO/PWs freedoms/constraints Asset tracking
11	Ch J9	Extant hazard areas for ground and air HN infra risks HN Constraints Mov of OGD/NGO Comms requirements
12	LEGAD	ROE requirements and constraints/freedoms CDE constraints/freedoms Multinational constraints and Caveats

Table 2

69. Where time is available the COA should be wargamed again in order to refine the plan in detail and test the synchronisation and coordination measures. Wargames are explained in detail at ANNEX N.

Stage 6 – Communicate the Plan

PRODUCTION OF OPERATIONAL STAFF WORK AND NAMING CONVENTIONS

70. **Concurrent Activity.** In order that Operational Staff Work (OSW) is completed in good time, it is essential that all OSW products are started as early as possible during the planning process. This will avoid mistakes being made, which is likely if OSW writing is left until the planning process is complete. **Dept Ch J3/5** is responsible for compiling the main body of the operation order. He is to be supported by the appropriate SME who will produce the relevant paragraphs, and administratively by the **Orders Production Capt.** Heads of Branches are responsible for their respective Annexes.

71. Figure 12 is colour schemed to show where in the planning process the basic elements of an operation order can be extracted and therefore at what time they can be completed. An orders template is at ANNEX R.

72. **Organisation.** To be efficient this must be an organised and practiced process with clearly understood responsibilities and authorities.

73. **Quality Checks.** Until checked by COS/Ch J3/5, all work will remain as DRAFT. Once it has been checked and corrected it is then suitable for distribution. No single document should be sent unless authority from the COS/Ch J3/5 has been sought and agreed. All documents should remain in the DRAFT file until they are ready to be sent out, they will then be transferred by **Chief Admin** at the iHub into a completed file.

74. **Naming conventions.** The correct file naming convention must be used for all documents produced electronically. This is required in order to enable quick and efficient retrieval of information.

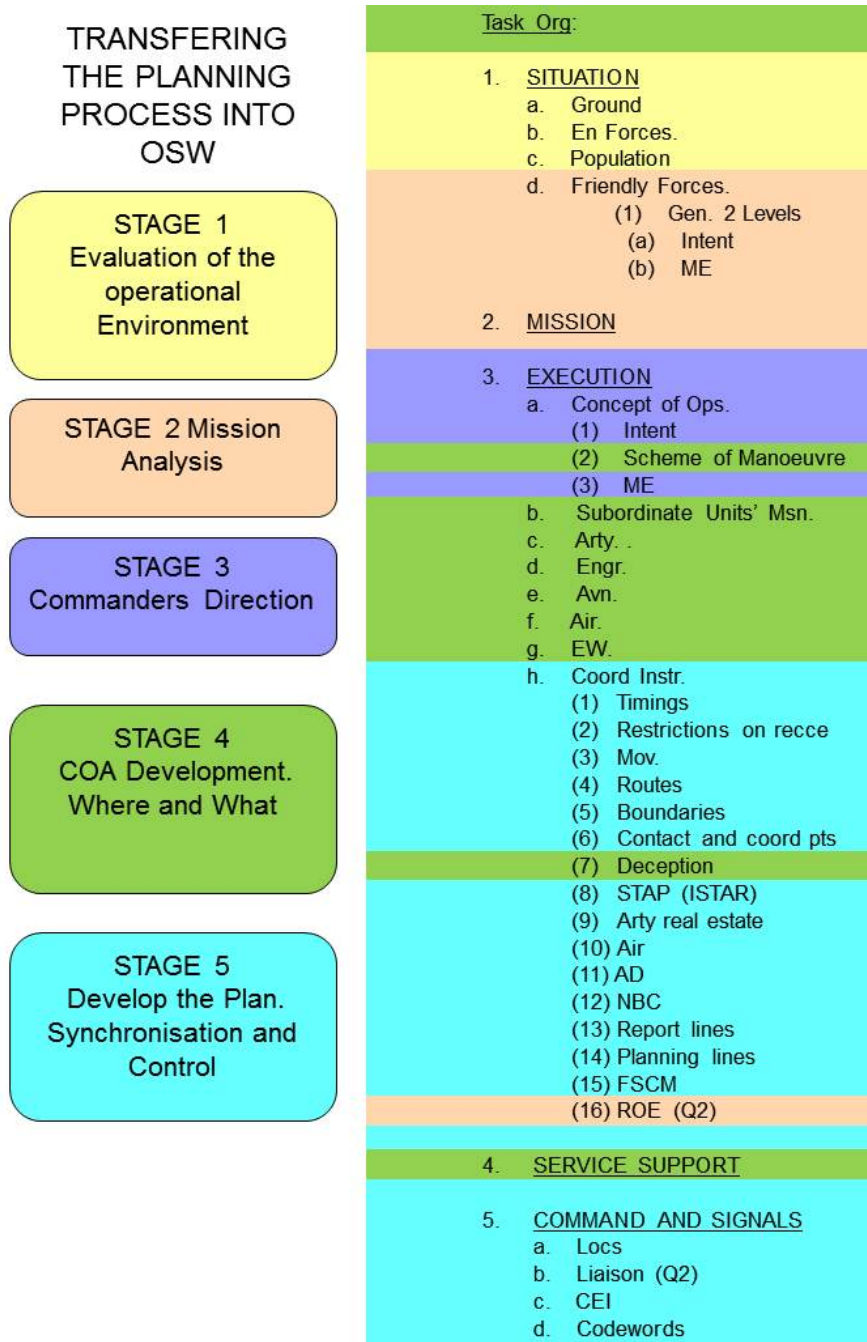


Figure 6

75. The following file naming convention is to be adhered to:

- a. **<date_time*>**
Date (YYYYMMDD)
Time (HHMMZ)
- b. **<title_status*_version number*_origin>**
Title (Brief; ensure reflects title of the document)
Status (Draft, Final, Auth, etc.)
Version (e.g. V1_1)
Origin (Normally HQ/Branch; can include Branch/post title if for internal circulation)
- c. **<protective marking_caveat/descriptor*>**
Protective Marking (U, R, C, S)
Caveat/descriptor (if required)
- d. No more than 64 characters are to be used. The minimum standard is
<YYYYMMDD>-<Title_Origin>-<Classification>

76. **Version control.** Where a document is constantly evolving (for example, an Order) the version "Vx_y" convention is to be used, where "x" is for a major version and "y" for subsequent minor changes (e.g. V1_3).

77. **Authorisation and Release.** When a document is being created it may be labelled "DRAFT" when complete it may be annotated as "FINAL" and when released as "AUTH".

Example: EASF Force HQ J5 draft Op Order version 1.3 dated 19 Jun 14
will be named: **20140619-OpO_DRAFT_V1_3_EASFJ5-S.**

78. **OPO Annexes.** The following is a breakdown of Annex allocation and who is responsible for the production of each Annex: there is to be no variation to this allocation of Annexes. Additional annexes are to be allocated as required from ANNEX S onwards. All planning staff should expect to assist with the production of OSW and alleviate the burden from those who are committed elsewhere.

DESIGNATION OF ANNEXES

79. Annexes are to be designated as follows:

- | | | | |
|----|----------------------------------|-----|--------|
| A. | Intent Schematic. | O. | Legal. |
| B. | Narrative. | P. | Provo. |
| C. | Deception plan. | Q. | CSSO |
| D. | Taskorg. | R. | CIS. |
| E. | Intelligence | S. | Spare |
| F. | Sync Matrix. | T. | Spare. |
| G. | Jt Fires (inc BM, Air, Avn, AD). | U. | Spare |
| H. | Engrs. | V. | Spare. |
| I. | ISTAR | W. | Spare |
| J. | DSO. | X. | Spare. |
| K. | Ops Trace. | Y. | Spare. |
| L. | Movement. | Z. | Spare. |
| M. | Influence (inc media,). | AA. | Spare |
| N. | CIMIC | | |

Daily Operational Routine – Battle Rhythm

EXECUTION OF OPERATIONS AND JOINT OPERATIONS CENTRE (JOC) PROCEDURES.

80. The diagram at Figure 13 shows the basic layout of the joint operations centre in the Force Main HQ. The following information is to be clearly displayed and kept up to date:

- a. Current Operating Picture (bird table/map).
- b. DSO (bird table)
DSM
Commander's Intent Schematic
SOM
Net Diagrams
Commander's CCIRs
Key staff locations

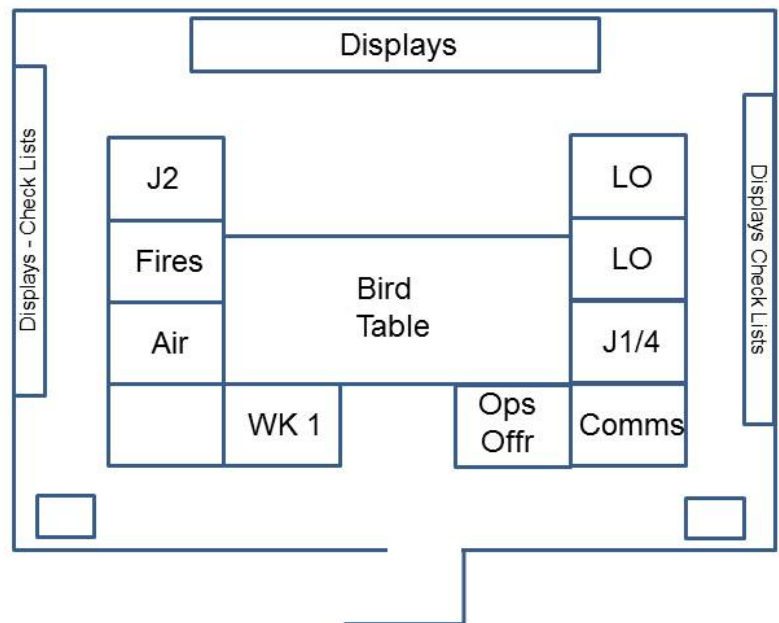


Figure 7

CHIEF OF OPERATIONS (CHOPS)

81. The JOC is commanded by the Current Ops Major. For the Ops Centre to be effective, the Current Ops Major must be in control and be empowered by the Commander to make decisions, execute contingencies, and even (in the absence of the Comd/CoS/Ch J3/7) commit the Force Immediate Response Capability. The Current Ops Major is known as Chief of Operations (CHOPS). His role is pivotal in the HQ and he is carefully selected for that post. The CHOPS answers to the Commander, COS and Ch J3/5/7 only. He is empowered to fight the force as if the Commander were in the JOC. Everyone who works in the JOC irrespective of rank works for CHOPS. He is not a watchkeeper or a computer operator; other people conduct those tasks. He is responsible for ensuring the Commander and MAIN HQ (or FWD HQ if deployed) are fully aware of the situation – ensuring common, shared situational awareness and understanding. He sits at the head of the Ops Centre and coordinates assets during critical incidents.– there are times, of course, when the Ch J3/5/7, COS or the Commander should be there to take key decisions. CHOPS's principle task is to coordinate activity. To that end:

- a. CHOPS must have the respect of subordinate units to ensure information flow.
- b. Subordinate units should never question what the CHOPS is telling them.
- c. He is free to liaise (within guidelines) with flanking and higher formations. Routine items should be handled by the watch keepers. High profile or critical items/events should be handled by the CHOPS.
- d. CHOPS should periodically deliver reverse SITREPs/DOWNREPs as required to maintain situational awareness within Force elements.
- e. During a critical event, SME staff must inform/recommend or give advice to the CHOPS and not wait for the COS – time is too critical.

82. To be an effective and timely coordinator he must anticipate effectively and be constantly looking over the horizon and beyond immediate activity. For example:

- g. In the event of an imminent threat warning he should reduce reaction times.
- h. In the event of an attack on a base location CHOPS should immediately stand to reaction forces and medevac.
- i. In the event of a sudden rise in cultural, political or tribal friction he should summon POLAD and Ch J9 for advice and to facilitate rapid Key Leader Engagement before the situation has chance to escalate.

83. Operations Centres should be calm and quiet CHOPS must manage the JOC to minimise chatter whilst ensuring that every player in the JOC is given the right of input – even radio operators – if they have something valuable to say.

84. When critical events occur – battle immediate action drills within the JOC are key to a timely and efficient response. It is CHOPS's responsibility to ensure that these drills are planned and rehearsed. CHOPS will take the initial lead on consequence management before handing over to COS

85. It is CHOPS's responsibility to ensure that all information displays are visible and current and to ensure that all watchkeeper and JOC staff handover procedures are conducted correctly.

86. CHOPS must attend all J5-J3 handovers and ROC Drills and ensure that all J3 Cell personnel are fully briefed prior to execution. A JOC mission rehearsal is to be conducted with a particular emphasis on DPs and DLs that require the attention of the Comd/ COS.

87. CHOPS is to prepare for, and lead all J3 updates; both throughout the course of daily operations, and for the CO's daily update briefs.

88. CHOPS is to collate unit daily SITREPs and to draft the Mission HQ daily SITREP on behalf of COS.

WATCHKEEPERS

89. One (1) Watchkeeper will be on duty at all times. At times of high intensity activity a second Watchkeeper may need to be stood up. Watchkeepers will usually conduct 12 hour shifts and will be selected from:

- Land Ops Capt
- Air/Naval Ops Capt
- CIVPOL Capt
- Engr Ops Capt

90. **Watchkeeper Duties.** Watchkeepers must understand the Force and the Mission. Watchkeepers are to:

- a. Co-ordinate a Watchkeeper plot, including shakes list, whereabouts board and accommodation plot in order that any individual can be quickly located and brought to the CP if required.
- b. Ensure the JOC is manned in accordance with this SOP.

- c. Ensure that the working environment is optimised. This should include: overseeing each working area for basic tidiness/fitness for purpose, ensuring that only those with legitimate business are in the JOC, ensuring each working area has sufficient equipment/stationery.
- d. To act a single point of contact for all visitors to the JOC, including delivering a brief to visitors as required.
- e. Maintaining the JOC 'Read File'. It is to contain:
 - (1) All OpOs/FRAGOs/CONOPs.
 - (2) Unit FRAGOs/CONOPs
 - (3) Unit and Force Daily SITREPs/DOWNREPs.
 - (4) Daily INTSUMs.
- f. Provide immediate response to any event, including reactionary R2 and brief notify as needed.
- g. Action of all e-mails
- h. Ensure that the Watchkeeper's Log is updated. Including:
 - (1) A record of all radio and telephone conversations, with the exact date / time.
 - (2) Reports from LOs, visitors and any other information received that is considered relevant, if unsure - enter it.
 - (3) All written messages and reports, both in and out of the HQ. A long message may be paraphrased or referred to by a file reference and subject.
 - (4) The movements of the FC and senior staff officers.
 - (5) Own, HNSF or EF actions.
 - (6) Any significant action including those by non-military agencies and the civilian population.
- i. Ensure the Incident Tracking boards are kept up to date.
- j. Mapping, traces, etc for vehicles in Tac HQ are to be prepared by the WKPRs who is also responsible for the preparation and maintenance of the Comd's battle map – ensuring it is up to date at all times.
- k. Ensure that the Operating Picture (Map or Bird table) is maintained and up to date.
- l. Conduct effective HO/TO Watchkeepers are to report for a handover at least 15 mins prior to coming on duty.
- j. Provide immediate oversight of the on duty signallers with particular attention to log keeping.

SITUATIONAL AWARENESS

91. **Mapping.** Battle-tracking must be done on the ops room bird table.
92. **JOC Battle Rhythm.** During contact:
 - a. **Unit SITREP.** Force should ensure they receive a consolidated SITREP from units every 60 minutes.
 - b. **Staff Update.** Fed by the unit SITREPs, Staff Updates must take place round the bird table every 60 minutes.
 - c. **Reverse SITREP.** On completion of the Staff Update, CHOPS will deliver a Reverse SITREP on the Comd Net to units. Included within that SITREP will be an opportunity for the Commander to give additional direction to sub-units.

ANNEXES

- A. EASF Force HQ Organisation.
- B. EASF Force HQ Staff Responsibilities.
- C. Request for Information (RFI) Board.
- D. Timeline Example.
- E. Task Organisation Template.
- F. Warning Order (WngO).
- G. Threat Integration Template.
- H. Mission Analysis Template (3 Column Format).
- I. Reserved to avoid confusion with numbering formats.
- J. Commander's Effect Schematic Template.
- K. Decision Support Matrix (DSM) Template.
- L. Course of Action (COA) Schematic Template.
- M. Course of Action (COA) Comparison Template.
- N. Wargaming Guidelines.
- O. Reserved to avoid confusion with numbering formats.
- P. Synchronisation Matrix Template.
- Q. Concept of Operations (CONOP) Guidelines: coordination and approval process.
- R. Orders Group Organisation and Layout.
- S. Commander's Backbrief Guidelines.
- T. Rehearsal Of Concept (ROC) Drill Guidelines.
- U. EASF Operations Order Format.
- V. Glossary of Abbreviations.

EASF FORCE HQ ORGANISATION

EASF FORCE HQ



Total Staff = 82

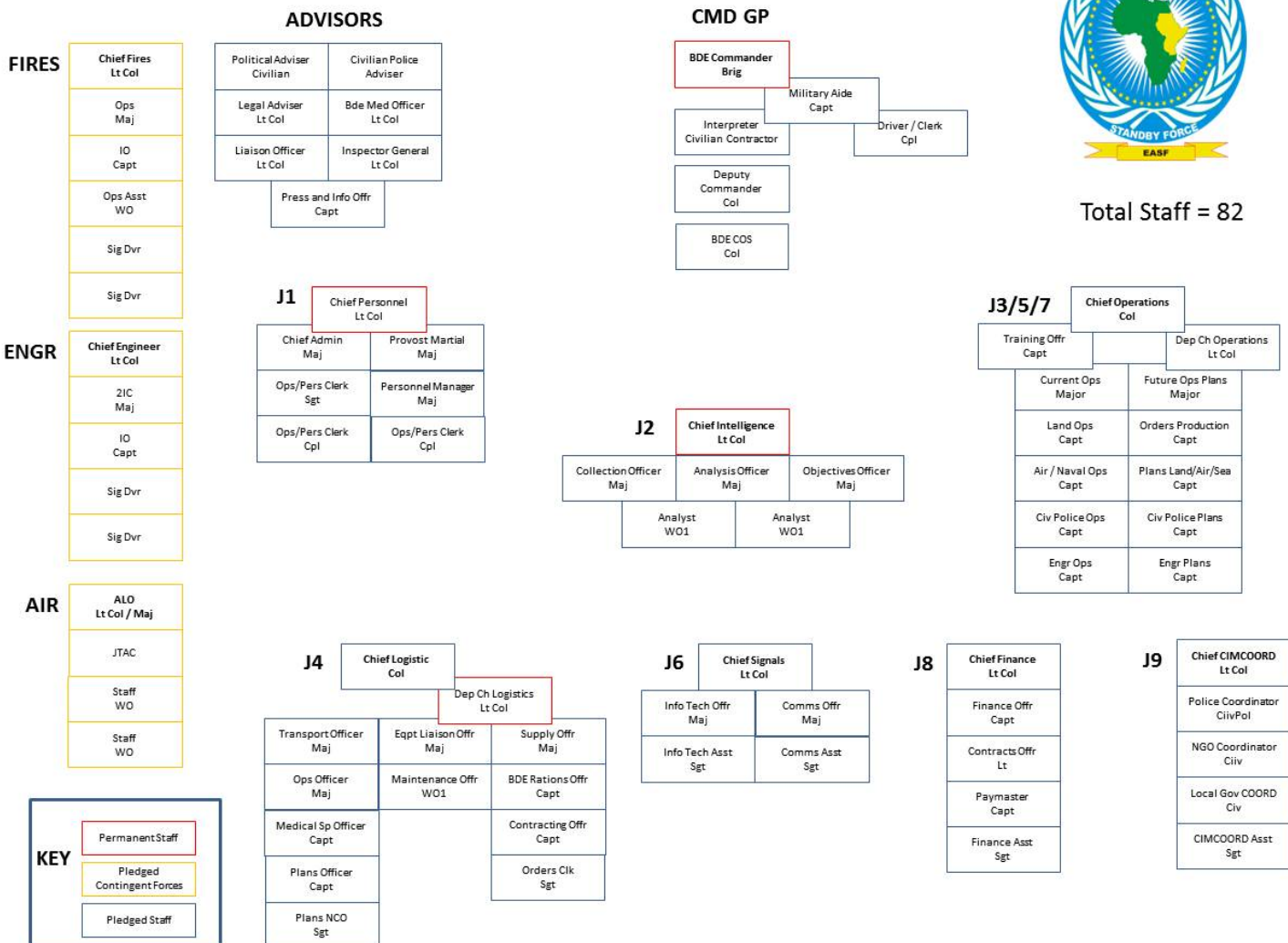


Figure 8

LAYOUT OF THE FORCE HQ

2. **FORCE HQ Design Concept.** The layout of the Force HQ must aid the flow of information and integrate the staff branches shown above at Figure 9 while allowing sufficient space to conduct planning and operations. This is shown conceptually at Figure 10

COS oversees the HQ routine (the battle rhythm) ensuring that the staff's activities are synchronised with the Higher HQ and the Commander's diary. Briefings and planning sessions are all informed and collaborative and run in a central briefing area. The HQ also needs to be agile; particularly for first entry operations and is constructed on a modular basis enabling the staff to be divided into forward and rear elements enabling the functions of command, control and planning to be best placed to support the mission.

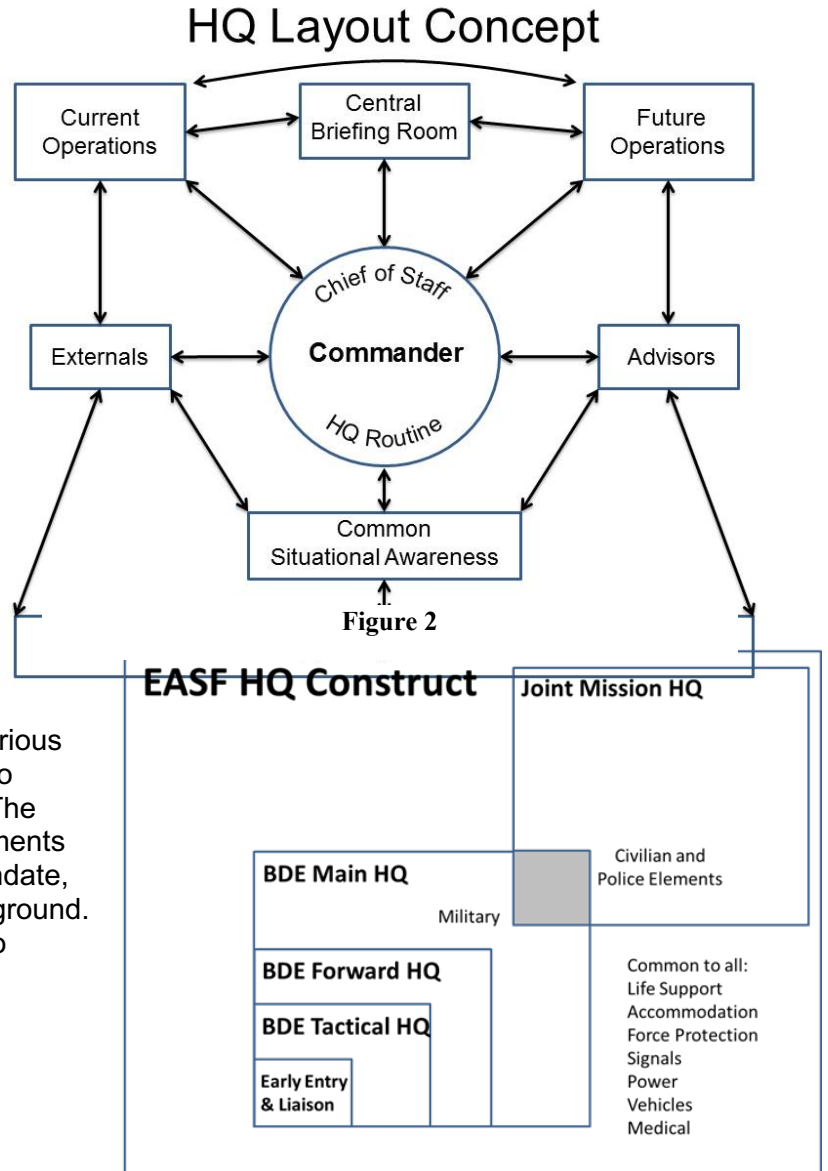


Figure 9

3. **Early Entry and Liaison.** Prior to or immediately on signing of the mandate, this element provides EASF with the ability to send a recce party forward, to become the eyes and ears of the Commander and planners. It has sufficient capability to interface with the host nation and facilitate the entry of other force elements into theatre. Due to the timelines involved it may need to be manned by PLANELM staff.

4. **Tactical HQ.** A light, discreet command HQ that allows the Commander to move within the operational area and exert influence.

5. **Forward HQ.** A controlling HQ that can move ahead of the main HQ or operate independently for predetermined missions. It can be combined with TAC to provide forward command and control. It could be used to control the inflow of FORCE MAIN HQ into the AO.

6. **Main HQ.** The Force Main HQ combines command and control. When TAC and Forward HQ deploy, the focus is planning.

7. **Concept in practise.** There are a number of different ways in which EASF and the Force HQ could deploy based on the mission type, the AO, the tactical situation and the mandate. Rather than have a number of predetermined mechanisms for deployment, this concept of modular HQs allows EASF to tailor an HQ based on the needs of the mission. A more detailed breakdown of the HQs is at Annex A.

This Annex provides the outline design and the basic manning requirements for each part of the FORCE HQ. It should be used as a template to support different mission requirements. The modular design of the HQ is based around staff and not equipment. In order for the HQ to have agility and redundancy, separate structures and equipment are required for Main, Forward and TAC.

FORCE MAIN HQ

Purpose: FORCE Main HQ comprises all the FORCE Staff and has full command, control, planning and liaison capability.

Functions: FORCE Main HQ Interacts with Mission HQ and all Force Elements. It directs and monitors the military component and plans military activity in conjunction with the police and civil components.

People: It has 82 Staff plus external liaison officers. It has 120 support Staff from the pledged HQ Support Company and Signals Platoon. FORCE Main HQ is Commanded by the FORCE Deputy Commander. The Battle Rhythm is managed by the FORCE COS or in his absence Chief of Operations.

Duration: FORCE Main HQ is to be capable of a protracted deployment and should be prepared to transform into an enduring Mission HQ: When Forward HQ is deployed separately MAIN HQ becomes REAR HQ and its principal function is as a planning HQ.

Issues: FORCE Main HQ is a substantial structure which in total covers an area the size of 3 football pitches. It will take 24 hours for a practised team to erect or dismantle the HQ Area. It has no organic lift capability and will require support from a pledged transport squadron to move its staff and equipment. This is a complex drill which must be rehearsed during training. Considerations of power, fuel, water, feeding and waste disposal, some of which will need to be contractorised, must be carefully considered in the planning process before to deployment. Prior to the establishment of mission HQ, FORCE HQ will be the focal point for visitors and media interest. It will need a substantial parking area and transit accommodation. Force protection for the HQ will be an important consideration within most likely mission scenarios. While this may initially comprise wire and pickets, space must be allowed in the design for constant improvement including HESCO defences, guard posts and a secure, defended entry control point.

FORCE MAIN HQ LAYOUT

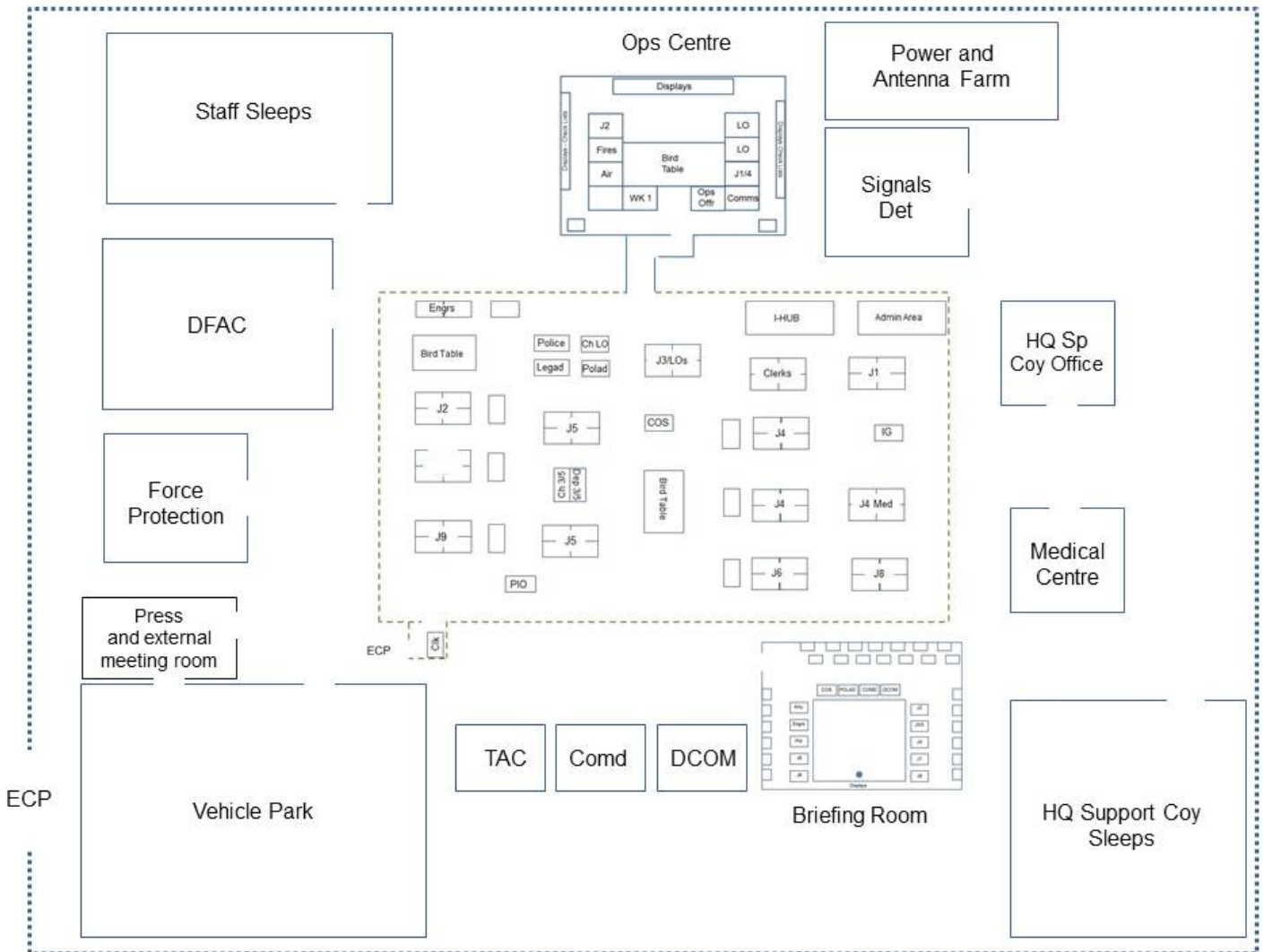


Figure 10

FORWARD HQ

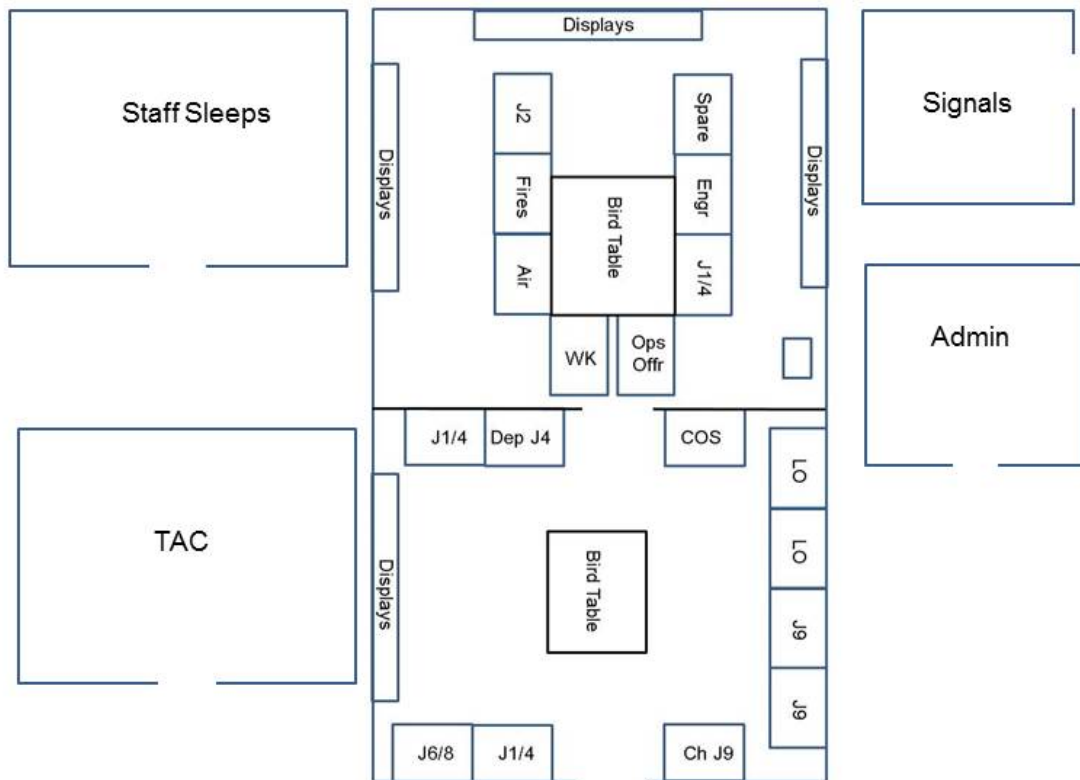


Figure 11

FORCE FORWARD HQ

Purpose: Forward HQ is a controlling HQ and its design is based around an expanded ops centre as shown in Figure 2. Its purpose is to control a key issue or phase of an operation or to provide a foot on the ground during a move of the HQ. During an initial deployment it may be used for early entry while Main HQ assembles or becomes established. This HQ is light mobile and expeditionary in nature. A practised team must be able to set it up in under 6 hours.

Functions: Control of Current Operations.

People: When Forward HQ is deployed, Main HQ becomes Rear HQ. Forward HQ is commanded by the FORCE COS who also controls the battle rhythm. Approximately 20% of the Support Company and Signal Platoon will deploy with Forward HQ. (24 pax)

The staff for Forward HQ are extracted from FORCE Main as shown in Figure 3. While each deployment can be tailored to the mission, some staff will always be required (yellow highlight) and other likely candidates (orange highlights) must be prepared to deploy at short notice. In planning a deployment of the Forward HQ every effort must be made to minimise the number of staff deployed.

Duration: Up to 3 weeks

Issues: Forward HQ has no integral lift. In order to be capable of rapid deployment its infrastructure and equipment must be stored on wheels or easily loaded pallets and provision must be made for staff transport in TCVs. In order to increase mobility and minimise the footprint, staff must be prepared to live in an austere environment using light scales and field rations.

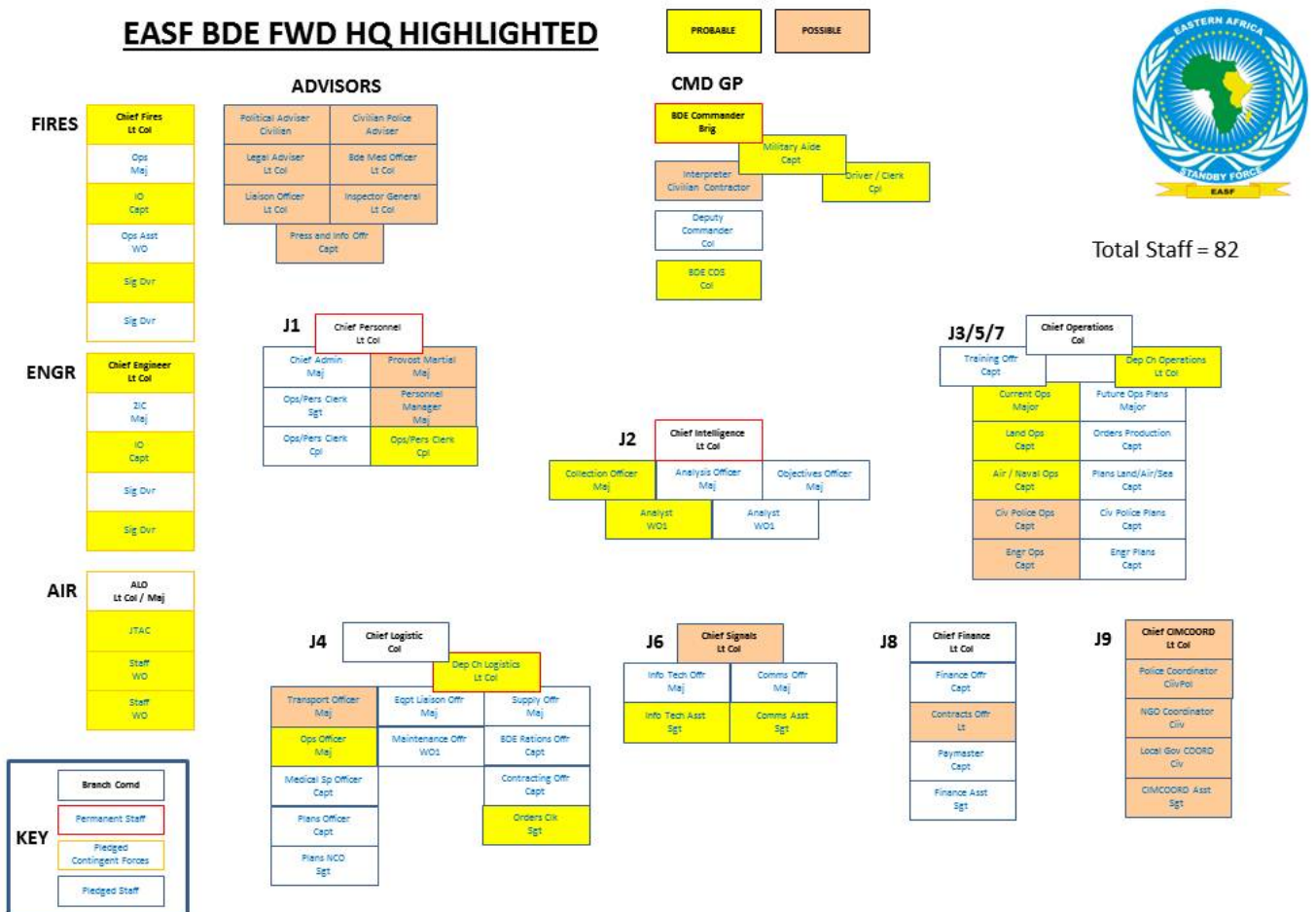


Figure 12

TAC HQ

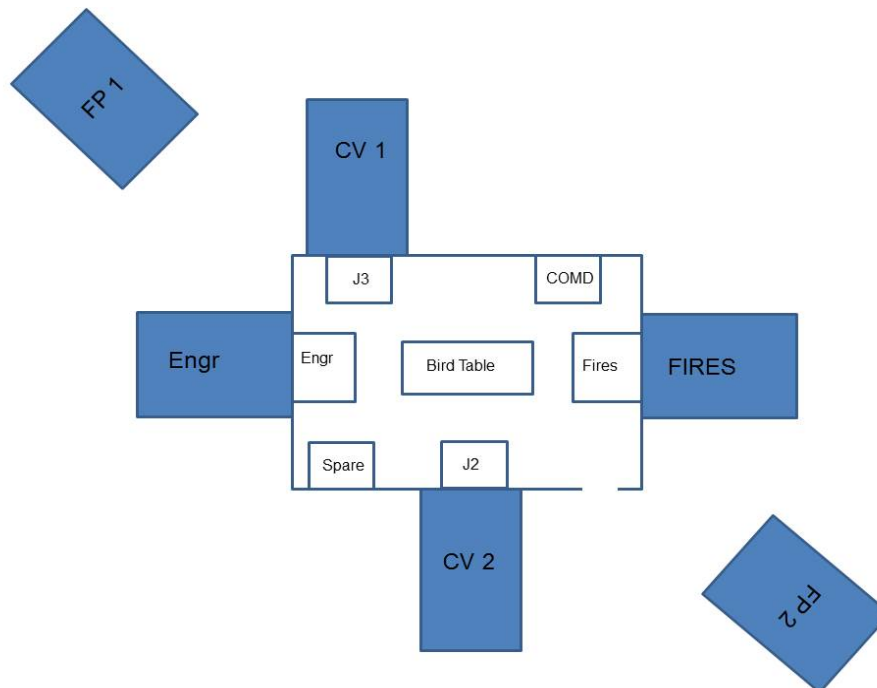


Figure 13

Purpose: FORCE TAC HQ is a light, highly mobile HQ whose purpose is to place the commander where he needs to be to make a decision. It will normally operate on wheels and its minimalist tented structure can be set up or dismantled in less than 60 minutes.

Functions: Command, Initial entry, Liaison and Commanders recce.

People: TAC is based on the Command Group and will have specialist advisors added to it subject to the nature of the mission and the environment as shown in Figure 5. At its lightest, it will have two FP vehicles that are manned by the HQ Support Company. At other times it will need to draw FP elements from Contingent Forces.

Equipment: The HQ comprises 2-6 light vehicles, see Figure 4. Attachments such as Chief Fires and Chief Engineer must bring their own vehicles, equipment, radios and support staff from within Contingent pledged forces.

Duration: TAC HQ must be capable of operating unstained for up to 72 hours

Issues: As TAC HQ has no organic equipment. CV 1 and 2, infrastructure and communications equipment will need to be purchased, stored and maintained or hired for exercise and deployment.

EASF BDE TAC HQ HIGHLIGHTED

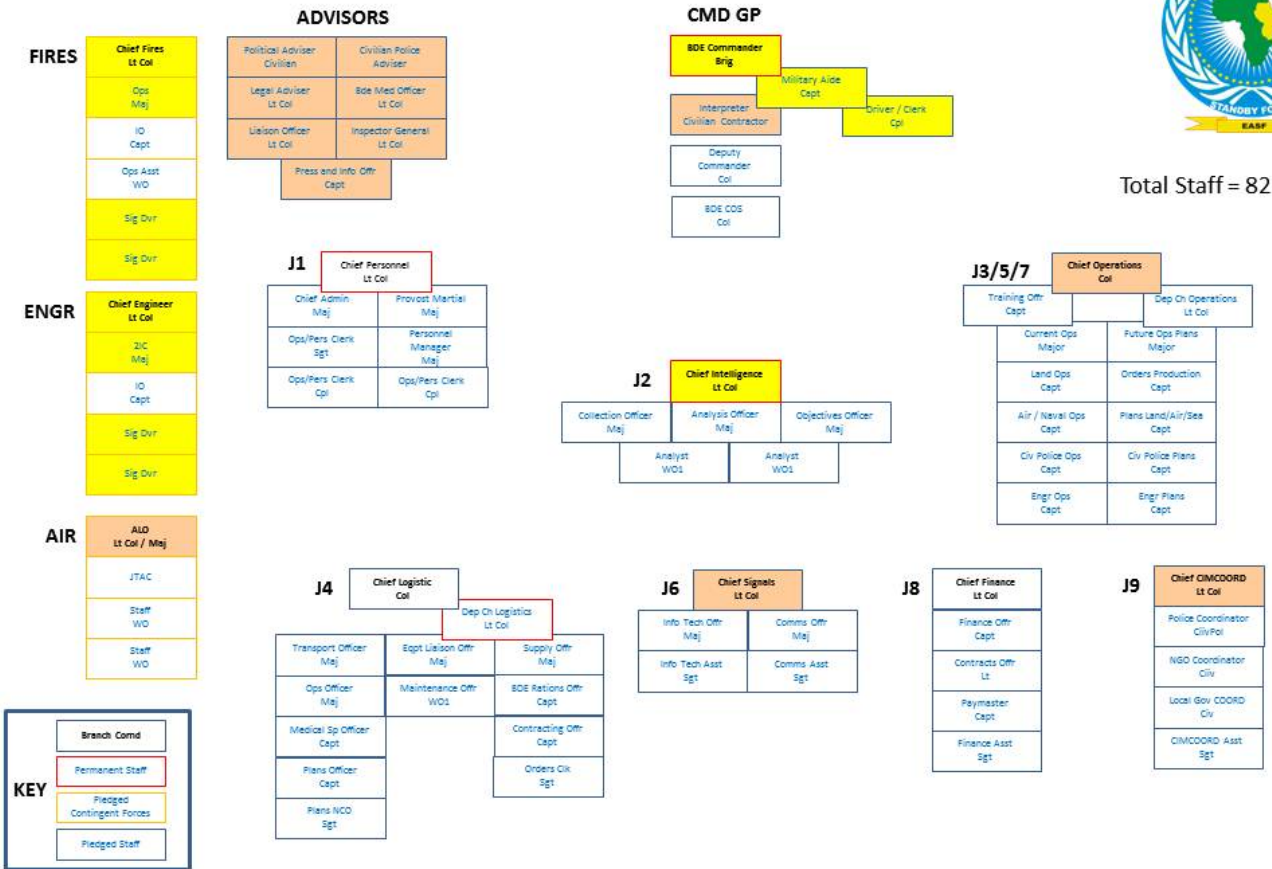


Figure 14

EARLY ENTRY AND LIAISON

Although not formally a part of the HQ early entry and liaison is a critical capability in the initial stages of the mission and will provide vital information to PLANELM and the FORCE HQ as it mobilises. The team comprising 2-6 personnel from PLANELM will require integral mobility and must be self-sufficient for up to 14 days in the field

EASF FORCE HQ STAFF RESPONSIBILITIES

Ser (a)	Staff Appointment (b)	Key responsibilities (c)	When in the planning cycle ²² (d)
1	Force Commander (FC)	<ul style="list-style-type: none"> • Key planning direction to the staff • Leads mission analysis • Selects effects and directs COA Development • select COA – direct staff to develop plan • Approve Concept of Ops & subordinate msns 	<p>Throughout Stage 2 Stage 3</p> <p>COA decision brief Stage 3 (Intent), post COA decision brief (remainder)</p>
2	Chief of Staff (COS)	<ul style="list-style-type: none"> • Detailed planning direction to the staff • Planning timeline • Choreograph all central briefs • Conducts MA (Main OpO, sync matrix, task org, ops schematic) • Corrals staff MA input • Detailed direction to COA team leads. Supervise COA teams • Scores COAs • Checks and Authorises all OSW releases • Confirms sync matrix coherence. • Directs the control measure requirements • Stipulates C2 concept (MAIN, FWD, TAC, alt Comd) • Stipulates wargame parameters and awards casualties. • Senior Information Manager • Directs CONPLAN requirements 	<p>Throughout ROOB Throughout Stage 2 Prior to Stage 2 brief Stage 3 Prior to COA decision brief Throughout Stage 5 Central brief Stage 5 Central brief Stage 5 Wargame Throughout As identified</p>
3	POLAD	<ul style="list-style-type: none"> • Provides inputs to Stage 1 brief • Assists with MA as required • On call member of CPG • On call member of SPG 	<p>Stage 1 Stage 2 Throughout Throughout Stage 4 Stage 4 - 6</p>

²² This is merely a guide; other factor will influence when tasks are required.

Ser (a)	Staff Appointment (b)	Key responsibilities (c)	When in the planning cycle ²² (d)
		<ul style="list-style-type: none"> Assist with COA development Assists with drafting the influence plan 	
4	LEGAD	<ul style="list-style-type: none"> Assists with MA as required On call member of CPG On call member of SPG Assist with COA development Writes Legal and ROE Annexes 	Stage 2 Throughout Stage 4 Stage 6
5	Ch J1	<ul style="list-style-type: none"> Assists with MA as required On call member of CPG On call member of SPG 	Stage 2 Throughout Throughout
6	SO2 J1 Admin	<ul style="list-style-type: none"> Runs the I-hub Bde Information manager RFI Scribe in all meetings 	Throughout Throughout Throughout
7	Provost Marshal	<ul style="list-style-type: none"> On call member of SPG Writes Bde Provost Plan Assists J4 Movement with movement planning 	Throughout Throughout Throughout
8	Ch J2	<ul style="list-style-type: none"> Leads and delivers Q1 brief Conducts MA (J2 annex, influence annex) Assists COA teams ensures focus on EF COA and EF response considered Continues Int development Owns, develops and writes J2 Annex for WngO2 Fights EF during wargame as per stipulated EF COA Briefs EF during ROC drill 	Stage 1 Stage 2 Stage 3 – Decision brief Throughout Stages 1 – 3 Wargame ROC drill
9	SO2 J2 Objectives	<ul style="list-style-type: none"> Leads and co-ordinates the Stage1 process, delivers threat integration (with IO) Conducts MA (main OpO, DSO, DSM and ISTAR annexes) Owns, develops and writes ISTAR 	Stage 1 Stage 2 Stage 3 onwards Stage 4 to Decision brief Throughout

Ser (a)	Staff Appointment (b)	Key responsibilities (c)	When in the planning cycle ²² (d)
		concept and annex, DSO and DSM <ul style="list-style-type: none"> • COA team lead (if directed) • Owns BDE OPSEC co-ord 	
10	J2 Staff	<ul style="list-style-type: none"> • Prep Stage 1 Brief for Ch J2 • Support Ch J2 and SO2 Objectives • Draft Enemy Forces para and Wng Orders 	Stage 1 Throughout Throughout
11	SO2 J2 Collection	<ul style="list-style-type: none"> • Manages the ISTAR sync matrix • Scribes the DSM 	Throughout Throughout
12	Dep J3/5	<ul style="list-style-type: none"> • Attend SPGs as and when to build situational awareness • Attend Stage 5 session to understand the plan 	Throughout Stage 5
13	CUOPS MAJ	<ul style="list-style-type: none"> • Attend SPGs as and when to build situational awareness • Attend Stage 5 session to understand the plan 	Throughout Stage 5
14	Ch J5	<ul style="list-style-type: none"> • Conducts MA with Commander (Main OpO, sync matrix, task org, ops schematic) • Drafts Effects schematic for Commander • Plays FF (and possibly GREEN forces) on wargame • Generates OpO from OpPlan and enacts OpO 	Stage 2 Stage 3 Wargame As required
15	SO2 J5 Plans	<ul style="list-style-type: none"> • Writes WngOs, OpPlan and collates annexes • Owns, develops and writes sync matrix • Writes all Wng orders • Timeline manager (ensures briefs are run in accordance with the timeline and staff attend the briefs on time) • Responsible for Staff Discipline, HQ planing Routine • Drafts CONOPS for Ch J5 /Commanders approval 	Throughout Throughout Stage 1-4 For ROOB (updated thereafter for Orders) Throughout Throughout Stages 3-5 Throughout

Ser (a)	Staff Appointment (b)	Key responsibilities (c)	When in the planning cycle ²² (d)
		<ul style="list-style-type: none"> Lead for drafting Main body of orders 	
16	SO3 J5 Production	<ul style="list-style-type: none"> Scribes at central planning sessions Drafts all Wng Orders Main Scribe during the planning process Writes up /copies intent schematic Planning group administration, timings and calling notices Responsible for collating main body and Annexes into single document and ensuring that the Clerks copy and distribute the correct number of copies internally and externally 	Throughout Stage 1 - 4 Throughout Stage 3 Throughout Stage 6
17	SO3 J5 Land Ops	<ul style="list-style-type: none"> Creates FF 2up and 1 up schematics Creates and owns the task org board and Annex Ensures CO's TAC has correct OSW & staff product Responsible for coordination of BDE models and visual aids Second Scribe during panning sessions 	ROOB Form ROOB As required As required
18	SO3 J5 Engr	<ul style="list-style-type: none"> Provides Engr advice if no attached Engr Regt Assist Ch 5 and SO2 J5 Plans 	
19	Ch J4	<ul style="list-style-type: none"> Conducts MA (CSS annex) Owens, develops and writes CSS concept and annex Inputs into COA development teams to ensure CSS viability Conducts the CSS ROC drill 	Stage 2 Stage 3 onwards Stage 4 – decision brief ROC drill
20	SO2 J4 Move	<ul style="list-style-type: none"> Owens, develops and writes MovO Conducts MA (MovO annex, sync matrix) 	As required Stage 2
21	J4 Staff	<ul style="list-style-type: none"> Assist Ch J4 	Throughout
22	Bde Medical Offr / Support Offr	<ul style="list-style-type: none"> On call member of SPG 	Throughout Stage 4

Ser (a)	Staff Appointment (b)	Key responsibilities (c)	When in the planning cycle ²² (d)
		<ul style="list-style-type: none"> • Assists with COA development and identification of medical risk • Conducts Medical estimate • Owns, develops and writes Bde Medical Plan 	Stage 5 Stage 6
23	Ch J6	<ul style="list-style-type: none"> • Conducts MA (CIS annex) • Inputs into COA development teams to ensure CIS viability • Owns, develops and writes CIS concept and annex 	Stage 2 Stage 4 – Decision brief Stage 3 onwards
24	Ch J8	<ul style="list-style-type: none"> • On call member of SPG as required 	Throughout
25	Ch J9	<ul style="list-style-type: none"> • Delivers Stage 1 brief in accordance with Ch J2 • Conducts MA (Influence annex) • Owns, develops and writes Influence concept and annex • Writes human terrain assessment for WngO2 • Plays WHITE elements during wargame and ROC drill 	Stage 1 Stage 2 Stage 3 onwards Stages 1-3 Wargame & ROC drill
26	PIO	<ul style="list-style-type: none"> • On call for CPG • On call for SPG • Assist with Influence Plan • Writes media paragraph 	Throughout Throughout Stage 4 – 6 Stage 6
27	Ch FIRES/ CO Artillery	<ul style="list-style-type: none"> • Conducts MA (main OpO, OS and influence annexes) • COA team lead (if directed) • Owns and develops BM & control measures as directed and as SOI 2013 • Develops the joint Fires concept • Owns and writes Fire Plan / OS annex and BM annex • Assists Influence Offr in Influence concept and plan annex 	Stage 2 Stage 4 to Decision brief Throughout – not just Stage 5 focus Stage 3 onwards Stage 3 onwards Stage 3 onwards
28	CO ENGRS	<ul style="list-style-type: none"> • Delivers Stage 1 brief in accordance 	Stage 1 Stage 2 Stage 4 onwards

Ser (a)	Staff Appointment (b)	Key responsibilities (c)	When in the planning cycle ²² (d)
		with SOP <ul style="list-style-type: none"> • Conducts MA (main OpO, DSO, DSOM and ISTAR annexes) • Owns, develops and writes ENGR concept and annex • COA team lead (if directed) • Writes physical terrain assessment for WngO2 	Stage 4 to Decision brief Stages 1 – 3
29	Avn/Air LO	<ul style="list-style-type: none"> • Conducts MA (air/avn annex) • Inputs into BM & control measures as directed and as SOI 2013 • Owns, develops and writes Air/Avn annex 	Stage 2 Throughout – to meet air/avn lead times. Stage 3 onwards

Table 14

Product (a)	Media (b)	Responsibility (c)
Planning Timeline	Whiteboard/IT	J5 Fu Ops Plans Maj
WngO 001	IT	J5 Dep Ch Operations
WngO 002	IT	J5 Dep Ch Operations
WngO PICINTSUM inc. en timeline	IT	J2 Analysis Maj
Terrain Overlay	Talc	Engr Ops Capt
Weather Overlay	Talc	Air / Engr
Mov Wng O / MOVO	IT	J4 Ops Maj/Tpt Maj
CSS Wng O	IT	J4 Dep Ch Logistics
TASKORG	Whiteboard/IT	J5 Land Ops
En MLCOA	Talc	J2 Analysis Maj
En MDCOA	Talc	J2 Analysis Maj
En Event Overlay	Talc	J2 Analysis Maj
En Comd's Effects Schematic	Whiteboard	J2 Analysis Maj
Relative Strength Table	Whiteboard/IT	J2 Analysis Maj
Msn Analysis Record	Whiteboard/IT	J5 Orders Production Capt
RFI/CCIR Table	Whiteboard/IT	J5 Orders Production Capt J6 Info Tech Officer
PIR Table	Whiteboard/IT	J2 Collections Officer
Comd Effects Schematic	Whiteboard	J5 Fu Ops Plans Maj
Comd's COA Decision Brief	Whiteboard	J5 Orders Production Capt
WngO 003	IT	J5 Dep Ch Operations
DSO	Talc	J2 Objectives Maj
DSM	IT	J2 Objectives Maj
Sync Matrix	IT	J5 Fu Ops Plans Maj
Operational Record/Comds Diary	Hard copy and disk	J5 Orders Production Capt

Table 15

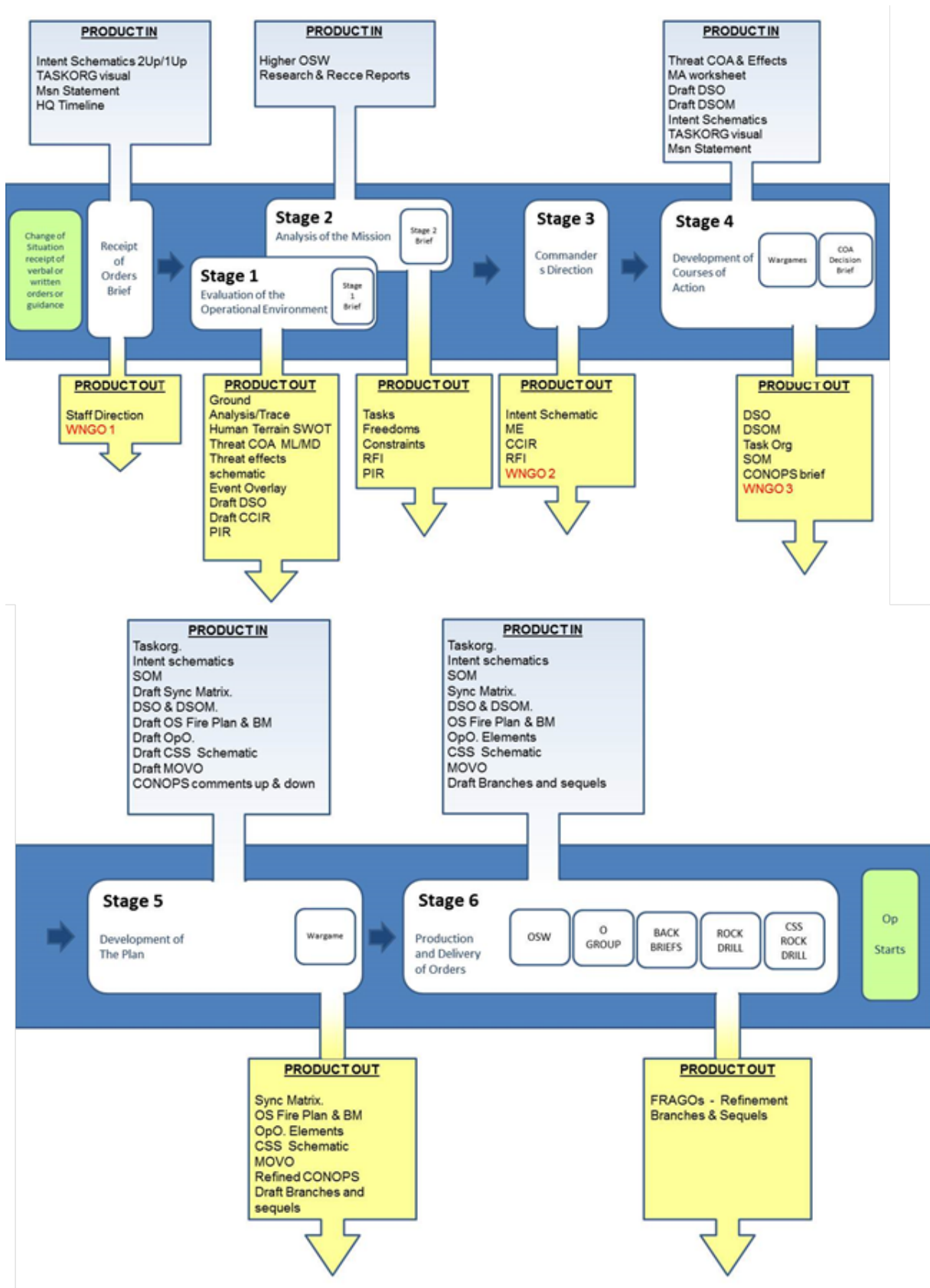


Figure 14

TIMELINE EXAMPLE

Time is now Mon 3 Mar, 1500 hrs and orders have just arrived.

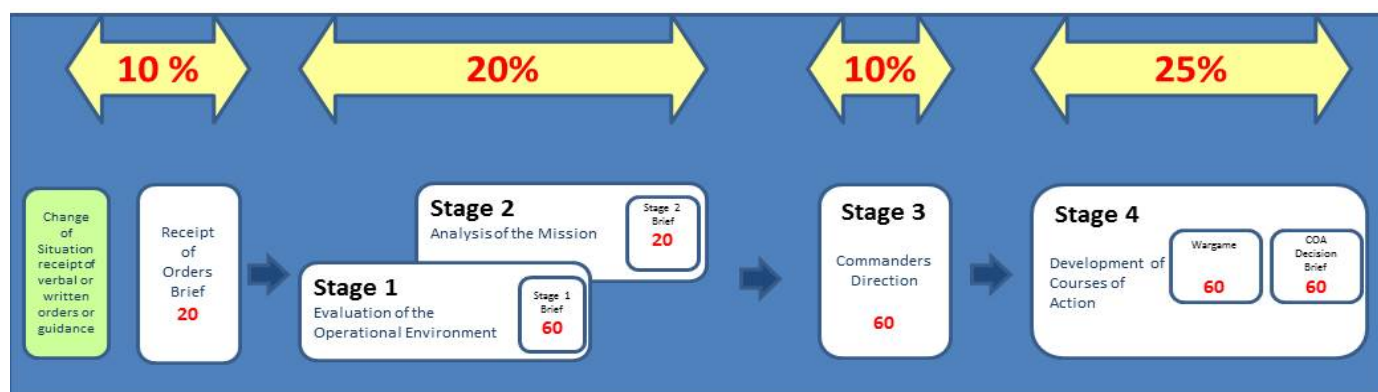
- On reading the orders we see that we must effect an interposition between two belligerent factions who are approaching each other. We must achieve this by Thursday 6 Mar, 1600 hrs.
- The distance to the likely location for the interposition is 100km and a rough estimate says the move will take seven (7) hours to complete by road.
- Total time in hours for battle preparation for the Force is therefore:

$$9 + 24 + 24 + 16 - 7 = 66 \text{ Hours}$$

Monday Tuesday Wednesday Thursday Road Move

The Force has 1/3 of this time to plan $66/3 = 22$ Hours.

- This means orders must be complete by 1300 hrs tomorrow Thu 4 Mar.
- The guide at Figure 2 below gives us standard percentage times for each stage of our planning process. These percentages have been proven through experience and should be adhered to. If we do not have the staff capacity to operate around the clock ("24/7") then we need to adapt the timings for our working day. In this case as time is short we will work through the night to produce the plan on time.



FHQ STAFF PLANNING TIMELINE (1/3)

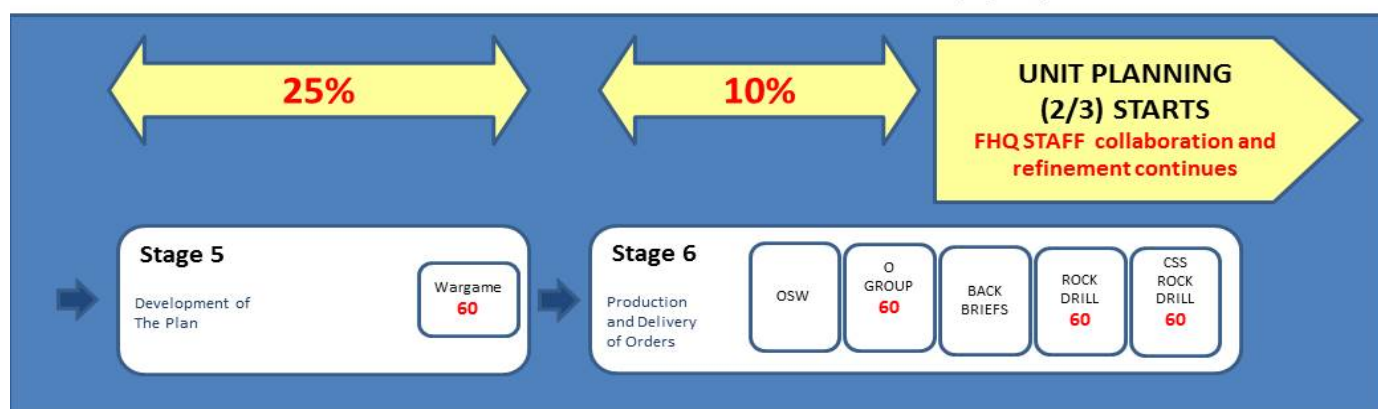


Figure 15

10% of 22 hrs = 2 hours 12 mins
 20% of 22 hrs = 4 hours 24 mins
 25% of 22 hrs = 5 hours 30 mins

- Having calculated the percentage time available for each stage, the COS decides at what time he wants the briefings within each stage to take place. All staff must all be aware of these timings as they focus much of their work effort. Timings should be rounded off to the nearest ten (10) minutes taking care not to introduce a cumulative error. A worked example for this problem is at Figure 3. A blank timeline template is at ANNEX D.

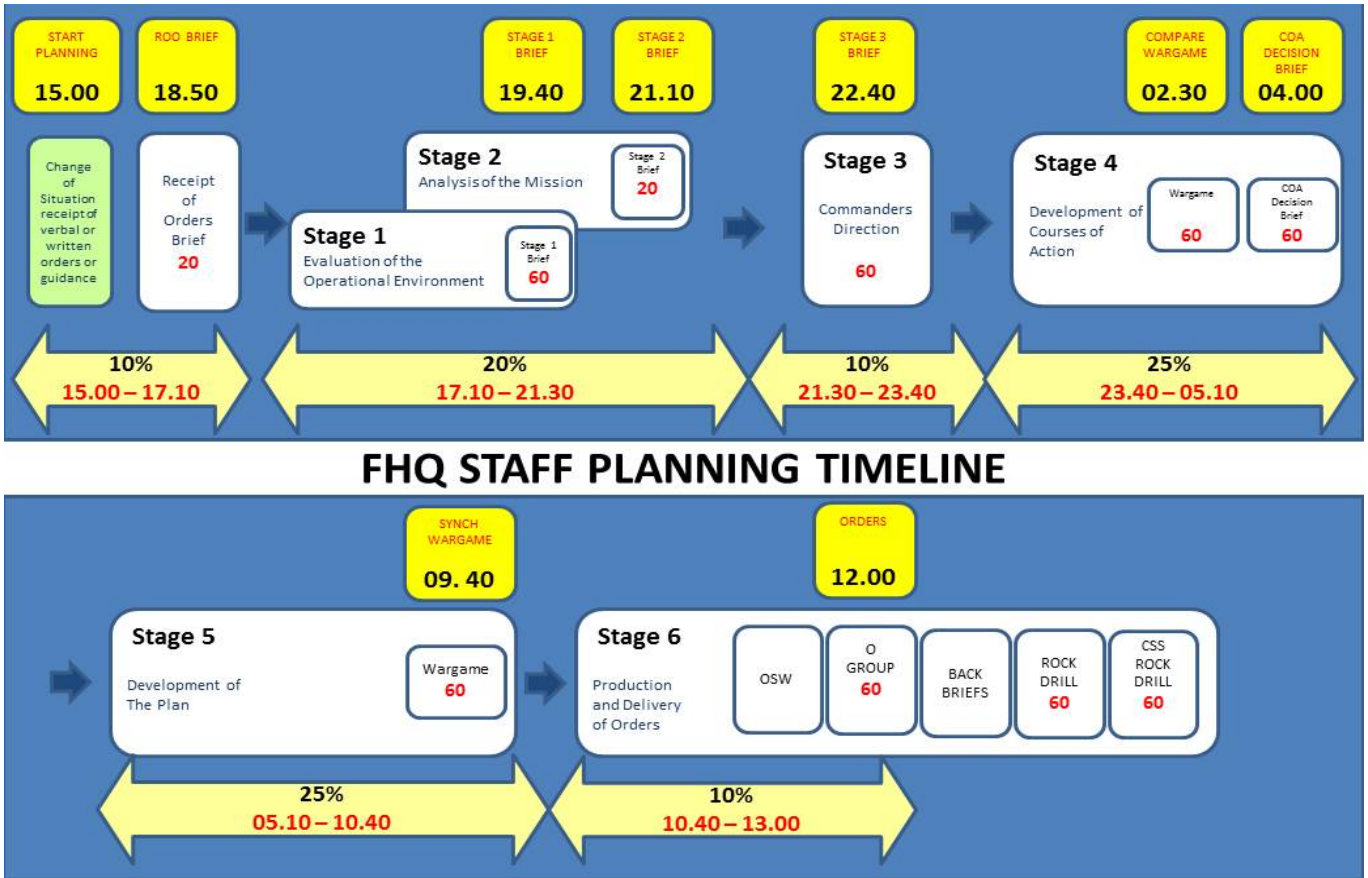


Figure 16

TASK ORGANISATION TEMPLATE

DTG:

UNIT	UNIT	UNIT	UNIT	UNIT	FORCE TPS	SPECIAL TASK
OPCOM	OPCOM	OPCOM	OPCOM	OPCOM	OPCOM	OPCOM
OPCON	OPCON	OPCON	OPCON	OPCON	OPCON	OPCON
TACOM	TACOM	TACOM	TACOM	TACOM	TACOM	TACOM
TACON	TACON	TACON	TACON	TACON	TACON	TACON

WARNING ORDER (WNGO)

GENERAL

1. There are three occasions within the planning process when formal should be produced and distributed: after the Receipt of Orders Brief (ROOB), After the Commanders Direction at Stage 3 and after the COA decision brief. These orders are vital to enable the timely preparation of subordinate commands. Notwithstanding this requirement, information should still be trickle fed from the JOC and any major change of situation or timings should be immediately briefed to the command.

WARNING ORDER 1

2. WngO1 should be issued no later than **1 hour** after the completion of the ROOB.

AIM

3. The aim of WngO1 is to start initial battle procedure within the Force.

ROLES AND RESPONSIBILITIES

4. Responsibilities are as follows:
 - a. Dep Chief J5 Plans is responsible for its collation and COS authorises its release.
 - b. Staff members are to feed information to the SO3 J5 Production for issue in WngO1.
 - c. The i-Hub are responsible for the issue of and tracking of WngO1 in accordance with stipulated procedures.

CONTENTS

4. WngO1 is not merely a cut and paste of the Mission level OSW. As a minimum, it should contain (but not be limited to) the following:
 - a. From the Mission OSW:
 - (1) EASF Bde TASKORG (including re-grouping requirements). This is DRAFT format only and will be refined throughout the process.
 - (2) Physical and Human terrain (and supporting overlays).
 - (3) EF situation and supporting overlays.
 - (4) The FF 2up and 1up CONOPS (with schematic if applicable).
 - (5) Bde Mission (including any specified early mover tasks).
 - (6) Key timings.
 - b. From ROOB direction:
 - (1) Early moves directed by the COMD / COS (units / ISR/ Air).
 - (2) COMD's initial CCIRS / key themes of the Op (if given).
 - (3) Key timings – including time and location of Orders Group.

- (4) Key service support.
- (5) Key C2 measures including the LO matrix for the Op.

WARNING ORDER 2

5. WngO2 is issued after direction at Stage 3. It should be issued NLT 1 hour after the conclusion of Stage 3 brief.

AIM

6. The aim of WngO2 is to build on the initial battle procedure within the Bde and specifically to convey:
 - a. The Commander's intent and desired effects.
 - b. The detailed EF picture and J2 assessment.
 - c. The detailed analysis of the ground and human terrain.

ROLES AND RESPONSIBILITIES

7. Responsibilities are as follows:
 - a. The SO2 J5 Plans is responsible for its collation, COS authorises its release.
 - b. Staff members are to feed information to the SO2 J5 Production for issue in WngO2; notably the Ch J2, Engrs and Ch J9 must ensure the refined Stage 1 products are captured in the WngO.
 - c. The I-Hub Clks are responsible for the issue of and tracking of WngO2 in accordance with stipulated MCI procedures.

CONTENTS

4. Where there is no change from WngO1 'no change' should be written; information should not be repeated. WngO2 should contain at least the following:
 - a. The assessed EF known and likely intent, locations, capabilities, HVTL and HPTL.
 - b. The detailed analysis of the ground and human terrain.
 - c. Commander's Effects schematic with the intent elaborated on as required.
 - d. The Commander's confirmed CCIRs.
 - e. Early ISTAR plans and movement.
 - f. Where only 1 COA has been directed a much more detailed WngO2 can be distributed with likely msn and tasks and likely re-grouping requirements.
 - g. Key combat service support to maximise concurrent activity.

Key CIS and C2 measures to maximise concurrent activity. **WARNING ORDER 3**

8. WngO3 should be issued no later than 120 mins after the COA decision brief.

AIM

9. The aim of WngO3 is to provide further guidance on battle procedure for the selected COA. Specifically sub unit likely missions and tasks, as well as re-grouping requirements, can be given with a good degree of certainty.

ROLES AND RESPONSIBILITIES

10. Responsibilities are as follows:

- a. The So2 J5 Plans is responsible for the collation of WngO3. The COS will authorise its release.
- b. Staff members are to feed information to the SO3 J5 Production for issue in WngO3.
- c. The I-Hub/Ops Cen is responsible for the issue of and tracking of WngO3 in accordance with stipulated MCI procedures.

CONTENTS

11. Where there is no change from previous WngOs 'no change' should be written; information should not be repeated.

12. WngO3 should contain at least the following:

- a. Re-grouping requirements under the likely Task Org.
- b. Likely sub unit missions and tasks.
- c. The COA schematic (outline Scheme of Manoeuvre).
- d. Updates as required on EF and GREEN and WHITE elements.
- e. Further timings, co-coordinating instructions, CSS and CIS as required..

THREAT INTEGRATION TEMPLATE

THREAT INTEGRATION

DTG:

Ground BLUF	MAP / SKETCH	EF / Belligerent BLUF	
Human Terrain Key Points:			
MLCOA MDCOA	EF / Belligerent Effects Schematic	EF / BELLIGERENT SWOT ANALYSIS	
		STENGTH	WEAKNESS
		OPORTINITIES	THREATS

MISSION ANALYSIS TEMPLATE

MISSION ANALYSIS

BRANCH J –

Factor	Deduction	Planning Guidance (PG) / Task / RFI / Point for Clarification (PC)												
What is my Higher Comd's intent and what is my part in his plan?														
What specified tasks have I been given?	<table border="1" style="width: 100%; height: 100%;"> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> </table>													
What implied tasks have I been given?	<table border="1" style="width: 100%; height: 100%;"> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> </table>													
What freedoms and constraints do I have?														
Has or how might the situation change and how could this affect me?														

COMMANDER'S EFFECTS SCHEMATIC TEMPLATE

COMMANDERS EFFECTS SCHEMATIC

EFFECT PURPOSES:

ME -

ENDSTATE -

POTENTIAL COA:

-
-
-

EVALUATION CRITERIA

DTG:

Sig.

DECISION SUPPORT MATRIX (DSM) TEMPLATE

NAI / TAI	DP	PURPOSE	TROOPS TO TASK	REMARKS / TIMINGS

COURSE OF ACTION (COA) SCHEMATIC TEMPLATE

MISSION INTENT	COA No SCHEMATIC					
TASK ORG						
ASSUMPTIONS						
SOM	STRENGTH		WEAKNESS		RISK	
					CONPLANS REQUIRED	
				DTG:	Sig.	

COURSE OF ACTION (COA) COMPARISON TEMPLATE

- Criteria drawn from: Tactical Functions or Principles of the Operation. Selection made on most applicable and directed by the CO.
- Scoring: Each out of 10 (10 high / 0 low)
- Criteria can be weighted

SCORE	FACTORS	SCORE
	TOTAL	

WARGAMING GUIDELINES

1. Wargaming is an analysis technique used to compare and improve friendly courses of action (COA).

Note: Mission Rehearsals or ROC Drills are part of the Wargame family, ROC Drills develop situational awareness and common understanding of a COA and are usually the last opportunity to refine the plan. See ANNEX T.

Wargaming is an integral part of the operational planning process. Wargames can be conducted throughout the process as shown in Figure 19 opposite. When time is available individual COAs should be wargamed in order to compare them in detail. In the EASF tactical planning process the focus for Wargaming comes in plan development with the intent of refining synchronization in time and space.

2. Wargaming is a strict and structured process that compares the friendly force COA with other COAs (red, white or black forces) in the battlespace. It needs to be conducted formally to be effective. The Golden Rules are:

- a. Wargaming is a process not a forum for discussion.
- b. The wargame must have a stated aim.
- c. Assumptions and conditions must be stated and adhered to.
- d. Stick to the schedule – if its not your turn to speak don't.
- e. Document the results clearly.

3. Wargaming has three steps:

- a. Preparation – of people infrastructure and documents
- b. Execution – conduct of the wargame
- c. Evaluation – of the collected information

PREPARATION

4. The staff must understand their role in the wargame so this is an art that must be practiced. The Wargame coordinator is responsible for briefing the wargaming staff, preparing model kits mapping and sketches and any other supporting infra-structure instructed by the Director. The Roles are:

5. Director of Wargaming

- a. Bears overall responsibility
- b. Briefs on basic situation
- c. Determines initial situation
- d. Selects the method/cycles to be used
- e. Documents results.

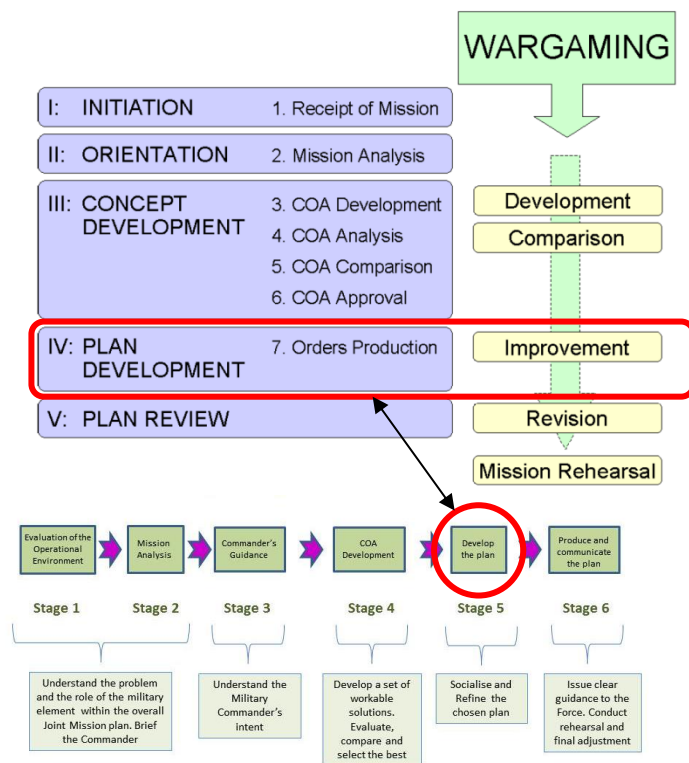


Figure 3

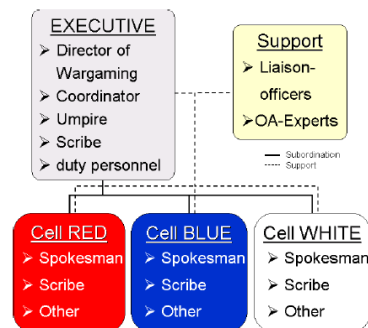


Figure 4

6. **Coordinator**
 - a. Ensures preparation.
 - b. Runs the wargame for the Director
 - c. Ensures adherence to rules and decisions
7. **Umpire** Responsible for determining final outcomes in situations where effects or outcomes cannot be clearly determined
8. **Secretary** Keeps records in the synchronization matrix or on the DSO as instructed by the Director.
9. **Blue Cell, Red / Black Cell, White Cell.** During Execution, as instructed by the coordinator cells reveal for each segment of the wargame the appropriate part of their COA.
10. **Liaison Officers** Support the Director or coordinator with detail of their respective commands as required.

EXECUTION.

11. For execution all the COA are considered in sequence of “Action Reaction and Counteraction” in order to determine the effects of interaction. The COA are divided into segments or time or space and each segment is looked at in a separate cycle as shown in Figure 21. At the beginning of each cycle the situation is briefed by the director. The coordinator controls contributions by cell leads who describe their COA findings are then examined and recorded in the cognition phase.

12. The segments to be wargamed in each cycle can be selected in time or space. They may be areas of geographic interest such as NAIs, TAIs or ground based DPs, They may be avenues of approach for Blue Red or White. They may be individual Time based DPs or they may be sequential segments of the synchronization matrix. Selecting the segment to be wargamed in each cycle is the responsibility of the director.

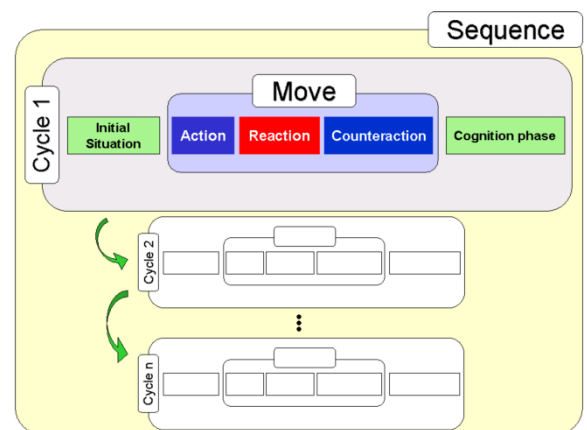


Figure 5

13. The execution is a strict process and the following rules apply:
 - a. Assumptions and conditions previously determined are stuck to.
 - b. Everyone follows the schedule
 - c. It is a comparison of COA not a competition
 - d. It is not used to justify a COA
 - e. It is a presentation of facts not a forum for discussion
 - f. Results must be documented.
 - g. Cognition.
 - h. The goal of the cognition phase is to record the information identified by the director. In stage 5 of the planning process this may involve changes to the synchronization matrix, changes to the DSO and BSM plan, additions to the RFI list, Identification of CCIRs, Identification of areas of risk, requirements for contingency plans branches and sequels. During stage 4 if COAs are being compared evaluation of the COAs is conducted under the commanders given criteria.

SYNCHRONISATION MATRIX TEMPLATE

MISSION	SKETCH	DPs
CONCEPT OF OPS		CCIRs
TIME		
ENEMY		
DPs		
WEATHER		
P O L		
FF		
CSS		

CONCEPT OF OPERATIONS (CONOPS) GUIDELINES: COORDINATION AND APPROVAL PROCESS

1. References.

2. Intent.

This EASF SOP outlines the process by which the Task Force gains approval for operations. This is a practical guide.

3. Information Management in a Fluid Environment.

The EASF powerpoint CONOP is neither a plan nor a set of orders. It is a briefing tool; the mechanism by which information is passed to higher or lower HQs in order to demonstrate that the proposed operation is both appropriate and safe, in line with current direction and guidance. A standard CONOPs template check list is at APPENDIX 1. It is designed to demonstrate compliance with the requirements for:

- a) Actionable Intelligence
- b) HNSF Participation.
- c) Rules of Engagement.
- d) Battle Space Management.
- e) Consequence Management.
- f) Culturally Sensitive Operations

Commanders and planners must note that the detail and scale of these requirements are a judgment call and will vary. Modern tactical operations dwell in a strategic, international environment and thus have a flavour that attracts detailed interest from decision makers. When clearing operations with Region, AU or other Commands, The commander will take into account extant national and international political sensitivities. These can fluctuate on a daily basis and may result in a changed attitude to the acceptance of risk. The chance of an operation being rejected during the CONOP process is best mitigated by providing early visibility of the draft CONOP so that staff advice can be gained. "Socialising" the plan in this way is difficult if the time available is limited. It is however essential to build leadership confidence at Regional and continental level, and to gain resources. There is hyper sensitivity to the strategic effects of tactical actions will result in an increased bureaucracy EASF planning staff must seek to secure a stream lined staffing process at all in order to make the process as agile as possible, accelerating the passage of information rather than adding friction to it. Much can be done with pre-prepared forms.

RESTRICTED



OP NAME

OP TYPE:

**EG. CORDON & SEARCH,
INTERPOSITION, DETENTION**

START OF MISSION:

DTG

END OF MISSION:

DTG

**DSO REFERENCE,
MAP COORDINATES**

RESTRICTED

RESTRICTED

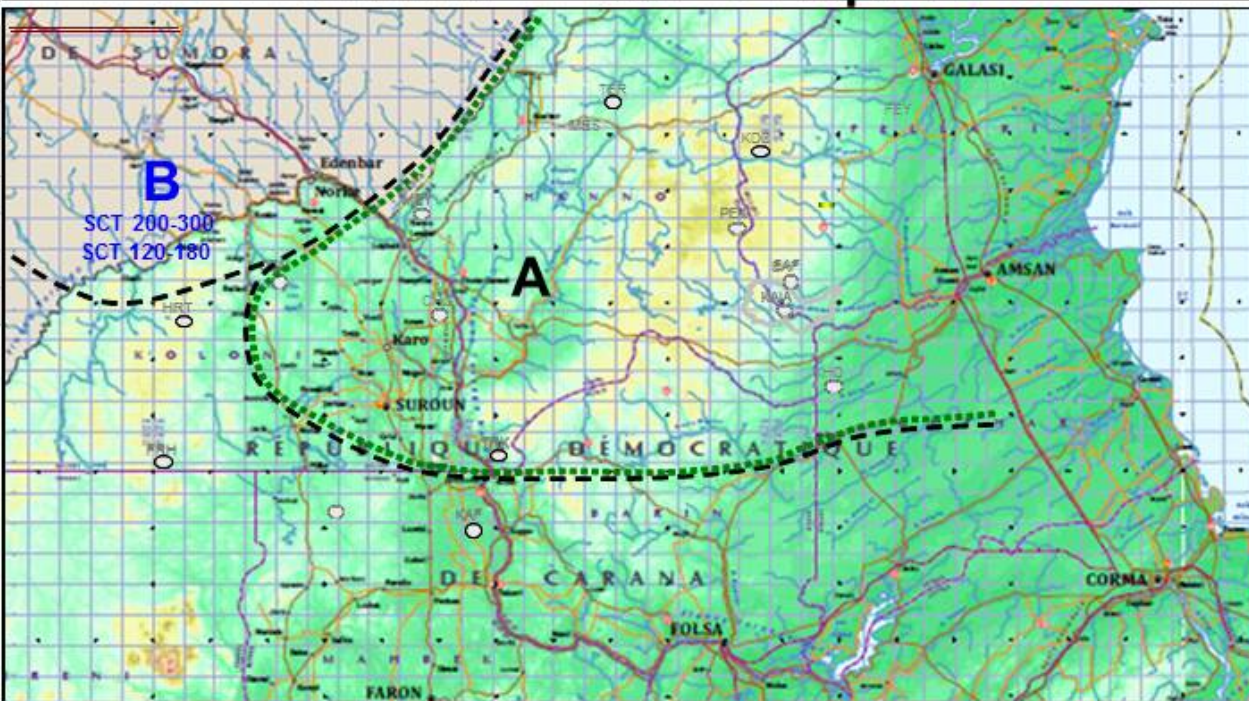
EASF	OP XXXXXXXX	OBJ XXXXXXXX
	OP TYPE: XXXXXXXXXX	DTG:XXXXXXXX



WEATHER EFFECTS

Impacts 0-06 6-12 12-18 18-00 **Weather Tue 01-Apr-14**

A	CAS/TAR				
	Low /HELO				
	Road Traffic				
B	Personnel				
	CAS/TAR				
	Low /HELO				
	Road Traffic				
	Personnel				



- Wx abbreviations:
- HZ Haze
 - FU Smoke
 - DU Dust
 - BL Blowing
 - FG/BR Fog/Mist
 - TS Thunderstorm
 - SH Shower
 - RA Rain
 - SN Snow
 - NSW No Sig Wx
-
- ISOLD Isolated
 - OMTNS Over Mountains
 - CB Cumulonimbus
 - TCU Towering Cumulus
-
- LGT Light
 - MOD Moderate
 - SVR Severe
-
- OVC 8/8 cloud cover
 - BKN 5-7/8 cloud cover
 - SCT 3-4/8 cloud cover
 - FEW 1-2/8 cloud cover
 - 120-180 cloud height
 - HFT MSL

Comm	HF	G	Local Time (L) = Zulu Time (Z) + ?
Impacts	UHF	R	Illumination Data is based on clear skies.
	GPS	G	

Illum Overnight (L)

Sunset	1644	Moonrise	2324
Sunrise	0635	Moonset	0500
		Moon %	42 ?

RESTRICTED

RESTRICTED

EASF	OP XXXXXXXX	OBJ XXXXXXXX
	OP TYPE: XXXXXXXXXX	DTG:XXXXXXXX



SITUATION – INTEL

LOCATION / TARGET:

Description of hostile group or person/s and their location

SIGNIFICANCE:

That groups effect on the AO Own Forces, HNSF and population

DESIRED EFFECTS:

Describe the intent of the action in terms of effect

THREAT STATEMENT:

Describe the balance of risks

ACTIONABLE INTELIIGENCE:

	TYPE	GRADE	DATE	COMMENTS
Intelligence Source 1				
Intelligence Source 2				
Intelligence Source 3				
Intelligence Source 4				

RESTRICTED

RESTRICTED

EASF	OP XXXXXXXX	OBJ XXXXXXXX
	OP TYPE: XXXXXXXXXX	DTG:XXXXXXXX



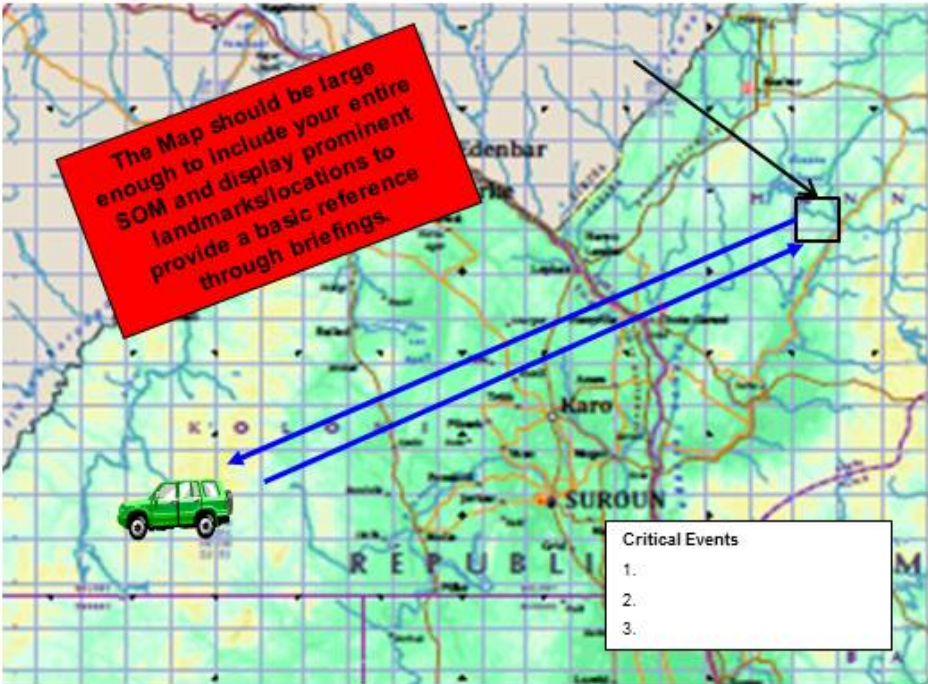
MISSION

MISSION:

INTENT:

ENDSTATE:

SOM:



TARGET LOCATIONS

Method of Move			
ROE			
POL ON area of interest			
PID of TGT	10	0	0
LEGAD CONCURRENCE			

RESTRICTED

RESTRICTED

EASF	OP XXXXXXXX	OBJ XXXXXXXX
	OP TYPE: XXXXXXXXXX	DTG:XXXXXXX



TASK ORG

UNIT	UNIT	UNIT	UNIT	UNIT	BDE TPS	SPECIAL TASK
Bn	Bn	Bn	Bn	Bn		
OPCOM	OPCOM	OPCOM	OPCOM	OPCOM	OPCOM	OPCOM
OPCON	OPCON	OPCON	OPCON	OPCON	OPCON	OPCON
TACOM	TACOM	TACOM	TACOM	TACOM	TACOM	TACOM
TACON	TACON	TACON	TACON	TACON	TACON	TACON

EXTERNAL SUPPORT

	ORG	NTM	DIS	RESPONSE TIME
QRF				
MEDEVAC				
ISR				
FIRES				

COMMAND & CONTROL

UNIT	LOCAL	REGIONAL
EASF ELM		
HNSF ELM		

RESTRICTED

RESTRICTED

EASF	OP XXXXXXXX	OBJ XXXXXXXX
	OP TYPE: XXXXXXXXXX	DTG:XXXXXXX



TOP 10 RISK FACTORS

CONDITION	STATUS	COMMENT
1) Conduct coordination with local government officials and tribal leaders when conducting searches	Red	Green: Coordination conducted with village / District/ Province leadership Red: Coordination not conducted (any co-ordination likely to lead to compromise)
2) Ensure the return of materials / documents taken during searches, unless the owner is detained and the property becomes evidence	Green	Green: Material not required for exploitation will be returned Red: All material will be retained until further disposition
3) Ensure personnel receive training on local customs and courtesies prior to conducting authorized searches	Green	Green: All soldiers on mission trained Red: Deficiency / soldiers not trained
4) Ensure soldiers conducting searches ask for doors to be opened by occupants rather than soldiers forcing entry	Green	Green: Leaders / HNSF/ Local Govt will ask occupants to Open doors Red: Will not ask to Open doors; a hard-knock is required
5) Avoid the cuffing or binding of hands, unless required for security	Green	Green: Target will not be bound unless a threat to CF Red: All targets will be bound
6) During low risk Operations, use a local person to enter the home or business of the person to be searched to explain what is happening	Green	Green: Locals / ANSF / GOA will enter all buildings first (dependant on threat assessment) Red: CF will enter first (dependant on threat assessment)
7) Conduct of night searches	Red	Green: No night search (dependant on target threat assessment) Red: Night Search (dependant on target threat assessment)
8) use of interpreters for direct interpretation while conducting raid or detaining GOA personnel	Green	Green: Interpreters will be used for entire mission/No language barrier Red: No interpreters
9) Deliberate Capture or Offensive Operation	Red	Green: Not a deliberate Capture or Offensive Operation Red: Is a deliberate Capture or Offensive Operation
10) Operating within 10km of the border.	Green	Green: Operating more than 10km from the IRAN or PAKISTAN Border. Red: Operating within 10km of BORDER (HoM Approval Req)

RESTRICTED

RESTRICTED

EASF	OP XXXXXXXX	OBJ XXXXXXXX
	OP TYPE: XXXXXXXXXX	DTG:XXXXXXXX



GOVERNANCE, RECONSTRUCTION & DEVELOPMENT

PROJECT/ACTIVITY	DETAILS (Short / Medium / Long term effect)

RESTRICTED

RESTRICTED

EASF	OP XXXXXXXX	OBJ XXXXXXXX
	OP TYPE: XXXXXXXXXX	DTG:XXXXXXXX



EXPLOITATION

DETENTION AUTHORITY	TSE/SSE
DETENTION	DOC/MED/COMM EXPLOITATION
SEARCH MITIGATION	EXPLOSIVES
FURTHER PROCESSING AND TQ	FORENSICS
RELEASING OF INNOCENTS	TRANSFER OF MATERIAL
TRANSFER OF DETAINEES	EVIDENCE FOR PROSECUTION
	<i>(picture of detainee with evidence, eyewitness report, written confession, Scene report signed by the arresting officer)</i>

RESTRICTED

RESTRICTED

EASF	OP XXXXXXXX	OBJ XXXXXXXX
	OP TYPE: XXXXXXXXXX	DTG:XXXXXXXX



IO EXPLOITATION

IO OBJECTIVE	RELEASABLE INFORMATION
.	
IO THEMES & MESSAGES	
IO TASKS	

RESTRICTED

RESTRICTED

EASF	OP XXXXXXXX	OBJ XXXXXXXX
	OP TYPE: XXXXXXXXXX	DTG: XXXXXXXX



CONSEQUENCE MANAGEMENT

Overall Risk to Mission	LOW	Risk of CIVCAS?	NO
Overall Risk to Force	MED	Collateral Damage Estimate Completed?	YES
Overall Risk		Key Communicators in AO	Method Of Influence
HIGH – Requires detailed Consequence Management planning and deconfliction with msn hq	MED	HN MIL	
MEDIUM – Requires detailed Consequence Management planning at the Bn Level		HN POL	
LOW – Reactive Consequence Management as required.		Provincial District	
		Tribal Civilian	
		NGO	
		Religious	Village mullah
		Other	
Risk Analysis		Mitigation Strategies	
Date of Last CIVCAS Incident or allegation in AO	01-Jun-09	Radio Message Prepared?	YES
Risk of adverse LN response to Op?	LOW		
Risk of adverse Media Coverage?	MED	Media Release Prepared?	YES
HOM pre-briefed on Op?	YES		
Does EASF hold the ground?	NO	Combat Camera?	NO
Enemy presence in the AO?	UNKNOWN		
Risk of INS propaganda?	MED	Media Monitoring?	NO
Is there local acceptance of EASF forces?	UNKNOWN		
Is there an effective HNSF presence?	NO	Payments Authorized?	UNK
Is there effective local political leadership?	NO		
Is there effective Provincial political leadership?	NO	Investigation Team Standby?	UNK
Is post Op KLE available?	YES		
Mitigation Tasks			
Media Release through Force HQ to Msn PIO.			

RESTRICTED

RESTRICTED

EASF	OP XXXXXXXX	OBJ XXXXXXXX
	OP TYPE: XXXXXXXXXX	DTG:XXXXXXXX



EXPLOITATION

DETENTION AUTHORITY	TSE/SSE
DETENTION	DOC/MED/COMM EXPLOITATION
SEARCH MITIGATION	EXPLOSIVES
FURTHER PROCESSING AND TQ	FORENSICS
RELEASING OF INNOCENTS	TRANSFER OF MATERIAL
TRANSFER OF DETAINEES	EVIDENCE FOR PROSECUTION
	<i>(picture of detainee with evidence, eyewitness report, written confession, Scene report signed by the arresting officer)</i>

RESTRICTED

RESTRICTED

EASF	OP XXXXXXXX	OBJ XXXXXXXX
	OP TYPE: XXXXXXXXXX	DTG:XXXXXXXX



IO EXPLOITATION

IO OBJECTIVE	RELEASABLE INFORMATION
.	
IO THEMES & MESSAGES	
IO TASKS	

RESTRICTED

RESTRICTED

EASF	OP XXXXXXXX	OBJ XXXXXXXX
	OP TYPE: XXXXXXXXXX	DTG: XXXXXXXX



CONSEQUENCE MANAGEMENT

Overall Risk to Mission	LOW	Risk of CIVCAS?	NO
Overall Risk to Force	MED	Collateral Damage Estimate Completed?	YES
Overall Risk		Key Communicators in AO	Method Of Influence
HIGH – Requires detailed Consequence Management planning and deconfliction with msn hq	MED	HN MIL	
		HN POL	
MEDIUM – Requires detailed Consequence Management planning at the Bn Level		Provincial District	
		Tribal	
LOW – Reactive Consequence Management as required.		Civilian	
		NGO	
		Religious	Village mullah
		Other	
Risk Analysis		Mitigation Strategies	
Date of Last CIVCAS Incident or allegation in AO	01-Jun-09	Radio Message Prepared?	YES
Risk of adverse LN response to Op?	LOW		
Risk of adverse Media Coverage?	MED	Media Release Prepared?	YES
HOM pre-briefed on Op?	YES		
Does EASF hold the ground?	NO	Combat Camera?	NO
Enemy presence in the AO?	UNKNOWN		
Risk of INS propaganda?	MED	Media Monitoring?	NO
Is there local acceptance of EASF forces?	UNKNOWN		
Is there an effective HNSF presence?	NO	Payments Authorized?	UNK
Is there effective local political leadership?	NO		
Is there effective Provincial political leadership?	NO	Investigation Team Standby?	UNK
Is post Op KLE available?	YES		
Mitigation Tasks			
Media Release through Force HQ to Msn PIO.			

RESTRICTED

ORDERS GROUP ORGANISATION AND LAYOUT

ORGANISATION OF ORDERS GROUPS (O GPS)

1. **Style.** Best practice for is for Force OSW to be delivered prior to the formal orders to enable the subordinate commanders to read through the detail. This allows the oral orders to focus on the FC's Intent and key matters of coordination. Force orders should normally last no longer than 75 minutes. Briefers must always focus on what the subordinate commanders need to know. There is a theatrical element to orders – the staff must sell the plan with confidence to the audience and brief in an uplifting manner.
2. **Timings and Location.** Timings and locations of O Gps will be promulgated in WngOs. O Gps will usually take place in the briefing/plans area.
3. **Attendance.** All subordinate commanders should attend if the situation allows. If not the unit LO is responsible for passing the information. The following personnel from within the HQ are required to attend Force O Gps. Additional personnel will be notified as required. All briefers are to ensure they arrive with sufficient time to ensure that digital briefing products, are transferred to the server or appropriate laptop.
4. **Organisation Responsibilities.** Responsibilities as follows:
 - a. **Set up. Plans Land/Air/Sea Capt** is responsible for the set up. Specifically he is responsible for ensuring, under the direction of **Dept Ch J3/5**, that all the required presentation aids are set up. These aids are to be managed such that they are central and at eye level for the audience. An example for the O Group layout is at the end of this Annex.
 - b. **OSW & Traces.** The **Orders Production Capt** is to ensure that hard copies of the OpO are available and are distributed on arrival prior to the OGp. The Op Overlay / DSO and other overlays as required are to be available to the OGp audience 30 mins prior to the O Group, in order to allow copies to be made by units.
 - c. **Arrival Procedure.** All personnel arriving for orders are to report to the **HQ Support Company Commander** to: confirm location of their vehicle, number of personnel; receive a briefing on stand-to locations, shelters, Immediate Action Drills and dispersal procedures.
5. **Set up Timings.** Timings for the orders set up are as follows:
 - OGp Time minus 75mins – All OGp products/overlays complete and collated by **Land/Air/Sea Capt** to set up.
 - OGp Time minus 60mins – Set up complete and OGp rehearsals for 15mins.
 - OGp Time minus 30mins – All OGp products ready for distribution as subordinate commanders arrive.
6. **Layout.** The standard layout is at the end of this Annex.

7. **Sequence.** The orders sequence is as follows:

Serial (a)	Event (b)	Responsibility (c)	Aids to be used (d)
1	Introduction	FC	
2	Environment: • Ground / Weather • Human terrain and infra	Engr / Air Ch J9	
3	Situation: • En Forces • Fr Forces (2 & 1 Up)& TASKORG	Ch J2 COS	EF COA overlays/schematics; HVTL, HPTL; other aids as required. FF overlays/schematic
4	Mission	FC	
5	Execution: Concept of Ops Intent Scheme of Manoeuvre Main Effort • Msn/Tasks • OS • ENGR • INFLUENCE • ISR (Incl: DSO & DSOM) Co-ord Instrs: • Timings /Mov/Synch • Media • ROE • LOE, IFF, BYPASS, Control measures • Recce Restriction • Actions on • OPSEC	FC Ch Fires Ch Engr Ch J9 Ch J2 COS	CO's effects schematic SoM schematic as req Focus on what sub units need to know. Do not re- hash 'concept of ops' for the sake of it. As required
6	CSS • SOP variations • Supply • Med • Maint & recovery	Ch J4	
7	COMD & SIG • Comms Plan and CEI • Command and Control	Ch J6	
8	Summary of Execution	COMD	
9	Time	Fires / Air	
10	Questions		

Table 3

CONFIRMATION, REFINEMENT & REHEARSAL

8. Backbriefs and ROC Drills are important parts of the planning process that confirm that subordinate commands understand the Commanders intent and have constructed a plan that supports it. They enable common understanding and build confidence. These events directed by the Force HQ take place during the 2/3 planning time allocated to subordinate commands.

- a. Template for the Commander’s Backbrief at ANNEX S.
- b. Template for the ROC Drill at ANNEX T.

LAYOUT

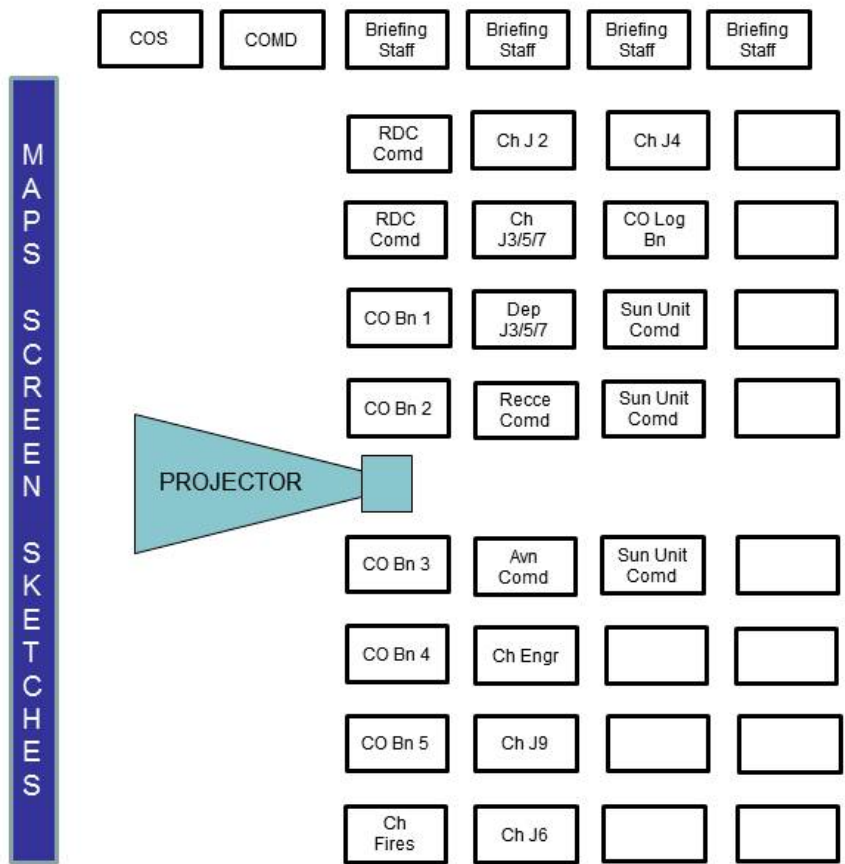


Figure 20

COMMANDER'S BACKBRIEF GUIDELINES

After orders during the 2/3 planning time allocated to subordinate commands the Force Commander will, if possible, conduct a battlefield circulation to subordinate units to be updated on their preparation. The time and location of the FC's back brief will be determined by COS in consultation with unit commanders. Sufficient time must be allowed for units to have a chosen COA. The purpose of this brief is to enable unit commanders to reassure the FC about their interpretation of his orders and how they will support his intent. COs must avoid telling the Comd what he knows already and must offer solutions to the inevitable frictions associated with ops. Briefs must be short and to the point. The following format will be used:

Serial	Briefing	Remarks
(a)	(b)	(c)
1	Orientation to visual aids used	
2	Mission	
3	Key deductions from MA	
4	Concept of Ops	CO's effects schematic
5	Key coordination issues	
6	Risks and mitigation	
7	Key RFIs, ISRs, Avn/Air, FE requests etc	
8	Questions and direction from the Comd	

Table 4

REHEARSAL OF CONCEPT (ROC) DRILL GUIDELINES

1. **General.** A ROC Drill is a mission rehearsal. It takes place on completion of Orders and FC's back brief from unit commanders. It plays an important part in rehearsing at Force level, and ensures that every asset understands exactly what role they will play during the forthcoming operation.
2. If time and space do not allow for a ROC drill, a map rehearsal or radio rehearsal can be conducted. Regardless of the rehearsal type chosen, all participants must have a copy of the OpO, overlays, DSO, DSOM and sync matrix on hand.
3. **Golden Rules.** The "Golden Rules" for a successful ROC Drill are as follows:
 - a. **Preparation.** All players must know the format of the ROC Drill, their part in it and the detail of their plan.
 - b. **Models.** Best practice is to use a model that allows all players to "manoeuvre" around the model. This helps all personnel to understand where all force elements are in time and space. If in doubt, size of model is more important than detail.
 - c. **Selling the Plan.** The ROC Drill is the last chance for commanders to sell their plan. The most memorable plans are those presented with a touch of theatre.
4. **Attendance.** The attendance for the ROC Drill is the same as for Force O Groups.
5. **ROC Drill Model and Aids.** During the planning process, those personnel not committed to the planning will make the model in good time prior to the ROC Drill commencing. Ideally it should be ready in time for the commencement of Orders, which will allow for rehearsals and amendments to the model after subordinate commanders back briefs to the FC. It is essential that there is a model in general, which must cover from the current location to the objective and, ideally a model of the objective area in detail. Key reference points the DSO and control measures need to be displayed IOT orientate participants. The sync matrix should be reproduced or projected onto a wall during the ROC drill wherever possible as this will aid the audience in following the development of the op.
6. **ROC Drill sequence of events.**

Serial	Section	Remarks
(a)	(b)	(c)
1	Prelims: Key personalities introduction: COS – Contoller. Unit Comds – Players SMEs – Offer advice and confirmation in respective field. New atts to the BG. J3 Current Ops Maj to ensure an effective hand over of responsibility to the JOC Orders Production Capt – Scribe. Situation update: EF, green & white elements, FF Update RFI Update Orientation: Model Aim, method & parameters:	Roll call - Orders Production Capt Comment on roles of units/sub units – COS If changes to the plan are recorded a Frago should be issued. Update by exception only on current operational situation. Some units may already be executing (eg adv forces) – Chs J2 J9 CCIRs and Pri1 RFIs Orientate participants to rehearsal product and aids – Model Maker Ground brief – Engr Brief all relevant BM control measures on the model –

		BC Designate rehearsal start point in relation to operation as a whole – COS Ensure all participants understand the parts of the plan to be rehearsed – COS
2	COMD – Key ethos / factors in the Op	COMD's 'stamp on the plan'
3	Review GREEN & WHITE elements laydown	Deploy Green forces to the point in time the rehearsal will start. As Green units are placed on the model, unit comds (if present) should state their taskorg, mission and tasks, endstate & concerns . If not present, briefed by LO or Ch J9 White elements (civilians or civilian organizations) are placed and briefed by Ch J9
4	Review EF Concept of Ops	Concept of Ops based on selected COA. To include EF influence ops. EF laydown to be replicated onto model – IO
5	Review FF Concept of Ops	Task Org – COS Concept of Ops – COMD Engineer concept – Engr Air / Avn – Avn LO ISR – Ch J2 Influence – J9
6	Unit and attached troops: laydown	Units & Atts deploy their forces to the point in time the rehearsal will start. As friendly units are placed on the product, unit comds should state their taskorg, mission and tasks, endstate, concerns If a unit is responsible for an OS engagement, Fires Officer must brief the target Cross check with SMEs for co-ord incl Sync & DSO/DSM
7	Initiate turns	Begin to advance the force and continue in accordance with the sequence of action for each designated turn. This is done by all sub units and Atts in turn (or as directed by COS) The Ch J2 will update the EF laydown – but will not 'fight' the EF outside any direction given by the COS COS asks SMEs in turn for comment. SMEs add pertinent information as required COS summarises the turn and details the next turn
8	Decision point / CONPLANS	When a DP / CONPLAN initiation point is reached, the commander assesses the conditions and states his decision to continue on the current course or to select a branch. If the commander selects to stay with the current course of action, the next event from the synch matrix is stated and units continue in turn. If a branch is selected, the commander states why he has selected that branch, the first event of that branch is stated, and the rehearsal continues from that point. The DPs on the DSO and DSM should be used.
9	Branch end-state reached	This phase of the rehearsal concludes after the desired end-state of the chosen branch is achieved
10	'Re-cock'	After a branch end-state is reached, 're-cock' to the situation where the first DP / CONPLAN was triggered. Continue the mission from that point forward until the desired end-state is reached reacting to subsequent DPs as required
11	Conclusion	Complete any co-ordination to ensure understanding and Comd's requirements are met Review any actions captured by the scribe - Orders Production Capt
12	FC's closing remarks	

Table 5

7. **CSS ROC drill.** Wherever possible a CSS ROC drill should be conducted after the main ROC drill with CSS commanders in attendance. The ROC drill model should be utilised for this

EAS F OPERATION ORDER FORMAT

FHQ EASF
 Location

 Time

 copy number of copies
 Total Pages .

EASF FHQ OPO 1/16 – TITLE

Refs:

Map Series

TIME ZONE USED THROUGHOUT THIS ORDER; CHARLIE

1. SITUATION

- a. En Forces. See INTSUM
 - b. Own Forces.
 - (1) 2 UP.
 - (2) 1 UP.
 - (a) Mission:
 - (b) Con of Ops.
 - (c) Intent.
 - (d) Scheme of Manoeuvre.
 - (e) ME.
 - (f) Endstate
 - c. Flanks.
 - (a) L
 - (b) R
 - (c) Air.
- (2) TASKORG. Annex

- 2. MISSION.
- 3. EXECUTION.
 - a. Con of Ops.
 - (1) Intent.
 - (2) Scheme of Manoeuvre.
 - (3) ME.
 - (4) Endstate
 - b. Msns/tasks.
 - (1) Unit
 - (2) Unit
 - (3) OS. See Annex
 - (4) IX
 - (5) Engrs. See Annex
 - (6) CIMIC
 - (7) Media
 - c. Coordinating instrs
 - (1) Timings.

Ser	Time	Event
a.	b.	c.
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		

- (2) ROE See ANNEX
- (3) FSCM. See ANNEX.
- (4) STAP ISR
- (5) MET - See Annex

- (6) Bdys/Rep Lines. See Trace Annex
- (7) Mov. See Annex
- (8) Routes. See Trace Annex
- (9) Mov criteria

4. SERVICE SUPPORT. See CSSO

5. COMMAND AND SIGNAL

a. HQ Locations.

Ser	HQ	Location
a.	b.	c.
1.		
2.		
3.		
4.		

- b. Alternate Command.
- c. STA/EMCON/C SURV.
- d. Codewords/Nicknames
- e. Liaison, contact and coord points

Ser	Codeword	Meaning
a.	b.	c.
1.		
2.		
3.		

f. CEI Annex

Acknowledge.

Brig
Comd

Authenticate:

COS

Col

Distr:List

Copy to:

- A. Intent Schematic.
- B. Narrative.
- C. Deception Plan.
- D. Taskorg.
- E. Intelligence
- F. Sync Matrix.
- G. Jt Fires (inc BM, Air, Avn, AD).
- H. Engrs.
- I. ISTAR
- J. DSO.
- K. Ops Trace.
- L. Movement.
- M. Influence (inc media, CIMIC)
- N. ROE
- O. Legal.
- P. Provo.
- Q. CSSO
- R. CIS & CEI
- S. Spare
- T. Spare.
- U. Spare
- V. Spare.
- W. Spare
- X. Spare.
- Y. Spare.
- Z. Spare.
- AA. Spare

GLOSSARY OF ABBREVIATIONS**A**

AA – Avenue of Approach
 ACO – Air Control Order
 AD – Air Defence
 Admin – Administration
 Adv - Advance
 AFV – Armoured Fighting Vehicle
 All – Area of Intelligence Interest
 Alt - Alternate
 AMA – Artillery Manoeuvre Area
 AO – Area of Operations
 AOR – Area of Operational Responsibility
 ARA – Artillery Reserved Area
 Arty - Artillery
 ASC – Air Space Control
 ATO – Air Tasking Order
 Atts - Attachments
 Auth – Authorised
 Avn - Aviation

B

BAE – Battlespace Area Evaluation
 Bde – Brigade
 Bdrys – Boundaries
 BDZ -
 BG – Battle Group
 BGLO – Battle Group Liaison Officer
 BLUF – Bottom Line Up Front
 BM – Battlespace Management
 Bn – Battalion

C

C2 – Command and Control
 Capt – Capt
 Cas – Casualty
 Cbt - Combat
 CCIR – Commanders Critical Information Requirement
 CDE – Collateral Damage Estimation
 CEI -
 CF – Coalition Forces
 Cfm - Confirm
 Ch – Chief
 CHOPS – Chief of Operations
 CIMIC – Civilian, Military Cooperation
 CIS – Communication and Information Systems
 Civ – Civilian
 CIVCAS – Civilian Casualties
 CIVPOL – Civilian Police

CL –

CLks - Clerks
 CO – Commanding Officer
 COA – Course of Action
 COIN – Counter Insurgency
 Comd – Commander
 Comms – Communications
 CONOPS – Concept of Operations
 CONPLAN – Contingency Plan
 Coord – Coordination
 COS – Chief of Staff
 Coy – Company
 CPG – Commander’s Planning Group
 C/S – Call Sign
 CSM – Company Sergeant Major
 CSS – Combat Service Support
 CSSO – Combat Service Support Orders
 CUOPS – Current Operations
 CV – Command Vehicle

D

DCOM – Deputy Commander
 Dep = Deputy
 Det - Detachment
 DFAC – Dining Facility
 DL – Decision Lines
 DOWNREP – Downward Report
 DP – Decision Point
 DSM – Decision Support Matrix
 DSO – Decision Support Overlay
 DTG – Date Time Group

E

EASF – Eastern Africa Standby Force
 EF – Enemy Forces
 ELM - Element
 EMCON – Emissions Control
 En - Enemy
 Engrs - Engineers
 EW – Electronic Warfare

F

FE -
 FF – Friendly Forces
 FiC – Functions in Combat
 Fmn – Formation
 FP – Force Protection
 FragO – Fragmentation Orders
 FSCM – Fire Support Coordination Measures
 Fu – Future
 FWD - Forward

G

Gen – General
Grnd – Ground

H

HIDACZ – High Density Operating Zone
HIRTA
HLZ – Helicopter Landing Zone
HN – Host Nation
HNSF – Host Nation Security Forces
HOM – Head of Media
HOTO – Hand Over/Take Over
HPT – High Payoff Target
HPTL – High Payoff Target List
HQ – Head Quarters
HVT – High Value Target
HVTL – High Value Target List

I

IAW – In Accordance With
I-Hub – Information Hub
ID – Identify
IED – Improvised Explosive Device
IFF -
Inc/Incl – Including
Info – Information
INS - Insurgent
Instr – Instructions
Int - Intelligence
Intro – Introduction
INTSUM – Intelligence Summary
IO – Intelligence Officer
IOT – In Order To
IPE – Intelligence Preparation of the Environment
IR – Information Requirements
ISR – Intelligence Surveillance Radar
ISTAR – Intelligence Surveillance Target
Acquisition Radar
IT – Information Technology

J

JOC – Joint Operations Centre
Jt - Joint

K

KLE – Key Leader Engagement

L

Lds - Leaders
LEGAD – Legal Advisor
LN – Local National
LO – Liaison Officer
Locs - Locations
LOE – Limit of Exploitation
Log – Logistics
LTT – Lines to Take

M

MA – Mission Analysis
Maint - Maintenance
Maj – Major
MC – Mobility Corridors
MDCOA – Most Dangerous Course of Action
ME – Main Effort
Med – Medical
Medvac – Medical Evacuation
Mil - Military
MLCOA – Most Likely Course of Action
Mob – Mobility
Mov - Movement
Msn - Mission
MVT – Medium Value Target

N

NAI – Named Area of Interest
NBC – Nuclear, Biological and Chemical
NFA – No Fire Areas
NGO – Non Government Organisation
NLT – No Later Than

O

O Group – Orders Group
OA – Operational Analysis
Obs – Obstacle
Obj - Objective
Offr – Officer
OGD – Other Government Department
OPCOM – Operational Command
OpO – Operations Order
Ops – Operations
OPSEC – Operational Security
OS – Offensive Support
OSW – Operational staff Work

P

PG – Planning Guidance

PICINTSUM – Pictorial Intelligence Summary
PID – Positive Identification
PIO – Public Information Officer
PIR – Priority Intelligence Requirement
PLANELM – Planning Element
POL – Pattern of Life
POLAD – Political Advisor
Pop – Population
Provo - Provost
PtIs – Patrols
Pts – Points
PW – Prisoners of War

Q

QRF – Quick reaction Force

R

R2 – Reports and Returns
RADHAZ – Radiation Hazard
RC – Regional Commander
RDC – Rapid Deployment Capability
Recce – Reconnaissance
Rep - Representative
Req - Required
RFI – Request for Information
ROC – Rehearsal of Concept
ROOB – Receipt of Orders Brief
RoE – Rules of Engagement
ROZ – Reserve Operation Zone
RP – Release Point

S

SAAFR -
Ser – Serial
Sig – Signals
SITREP – Situation Report
SME – Subject Matter Expert
SOI – Standing Operating Instructions
SOM – Scheme of Manoeuvre
SOP – Standing Operating Procedures
Sp - Support
SP – Start point
SPG – Staff Planning Group
SPINS – Special Instructions
SSE – Sensitive Site Exploitation
STA – Surveillance Target Acquisition
STAP – Surveillance Target Acquisition Plan
Sy - Security
Sync - Synchronisation

T

TA – Target Audience
TAC – Tactical
TACOM – Tactical Command
TACON – Tactical Control
TAI – Target Area of Interest
TASKORG – Task Organisation
TBC – To Be Confirmed
TCV – Troop Carrying Vehicle
Tech – Technology
TF – Task Force
Tgt - Target
Tm – Team
TMRR – Temporary Minimum Risk Route
Tps - Troops
Tpt – Transport
TQ – Tactical Questioning
TR -
TSE – Tactical Sight Exploitation
TTP – Tactics, Training and Procedures

U

UXO – Unexploded Ordnance

W

WEZ -
WK/WKPR – Watch Keeper
WngO – Warning Order

X

Xing – Crossing