Change No. 1

Commander and Staff Organization and Operations

1. Change 1 to FM 6-0, 5 March 2014, adds the supersession statement to the cover.
2. Modifies figure 7-2.
3. Modifies figure 9-5.
4. Adds joint command relationships to appendix B.
7. Adds definitions of close support, direct liaison authorized, direct support, and mutual support.
8. A number sign (+) marks new material.
9. FM 6-0, 5 May 2014, is changed as follows:

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7. File this transmittal sheet in front of the publication for reference purposes.

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Headquarters, Department of the Army
# Commander and Staff Organization and Operations

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Preface

FM 6-0, *Commander and Staff Organization and Operations*, provides commanders and their staffs with tactics and procedures for exercising mission command. This publication supersedes ATTP 5-0.1, *Commander and Staff Officer Guide*.

To comprehend the doctrine contained in this publication, readers must first understand the nature of unified land operations as described in ADP 3-0 and ADRP 3-0, *Unified Land Operations*. In addition, readers must also fully understand the principles of mission command as described in ADP 6-0 and ADRP 6-0, *Mission Command*, and the fundamentals of the operations process found in ADP 5-0 and ADRP 5-0, *The Operations Process*.

The principal audience for FM 6-0 includes Army commanders, leaders, and unit staffs (officers, noncommissioned officers, and Soldiers). Commanders and staffs of Army headquarters serving as a joint +headquarters or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations as well as the employment of joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States, international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

FM 6-0 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which FM 6-0 is the proponent publication (the authority) are marked with an asterisk (*) in the glossary. Terms and definitions for which FM 6-0 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

FM 6-0 applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated.

The proponent of FM 6-0 is the United States Army Combined Arms Center. The preparing agency is the Combined Arms Doctrine Directorate, United States Army Combined Arms Center. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, United States Army Combined Arms Center, Fort Leavenworth, ATTN: ATZL-MCD (FM 6-0), 300 McPherson Avenue, Fort Leavenworth, KS 66027-1300; submit an electronic DA Form 2028; or by an e-mail to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil.
Chapter 7
Military Briefings

This chapter describes the four types of military briefings presented to commanders, staffs, or other audiences and describes the steps of these military briefings. It also provides instructions for developing military briefings.

TYPES OF MILITARY BRIEFINGS

7-1. The Army uses four types of briefings: information, decision, mission, and staff.

INFORMATION BRIEFING

7-2. An information briefing presents facts in a form the audience can easily understand. It does not include conclusions or recommendations, nor does it result in decisions. The main parts of an information briefing are the introduction, main body, and conclusion. (See figure 7-1.)

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1. Introduction

Greetings. Address the audience. Identify yourself and your organization.

Type and Classification of Briefing. Identify the type and classification of the briefing. For example, “This is an information briefing. It is unclassified.”

Purpose and Scope. Describe complex subjects from general to specific.

Outline or Procedure. Briefly summarize the key points and general approach. Explain any special procedures (such as demonstrations, displays, or tours). For example, “During my briefing, I will discuss the six phases of our plan. I will refer to maps of our area of operations. Then my assistant will bring out a sand table to show you the expected flow of battle.” The key points may be placed on a chart that remains visible throughout the briefing.

2. Main Body

Arrange the main ideas in a logical sequence.

Use visual aids to emphasize main points.

Plan effective transitions from one main point to the next.

Be prepared to answer questions at any time.

3. Closing

Ask for questions.

Briefly recap main ideas and make a concluding statement.

7-3. Examples of appropriate topics for information briefings include, but are not limited to—

- High-priority information requiring immediate attention.
- Information such as complicated plans, systems, statistics or charts, or other items that require detailed explanations.
- Information requiring elaboration and explanation.
DECISION BRIEFING

7-4. A decision briefing obtains the answer to a question or a decision on a course of action. The briefer presents recommended solutions from the analysis or study of a problem. Decision briefings vary in formality and level of detail depending on the commander’s or decisionmaker’s knowledge of the subject.

7-5. If the decisionmaker is unfamiliar with the problem, the briefing format adheres to the decision briefing format. (See figure 7-2.) Decision briefings include all facts and assumptions relevant to the problem, a discussion of alternatives, analysis-based conclusions, and any coordination required.

7-6. When the decisionmaker is familiar with the subject or problem, the briefing format often resembles that of a decision paper: problem statement, essential background information, impacts, and recommended solution. In addition to this format, briefers must be prepared to present assumptions, facts, alternative solutions, reasons for recommendations, and any additional coordination required.

1. Introduction

   Greeting. Address the decisionmaker. Identify yourself and your organization. “This is a decision briefing.”

   Type and Classification of Briefing. Identify the type and classification of the briefing. For example, “This is a decision briefing. It is unclassified.”

   Problem Statement. State the problem.

   Recommendation. State the recommendation.

2. Main Body

   Facts. Provide an objective presentation of both positive and negative facts bearing upon the problem.

   Assumptions. Identify necessary assumptions made to bridge any gaps in factual data.

   Solutions. Discuss the various options that can solve the problem.

   Analysis. List the screening and evaluation criteria by which the briefer will evaluate how to solve the problem. Discuss relative advantages and disadvantages for each course of action.

   Comparison. Show how the courses of action compare against each other.

   Conclusion. Describe why the recommended solution is best.

3. Closing

   Ask for questions.

   Briefly recap main ideas and restate the recommendation.

   If no decision is provided upon conclusion of the decision briefing, request a decision.

   “Sir/Ma’am, what is your decision?” The briefer ensures all participants clearly understand the decision and asks for clarification if necessary.

Figure 7-2. Decision briefing format example

7-7. The briefer clearly states and precisely words a recommendation presented during decision briefings to prevent ambiguity and to translate it easily into a decision statement. If the decision requires an implementation document, briefers present that document at the time of the briefing for the decisionmaker to sign. If the chief of staff or executive officer is absent, the briefer informs the secretary of the general staff or designated authority of the decision upon conclusion of the briefing.
The Military Decisionmaking Process

- An updated IPB (if there are significant changes).
- As many threat COAs as necessary (or specified by the commander). At a minimum the most likely and most dangerous threat COAs must be developed.
- The approved problem statement and mission statement.
- The commander’s and higher commander’s intents.
- COA statements and sketches, including lines of effort if used.
- The rationale for each COA, including—
  - Considerations that might affect enemy COAs.
  - Critical events for each COA.
  - Deductions resulting from the relative combat power analysis.
  - The reason units are arrayed as shown on the sketch. (See ADRP 1-02 for doctrine on COA sketches.)
  - The reason the staff used the selected control measures.
  - The impact on civilians.
  - How the COA accounts for minimum essential stability tasks.
  - New facts and new or updated assumptions.
  - Refined COA evaluation criteria.

Select or Modify Courses of Action for Continued Analysis

9-120. After the COA briefing, the commander selects or modifies those COAs for continued analysis. The commander also issues planning guidance. If commanders reject all COAs, the staff begins again. If commanders accept one or more of the COAs, staff members begin COA analysis. The commander may create a new COA by incorporating elements of one or more COAs developed by the staff. The staff then prepares to war-game this new COA. The staff incorporates those modifications and ensures all staff members understand the changed COA.
Figure 9-5. *Sample brigade course of action sketch*
MISSION: On order, 3rd ABCT destroys remnants of the 72nd BDE in AO TIGER to establish security and enable the host-nation in reestablishing civil control in the region.

COMMANDER'S INTENT: The purpose of this operation is to provide a safe and secure environment in AO TIGER to enable the host-nation and other civilian organizations to reestablish civil control, restore essential services, and reestablish local government within the area. The key tasks are: 1) destroy remnants of the 72nd BDE; 2) secure population centers vic OBJs 1, 2, and 3; 3) transition authority to the host nation. At end state, the BCT has destroyed remnants enemy forces in AO TIGER, secured population centers, and is prepared to transition responsibility for security to host nation authority.

INFORMATION COLLECTION: Priority of reconnaissance initially to locate enemy forces between PL RED (LD) and PL WHITE. Information collection operations subsequently focus on: 1) identifying the location and disposition of enemy forces vic OBJ 1; 2) observation of MSR HONDA between PL WHITE and PL BLUE; 3) observation of dislocated civilian traffic from CENTER CITY to EAST CITY.

SHAPING OPERATIONS:
4-10 CAV (ME) initially screens along PL WHITE IOT deny enemy reconnaissance and provide freedom of maneuver for follow on operations. On order, conducts FPOL at PL WHITE IOT move 1-8 CAB and 1-66 CAB(-) forward to conduct operations while maintaining contact with enemy.

O/O, 1-8 CAB (SE) in the north moves from ATK A, crosses LD at PD1 on DIRECTION OF ATTACK AREAS, conducts FPOL, and clears hostile gang vic OBJ 2 IOT enable NGO delivery of humanitarian assistance to WEST CITY and DODGE CITY.

TF 1-68 (SE) in the center occupies ATK B IOT prepares for follow on operations.

On order, 1-66 CAB(-) (SE) in the south moves from ATK C, crosses LD at PD 2, attacks along DIRECTION OF ATTACK NIKE, and clears enemy vic OBJ 3 IOT prevent disruption of DO vic OBJ 1.

568 BEB (SE) occupies BSA IOT set conditions for follow on operations.

RESERVE initially establishes vic ATK B. On order, displace to AA DOG (east). Priority of commitment to DO vic OBJ 1.

DECISIVE OPERATION:
4-10 CAV (SE) conducts FPOL vic PL WHITE IOT move 1-68 CAB (ME) forward to conduct operations while maintaining enemy contact. On order, occupy AA DOG (south) IOT prepare for future operations. BPT conduct security operations in northeastern portion of AO TIGER IOT provide early and accurate warning of enemy or hostile threats to the security of population centers.

1-66 CAB (SE) controls ASR B, BUICK and FORD in assigned AO IOT facilitate sustaining operations and prevent civilians interference with DO vic OBJ 1.

O/O, TF 1-68 (ME) moves from ATK B along AXIS ZEUS, conducts FPOL, and attacks to destroy remnants of 72nd BDE vic OBJ 1 IOT provide a secure environment for the CENTER CITY population. Bypass criteria is platoon-size or smaller.

1-66 CAB(-) (SE) controls DPRE camp vic EAST CITY IOT provide a secure environment and controls ASR BUICK is assigned AO IOT facilitate sustaining operations and prevent civilian interference with DO vic OBJ 1.

568 BEB (SE) conducts operations as required IOT support DO.

RESERVE establishes in AA DOG (east). Priority of commitment to reinforce DO vic OBJ 1.

FIRES:
(Shaping Operations): Priority of fires to 4-10 CAV, 1-8 CAB, 1-66 CAB, and TF 1-68 initially from PAA B. O/O displace to PAA 10. HPTs are enemy reconnaissance forces, indirect fire systems, and mechanized Infantry forces.

(Decisive Operations): Priority of fires to TF 1-68 (ME), 1-66 CAB, 1-8 CAB, and 4-10 CAV from PAA 10. HPTs are enemy armor, mechanized infantry forces, and indirect fire systems.

FSCM: CFL initially PL WHITE, O/O PL GRAY, O/O PL BLUE (LOA).

SUSTAINING OPERATIONS:
(Shaping Operations): 64 BSB will initially establish operations in BSA. O/O, establish BSA in AA DOG vic WEST CITY, use MSR HONDA, ASR FORO, and ASR BUICK as primary routes IOT sustain operations. Establish FLEs as required to support operations. Priority of support to 4-10 CAV (ME) will be class III, V, maintenance, and medical.

(Decisive Operations): Priority of support to TF 1-68 (ME) will be class III, V, maintenance, and medical. Coordinate with humanitarian relief agencies IOT facilitate rapid restoration of essential services in AO TIGER.

MISSION COMMAND:
(Command): 3rd ABCT commander located with TAC CP and executive officer located with MAIN CP throughout mission.


RISK: Based on intelligence reports of negative enemy activity in the northeast mountainous portion of AO TIGER, risk is assumed with no ground maneuver forces initially allocated to conduct reconnaissance or surveillance operations. Mitigation will be accomplished by assigning a BPT mission to 4-10 CAV to conduct security operations IOT provide early and accurate warning of enemy or hostile threats to the security of population centers.
Chapter 9

**STEP 4–COURSE OF ACTION ANALYSIS AND WAR-GAMING**

9-121. COA analysis enables commanders and staffs to identify difficulties or coordination problems as well as probable consequences of planned actions for each COA being considered. It helps them think through the tentative plan. COA analysis may require commanders and staffs to revisit parts of a COA as discrepancies arise. COA analysis not only appraises the quality of each COA, but it also uncovers potential execution problems, decisions, and contingencies. In addition, COA analysis influences how commanders and staffs understand a problem and may require the planning process to restart. (See figure 9-6.)

![Figure 9-6. Step 4–course of action analysis and war-gaming](image)

9-122. War-gaming is a disciplined process, with rules and steps that attempt to visualize the flow of the operation, given the force’s strengths and dispositions, the enemy’s capabilities, and possible COAs; the impact and requirements of civilians in the area of operations; and other aspects of the situation. The simplest form of war-gaming is the manual method, often using a tabletop approach with blowups of matrixes and templates. The most sophisticated form of war-gaming is computer-aided modeling and simulation. Regardless of the form used, each critical event within a proposed COA should be war-gamed using the action, reaction, and counteraction methods of friendly and enemy forces interaction. This basic war-gaming method (modified to fit the specific mission and environment) applies to offensive, defensive, and stability or defense support of civil authorities operations. When conducting COA analysis, commanders and staffs perform the process actions and produce the outputs shown in figure 9-6.

9-123. War-gaming results in refined COAs, a completed synchronization matrix, and decision support templates and matrixes for each COA. A synchronization matrix records the results of a war game. It depicts how friendly forces for a particular COA are synchronized in time, space, and purpose in relation to an enemy COA or other events in stability or defense support of civil authorities operations. The decision support template and matrix portray key decisions and potential actions that are likely to arise during the execution of each COA.

9-124. COA analysis allows the staff to synchronize the six warfighting functions for each COA. It also helps the commander and staff to—

- Determine how to maximize the effects of combat power while protecting friendly forces and minimizing collateral damage.
- Further develop a visualization of the operation.
- Anticipate operational events.
The Military Decisionmaking Process

- Determine conditions and resources required for success.
- Determine when and where to apply force capabilities.
- Identify coordination needed to produce synchronized results.
- Determine the most flexible COA.

9-125. During the war game, the staff takes each COA and begins to develop a detailed plan while determining its strengths or weaknesses. War-gaming tests and improves COAs. The commander, staff, and other available partners (and subordinate commanders and staffs if the war game is conducted collaboratively) may change an existing COA or develop a new COA after identifying unforeseen events, tasks, requirements, or problems.

Gather the Tools

9-126. The first task for COA analysis is to gather the necessary tools to conduct the war game. The COS (XO) directs the staff to gather tools, materials, and data for the war game. Units war-game with maps, sand tables, computer simulations, or other tools that accurately reflect the terrain. The staff posts the COA on a map displaying the area of operations. Tools required include, but are not limited to—

- Running estimates.
- Threat templates and models.
- Civil considerations overlays, databases, and data files.
- Modified combined obstacle overlays and terrain effects matrices.
- A recording method.
- Completed COAs, including graphics.
- A means to post or display enemy and friendly unit symbols and other organizations.
- A map of the area of operations.

List All Friendly Forces

9-127. The commander and staff consider all units that can be committed to the operation, paying special attention to support relationships and constraints. This list includes assets from all participants operating in the area of operations. The friendly forces list remains constant for all COAs.

List Assumptions

9-128. The commander and staff review previous assumptions for continued validity and necessity. Any changes resulting from this review are noted for record.

List Known Critical Events and Decision Points

9-129. A critical event is an event that directly influences mission accomplishment. Critical events include events that trigger significant actions or decisions (such as commitment of an enemy reserve), complicated actions requiring detailed study (such as a passage of lines), and essential tasks. The list of critical events includes major events from the unit’s current position through mission accomplishment. It includes reactions by civilians that potentially affect operations or require allocation of significant assets to account for essential stability tasks.

9-130. A decision point is a point in space and time when the commander or staff anticipates making a key decision concerning a specific course of action (JP 5-0). Decision points may be associated with the friendly force, the status of ongoing operations, and with CCIRs that describe what information the commander needs to make the anticipated decision. A decision point requires a decision by the commander. It does not dictate what the decision is, only that the commander must make one, and when and where it should be made to maximally impact friendly or enemy COAs or the accomplishment of stability tasks.
Select the War-Gaming Method

9-131. Three recommended war-gaming methods exist: belt, avenue-in-depth, and box. Each considers the area of interest and all enemy forces that can affect the outcome of the operation. Planners can use the methods separately or in combination and modified for long-term operations dominated by stability.

9-132. The belt method divides the area of operations into belts (areas) running the width of the area of operations. The shape of each belt is based on the factors of METT-TC. The belt method works best when conducting offensive and defensive tasks on terrain divided into well-defined cross-compartments, during phased operations (such as gap crossings, air assaults, or airborne operations), or when the enemy is deployed in clearly defined belts or echelons. Belts can be adjacent to or overlap each other.

9-133. This war-gaming method is based on a sequential analysis of events in each belt. Commanders prefer it because it focuses simultaneously on all forces affecting a particular event. A belt might include more than one critical event. Under time-constrained conditions, the commander can use a modified belt method. The modified belt method divides the area of operations into not more than three sequential belts. These belts are not necessarily adjacent or overlapping but focus on the critical actions throughout the depth of the area of operations. (See figure 9-7.)

Figure 9-7. Sample belt method

9-134. In stability tasks, the belt method can divide the COA by events, objectives (goals not geographic locations), or events and objectives in a selected slice across all lines of effort. The belt method consists of war-gaming relationships among events or objectives on all lines of effort in the belt. (See figure 9-8 on page 9-29.)
The avenue-in-depth method focuses on one avenue of approach at a time, beginning with the decisive operation. This method is good for offensive COAs or in the defense when canalizing terrain inhibits mutual support. (See figure 9-9.)

In stability tasks, planners can modify the avenue-in-depth method. Instead of focusing on a geographic avenue, the staff war-games a line of effort. This method focuses on one line of effort at a time, beginning with the decisive line. The avenue-in-depth method includes not only war-gaming events and objectives in the selected line, but also war-gaming relationships among events or objectives on all lines of effort with respect to events in the selected line. (See figure 9-10 on page 9-30.)
9-137. The box method is a detailed analysis of a critical area, such as an engagement area, a wet gap crossing site, or a landing zone. It works best in a time-constrained environment, such as a hasty attack. The box method is particularly useful when planning operations in noncontiguous areas of operation. When using this method, the staff isolates the area and focuses on critical events in it. Staff members assume that friendly units can handle most situations in the area of operations and focus their attention on essential tasks. (See figure 9-11).
In stability tasks, the box method may focus analysis on a specific objective along a line of effort, such as development of local security forces as part of improving civil security. (See figure 9-12.)

**Figure 9-12. Sample modified box method using lines of effort**

**Select a Technique to Record and Display Results**

9-139. The war-game results provide a record from which to build task organizations, synchronize activities, develop decision support templates, confirm and refine event templates, prepare plans or orders, and compare COAs. Two techniques are commonly used to record and display results: the synchronization matrix technique and the sketch note technique. In both techniques, staff members record any remarks regarding the strengths and weaknesses they discover. The amount of detail depends on the time available. Unit SOPs address details and methods of recording and displaying war-gaming results.

9-140. The synchronization matrix is a tool the staff uses to record the results of war-gaming that helps them synchronize a course of action across time, space, and purpose in relationship to potential enemy and civil actions. The first entry in the left column is the time, event, or phase of the operation. The second entry is the most likely enemy action. The third entry is the most likely civilian action. The fourth entry is the decision points for the friendly COA. The remainder of the matrix focuses on selected warfighting functions, their subordinate tasks, and the unit’s major subordinate commands. (See table 9-3 on page 9-32.)
Table 9-3. Sample synchronization matrix tool

<table>
<thead>
<tr>
<th>Time/Event/Phase</th>
<th>H - 24 hours (or event or phase)</th>
<th>H-hour (or event or phase)</th>
<th>H + 24 (or event or phase)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enemy Action</strong></td>
<td>Initiates threat activities and movements</td>
<td>Defends from security zone</td>
<td>Commits reserve</td>
</tr>
<tr>
<td><strong>Population or Civilian Action</strong></td>
<td>Orderly evacuation from area continues</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Decision Points</strong></td>
<td>Conduct aviation attack of OBJ Irene</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Control Measures</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Movement and Maneuver</strong></td>
<td>1st ABCT Move on Route Irish Cross LD Seize on OBJ Irene</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2d ABCT Move on Route Longstreet Cross LD Seize on OBJ Rose</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3d ABCT FPOL with 1st BCT</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Avn Bde Attack enemy reserve on OBJ Irene</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>BFSB</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reserve</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Information Collection</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fires</strong></td>
<td>Prep fires initiated at H-5 Suppression of enemy air defense initiated</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Protection</strong></td>
<td>Engineer</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PMO</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CBRN</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sustainment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mission Command</strong></td>
<td>Main CP with 1st BCT</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Close Air Support</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Electronic Warfare</strong></td>
<td>Enemy command and control jammed</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Nonlethal Effects</strong></td>
<td>Surrender broadcasts and leaflets</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Host Nation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Interagency</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NGOs</strong></td>
<td>Begins refugee relief</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** The first column is representative only and can be modified to fit formation needs.

**Acronyms:**

- **AMD** air and missile defense
- **Avn Bde** aviation brigade
- **ABCT** armored brigade combat team
- **CBRN** chemical, biological, radiological, and nuclear
- **CP** command post
- **FPOL** forward passage of lines
- **H** hour
- **LD** line of departure
- **NGO** nongovernmental organization
- **OBJ** objective
- **PMO** provost marshal office

9-141. The sketch note method uses brief notes concerning critical locations or tasks and purposes. These notes refer to specific locations or relate to general considerations covering broad areas. The commander
and staff mark locations on the map and on a separate war-game work sheet. Staff members use sequential numbers to link the notes to the corresponding locations on the map or overlay. Staff members also identify actions by placing them in sequential action groups, giving each subtask a separate number. They use the war-game work sheet to identify all pertinent data for a critical event. (See table 9-4.) They assign each event a number and title and use the columns on the work sheet to identify and list in sequence—

- Units and assigned tasks.
- Expected enemy actions and reactions.
- Friendly counteractions and assets.
- Total assets needed for the task.
- Estimated time to accomplish the task.
- The decision point tied to executing the task.
- CCIRs.
- Control measures.
- Remarks.

Table 9-4. Sample sketch note method

<table>
<thead>
<tr>
<th>Critical Event</th>
<th>Seize OBJ Sword</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sequence number</td>
<td>1</td>
</tr>
<tr>
<td>Action</td>
<td>TF 3 attacks to destroy enemy company on OBJ Sword</td>
</tr>
<tr>
<td>Reaction</td>
<td>Enemy company on OBJ Club counterattacks</td>
</tr>
<tr>
<td>Counteraction</td>
<td>TF 1 suppresses enemy company on OBJ Club</td>
</tr>
<tr>
<td>Assets</td>
<td>TF 3, TF 1, and TF2</td>
</tr>
<tr>
<td>Time</td>
<td>H+1 to H+4</td>
</tr>
<tr>
<td>Decision point</td>
<td>DP 3a and 3b</td>
</tr>
<tr>
<td>Commander’s critical information requirements</td>
<td>Location of enemy armor reserve west of PL Jaguar</td>
</tr>
<tr>
<td>Control measures</td>
<td>Axis Zinc and support by fire position 1</td>
</tr>
<tr>
<td>Remarks</td>
<td>none</td>
</tr>
</tbody>
</table>

**War-Game the Operation and Assess the Results**

9-142. War-gaming is a conscious attempt to visualize the flow of operations given the friendly force’s strengths and dispositions, the enemy’s capabilities and possible COAs, and civilian locations and activities. During the war game, the commander and staff try to foresee the actions, reactions, and counteractions of all participants, including civilians. The staff analyzes each selected event. It identifies tasks that the force one echelon below it must accomplish, using assets two echelons below the staff. Identifying strengths and weaknesses of each COA allows the staff to adjust the COAs as necessary.

9-143. The war game focuses not so much on the tools used but on the people who participate. Staff members who participate in war-gaming should be the individuals deeply involved in developing COAs. Red team members (who can provide alternative points of view) provide insight on each COA. In stability tasks, subject matter experts in areas such as economic or local governance can also help assess the probable results of planned actions, including identifying possible unintended effects.

9-144. The war game follows an action-reaction-counteraction cycle. Actions are those events initiated by the side with the initiative. Reactions are the opposing side’s actions in response. With regard to stability tasks, the war game tests the effects of actions, including intended and unintended effects, as they stimulate anticipated responses from civilians and civil institutions. Counteractions are the first side’s responses to
reactions. This sequence of action-reaction-counteraction continues until the critical event is completed or until the commander decides to use another COA to accomplish the mission.

9-145. The staff considers all possible forces, including templated enemy forces outside the area of operations, that can influence the operation. The staff also considers the actions of civilians in the area of operations, the diverse kinds of coverage of unfolding events, and their consequences in the global media. The staff evaluates each friendly move to determine the assets and actions required to defeat the enemy at that point or to accomplish stability tasks. The staff continually considers branches to the plan that promote success against likely enemy counteractions or unexpected civilian reactions. Lastly, the staff lists assets used in the appropriate columns of the work sheet and lists the totals in the assets column (not considering any assets lower than two command levels below the staff).

9-146. The commander and staff examine many areas during the war game. These include, but are not limited to—

- All friendly capabilities.
- All enemy capabilities and critical civil considerations that impact operations.
- Global media responses to proposed actions.
- Movement considerations.
- Closure rates.
- Lengths of columns.
- Formation depths.
- Ranges and capabilities of weapon systems.
- Desired effects of fires.

9-147. The commander and staff consider how to create conditions for success, protect the force, and shape the operational environment. Experience, historical data, SOPs, and doctrinal literature provide much of the necessary information. During the war game, staff officers perform a risk assessment for their functional areas for each COA. They then propose appropriate control measures. They continually assess the risk of adverse reactions from population and media resulting from actions taken by all sides in the operation. Staff officers develop ways to mitigate those risks.

9-148. The staff continually assesses the risk to friendly forces, balancing between mass and dispersion. When assessing the risk of weapons of mass destruction to friendly forces, planners view the target that the force presents through the eyes of an enemy target analyst. They consider ways to reduce vulnerability and determine the appropriate level of mission-oriented protective posture consistent with mission accomplishment.

9-149. The staff identifies the required assets of the warfighting functions to support the concept of operations, including those needed to synchronize sustaining operations. If requirements exceed available assets, the staff recommends priorities based on the situation, commander’s intent, and planning guidance. To maintain flexibility, the commander may decide to create a reserve to maintain assets for unforeseen tasks or opportunities.

9-150. The commander can modify any COA based on how things develop during the war game. When doing this, the commander validates the composition and location of the decisive operation, shaping operations, and reserve forces. Control measures are adjusted as necessary. The commander may also identify situations, opportunities, or additional critical events that require more analysis. The staff performs this analysis quickly and incorporates the results into the war-gaming record.

9-151. An effective war game results in the commander and staff refining, identifying, analyzing, developing, and determining several effects. (See table 9-5.)
Table 9-5. Effective war game results

**The commander and staff refine (or modify)—**

- Each course of action, to include identifying branches and sequels that become on-order or be-prepared missions.
- The locations and times of decisive points.
- The enemy event template and matrix.
- The task organization, including forces retained in general support.
- Control requirements, including control measures and updated operational graphics.
- Commander’s critical information requirements and other information requirements—including the latest time information is of value—and incorporate them into the information collection plan.

**The commander and staff identify—**

- Key or decisive terrain and determining how to use it.
- Tasks the unit retains and tasks assigned to subordinates.
- Likely times and areas for enemy use of weapons of mass destruction and friendly chemical, biological, radiological, and nuclear defense requirements.
- Potential times or locations for committing the reserve.
- The most dangerous enemy course of action.
- The most likely enemy course of action.
- The most dangerous civilian reaction.
- Locations for the commander and command posts.
- Critical events.
- Requirements for support of each warfighting function.
- Effects of friendly and enemy actions on civilians and infrastructure and on military operations.
- Or confirming the locations of named areas of interest, target areas of interest, decision points, and intelligence requirements needed to support them.
- Analyzing, and evaluating strengths and weaknesses of each course of action.
- Hazards, assessing their risk, developing control measures for them, and determining residual risk.
- The coordination required for integrating and synchronizing interagency, host-nation, and nongovernmental organization involvement.

**The commander and staff analyze—**

- Potential civilian reactions to operations.
- Potential media reaction to operations.
- Potential impacts on civil security, civil control, and essential services in the area of operations.

**The commander and staff develop—**

- Decision points.
- A synchronization matrix.
- A decision support template and matrix.
- Solutions to achieving minimum essential stability tasks in the area of operations.
- The information collection plan and graphics.
- Themes and messages.
- Fires, protection, and sustainment plans and graphic control measures.

**The commander and staff determine—**

- The requirements for military deception and surprise.
- The timing for concentrating forces and starting the attack or counterattack.
- The movement times and tables for critical assets, including information systems nodes.
- The estimated duration of the entire operation and each critical event.
- The projected the percentage of enemy forces defeated in each critical event and overall.
- The percentage of minimum essential tasks that the unit can or must accomplish.
- The media coverage and impact on key audiences.
- The targeting requirements in the operation, to include identifying or confirming high-payoff targets and establishing attack guidance.
- The allocation of assets to subordinate commanders to accomplish their missions.
Conduct a War-Game Briefing (Optional)

9-152. Time permitting, the staff delivers a briefing to all affected elements to ensure everyone understands the results of the war game. The staff uses the briefing for review and ensures that it captures all relevant points of the war game for presentation to the commander, COS (XO), or deputy or assistant commander. In a collaborative environment, the briefing may include selected subordinate staffs. A war-game briefing format includes the following:

- Higher headquarters’ mission, commander’s intent, and military deception plan.
- Updated IPB.
- Assumptions.
- Friendly and enemy COAs that were war-gamed, including—
  - Critical events.
  - Possible enemy actions and reactions.
  - Possible impact on civilians.
  - Possible media impacts.
  - Modifications to the COAs.
  - Strengths and weaknesses.
  - Results of the war game.
- War-gaming technique used.

General War-Gaming Rules and Responsibilities

9-153. War gamers need to—

- Remain objective, not allowing personality or their sense of “what the commander wants” to influence them.
- Avoid defending a COA just because they personally developed it.
- Record advantages and disadvantages of each COA accurately as they emerge.
- Continually assess feasibility, acceptability, and suitability of each COA. If a COA fails any of these tests, reject it.
- Avoid drawing premature conclusions and gathering facts to support such conclusions.
- Avoid comparing one COA with another during the war game. This occurs during Step 5—COA Comparison.

Mission Command Responsibilities

9-154. The commander has overall responsibility for the war-gaming process, and the commander can determine the staff members who are involved in war-gaming. Traditionally, certain staff members have key and specific roles.

9-155. The COS (XO) coordinates actions of the staff during the war game. This officer is the unbiased controller of the process, ensuring the staff stays on a timeline and achieves the goals of the war-gaming session. In a time-constrained environment, this officer ensures that, at a minimum, the decisive operation is war-gamed.

9-156. The G-3 (S-3) assists the commander with the rehearsal. The G-3 (S-3)—

- Portrays the friendly scheme of maneuver, including the employment of information-related capabilities.
- Ensures subordinate unit actions comply with the commander’s intent.
- Normally provides the recorder.

9-157. The assistant chief of staff, signal (G-6 [S-6]) assesses network operations, spectrum management operations, network defense, and information protection feasibility of each war-gamed COA. The G-6 (S-6) determines communications systems requirements and compares them to available assets, identifies potential shortfalls, and recommends actions to eliminate or reduce their effects.
9-158. The information operations officer assesses the information operations concept of support against the ability of information-related capabilities to execute tasks in support of each war-gamed COA and the effectiveness of integrated information-related capabilities to impact various audiences and populations in and outside the area of operations. The information operations officer, in coordination with the electronic warfare officer, also integrates information operations with cyber electromagnetic activities.

9-159. The assistant chief of staff, civil affairs operations (G-9 [S-9]) ensures each war-gamed COA effectively integrates civil considerations (the “C” of METT-TC). The civil affairs operations officer considers not only tactical issues but also sustainment issues. This officer assesses how operations affect civilians and estimates the requirements for essential stability tasks commanders might have to undertake based on the ability of the unified action partners. Host-nation support and care of displaced civilians are of particular concern. The civil affairs operations officer’s analysis considers how operations affect public order and safety, the potential for disaster relief requirements, noncombatant evacuation operations, emergency services, and the protection of culturally significant sites. This officer provides feedback on how the culture in the area of operations affects each COA. If the unit lacks an assigned civil affairs officer, the commander assigns these responsibilities to another staff member.

9-160. The red team staff section provides the commander and assistant chief of staff, intelligence (G-2) with an independent capability to fully explore alternatives. The staff looks at plans, operations, concepts, organizations, and capabilities of the operational environment from the perspectives of enemies, unified action partners, and others.

9-161. The electronic warfare officer provides information on the electronic warfare target list, electronic attack taskings, electronic attack requests, and the electronic warfare portion of the collection matrix and the attack guidance matrix. Additionally, the electronic warfare officer assesses threat vulnerabilities, friendly electronic warfare capabilities, and friendly actions relative to electronic warfare activities and other cyber electromagnetic activities not covered by the G-6 or G-2.

9-162. The staff judge advocate advises the commander on all matters pertaining to law, policy, regulation, good order, and discipline for each war-gamed COA. This officer provides legal advice across the range of military operations on law of war, rules of engagement, international agreements, Geneva Conventions, treatment and disposition of noncombatants, and the legal aspects of targeting.

9-163. The operations research and systems analysis staff section provides analytic support to the commander for planning and assessment of operations. Specific responsibilities include—

- Providing quantitative analytic support, including regression and trend analysis, to planning and assessment activities.
- Assisting other staff members in developing customized analytical tools for specific requirements, providing a quality control capability, and conducting assessments to measure the effectiveness of operations.

9-164. The safety officer provides input to influence accident and incident reductions by implementing risk management procedures throughout the mission planning and execution process.

9-165. The knowledge management officer assesses the effectiveness of the knowledge management plan for each course of action.

9-166. The space operations officer provides and represents friendly, threat, and non-aligned space capabilities.

**Intelligence Responsibilities**

9-167. During the war game the G-2 (S-2) role-plays the enemy commander, other threat organizations in the area of operations, and critical civil considerations in the area of operations. This officer develops critical enemy decision points in relation to the friendly COAs, projects enemy reactions to friendly actions, and projects enemy losses. The intelligence officer assigns different responsibilities to available staff members within the section (such as the enemy commander, friendly intelligence officer, and enemy recorder) for war-gaming. The intelligence officer captures the results of each enemy, threat group, and civil considerations action and counteraction as well as the corresponding friendly and enemy strengths and vulnerabilities. By trying to realistically win the war game for the enemy, the intelligence officer ensures
that the staff fully addresses friendly responses for each enemy COA. For the friendly force, the intelligence officer—

- Refines intelligence and information requirements and the planning requirements tools.
- Refines the situation and event templates, including named areas of interest that support decision points.
- Refines the event template with corresponding decision points, target areas of interest, and high-value targets.
- Participates in targeting to select high-payoff targets from high-value targets identified during IPB.
- Recommends priority intelligence requirements that correspond to the decision points.
- Refines civil considerations overlays, databases, and data files.
- Refines the modified combined obstacle overlays and terrain effects matrices.
- Refines weather products that outline the critical weather impacts on operations.

Movement and Maneuver Responsibilities

9-168. During the war game, the G-3 (S-3) and assistant chief of staff, plans (G-5 [S-5]) are responsible for movement and maneuver. The G-3 (S-3) normally selects the technique for the war game and role-plays the friendly maneuver commander. Various staff officers assist the G-3 (S-3), such as the aviation officer and engineer officer. The G-3 (S-3) executes friendly maneuver as outlined in the COA sketch and COA statement. The G-5 (S-5) assesses warfighting function requirements, solutions, and concepts for each COA; develops plans and orders; and determines potential branches and sequels arising from various war-gamed COAs. The G-5 (S-5) also coordinates and synchronizes warfighting functions in all plans and orders. The planning staff ensures that the war game of each COA covers every operational aspect of the mission. The members of the staff record each event’s strengths and weaknesses and the rationale for each action. They complete the decision support template and matrix for each COA. They annotate the rationale for actions during the war game and use it later with the commander’s guidance to compare COAs.

Fires Responsibilities

9-169. The chief of fires (fire support officer) assesses the fire support feasibility of each war-gamed COA. This officer develops a proposed high-payoff target list, target selection standards, and attack guidance matrix. The chief of fires works with the intelligence officer to identify named and target areas of interest for enemy indirect fire weapon systems, and identifies high-payoff targets and additional events that may influence the positioning of field artillery and air defense artillery assets. The chief of fires should also offer a list of possible defended assets for air defense artillery forces and assist the commander in making a final determination about asset priority.

Protection Responsibilities

9-170. The chief of protection assesses protection element requirements, refines EEFIs, and develops a scheme of protection for each war-gamed COA. The chief of protection—

- Refines the critical asset list and the defended asset list.
- Assesses hazards.
- Develops risk control measures and mitigation measures of threats and hazards.
- Establishes personnel recovery coordination measures.
- Implements operational area security to include security of lines of communications, antiterrorism measures, and law enforcement operations.
- Ensures survivability measures reduce vulnerabilities.
- Refines chemical, biological, radiological, and nuclear operations.

Sustainment Responsibilities

9-171. During the war game, the assistant chief of staff, personnel (G-1 [S-1]) assesses the personnel aspect of building and maintaining the combat power of units. This officer identifies potential shortfalls and
recommends COAs to ensure units maintain adequate manning to accomplish their mission. As the primary staff officer assessing the human resources planning considerations to support sustainment operations, the G-1 (S-1) provides human resources support for the operation.

9-172. The assistant chief of staff, logistics (G-4 [S-4]) assesses the logistics feasibility of each war-gamed COA. This officer determines critical requirements for each logistics function (classes I through VII, IX, and X) and identifies potential problems and deficiencies. The G-4 (S-4) assesses the status of all logistics functions required to support the COA, including potential support required to provide essential services to the civilians, and compares it to available assets. This officer identifies potential shortfalls and recommends actions to eliminate or reduce their effects. While improvising can contribute to responsiveness, only accurately predicting requirements for each logistics function can ensure continuous sustainment. The logistics officer ensures that available movement times and assets support each COA.

9-173. During the war game, the assistant chief of staff, financial management (G-8) assesses the commander’s area of operations to determine the best COA for use of resources. This assessment includes both core functions of financial management: resource management and finance operations. This officer determines partner relationships (joint, interagency, intergovernmental, and multinational), requirements for special funding, and support to the procurement process.

9-174. The surgeon section coordinates, monitors, and synchronizes the execution of the health system activities for the command for each war-gamed COA to ensure a fit and healthy force.

Recorders

9-175. The use of recorders is particularly important. Recorders capture coordinating instructions, subunit tasks and purposes, and information required to synchronize the operation. Recorders allow the staff to write part of the order before they complete the planning. Automated information systems enable recorders to enter information into preformatted forms that represent either briefing charts or appendixes to orders. Each staff section keeps formats available to facilitate networked orders production.

STEP 5–COUSE OF ACTION COMPARISON

9-176. COA comparison is an objective process to evaluate COAs independently and against set evaluation criteria approved by the commander and staff. The goal is to identify the strengths and weaknesses of COAs, enable selecting a COA with the highest probability of success, and further developing it in an OPLAN or OPORD. The commander and staff perform certain actions and processes that lead to key outputs. (See figure 9-13.)

![Figure 9-13. Step 5–course of action comparison](image)

**Conduct Advantages and Disadvantages Analysis**

9-177. The COA comparison starts with all staff members analyzing and evaluating the advantages and disadvantages of each COA from their perspectives. Staff members each present their findings for the others’ consideration. Using the evaluation criteria developed before the war game, the staff outlines each
COA, highlighting its advantages and disadvantages. Comparing the strengths and weaknesses of the COAs identifies their advantages and disadvantages with respect to each other. (See table 9-6.)

Table 9-6. Sample advantages and disadvantages

<table>
<thead>
<tr>
<th>Course of Action</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course of action 1</td>
<td>Decisive operation avoids major terrain obstacles. Adequate maneuver space available for units conducting the decisive operation and the reserve.</td>
<td>Units conducting the decisive operation face stronger resistance at the start of the operation. Limited resources available to establishing civil control to town X.</td>
</tr>
<tr>
<td>Course of action 2</td>
<td>Shaping operations provide excellent flank protection of the decisive operations. Upon completion of decisive operations, units conducting shaping operations can quickly transition to establish civil control and provide civil security to the population in town X.</td>
<td>Operation may require the early employment of the division’s reserve.</td>
</tr>
</tbody>
</table>

Compare Courses of Action

9-178. Comparison of COAs is critical. The staff uses any technique that helps develop those key outputs and recommendations and assists the commander to make the best decision. A common technique is the decision matrix. This matrix uses evaluation criteria developed during mission analysis and refined during COA development to help assess the effectiveness and efficiency of each COA. (See table 9-7.)

Table 9-7. Sample decision matrix

<table>
<thead>
<tr>
<th>Weight&lt;sup&gt;1&lt;/sup&gt;</th>
<th>1</th>
<th>2</th>
<th>1</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criteria&lt;sup&gt;2&lt;/sup&gt;</td>
<td>Simplicity</td>
<td>Maneuver</td>
<td>Fires</td>
<td>Civil control</td>
<td>Mass</td>
</tr>
<tr>
<td>Course of Action</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COA 1&lt;sup&gt;3&lt;/sup&gt;</td>
<td>2</td>
<td>2 (4)</td>
<td>2</td>
<td>1</td>
<td>1 (2)</td>
</tr>
<tr>
<td>COA 2&lt;sup&gt;3&lt;/sup&gt;</td>
<td>1</td>
<td>1 (2)</td>
<td>1</td>
<td>2</td>
<td>2 (4)</td>
</tr>
</tbody>
</table>

Notes:
1. The COS (XO) may emphasize one or more criteria by assigning weights to them based on a determination of their relative importance. Lower weights are preferred.
2. Criteria are those assigned in step 5 of COA analysis.
3. COAs are those selected for war-gaming with rankings assigned to them based on comparison between them with regard to relative advantages and disadvantages of each, such as when compared for relative simplicity COA 2 is by comparison to COA 1 simpler and therefore is ranked as 1 with COA 1 ranked as 2.

9-179. The decision matrix is a tool to compare and evaluate COAs thoroughly and logically. However, the process may be based on highly subjective judgments that can change dramatically during the course of evaluation. In table 9-7, the numerical rankings reflect the relative advantages or disadvantages of each criterion for each COA as initially estimated by a COS (XO) during mission analysis. Rankings are assigned from 1 to however many COAs exist. Lower rankings are more preferred. At the same time, the COS (XO) determines weights for each criterion based on a subjective determination of their relative value. The lower weights signify a more favorable advantage, such as the lower the number, the more favorable the weight. After assigning ranks to COAs and weights to criteria, the staff adds the unweighted ranks in each row horizontally and records the sum in the Total column on the far right of each COA. The staff then
multiplies the same ranks by the weights associated with each criterion and notes the product in parenthesis underneath the unweighted rank. No notation is required if the weight is 1. The staff adds these weighted products horizontally and records the sum in parenthesis underneath the unweighted total in the Total column to the right of each COA. The staff then compares the totals to determine the most preferred (lowest number) COA based on both unweighted and weighted ranks. Upon review and consideration, the commander—based on personal judgment— may elect to change either the weight or ranks for any criterion. Although the lowest total denotes a most preferred solution, the process for estimating relative ranks assigned to criterion and weighting may be highly subjective.

9-180. Commanders and staffs cannot solely rely on the outcome of a decision matrix, as it only provides a partial basis for a solution. During the decision matrix process, planners carefully avoid reaching conclusions from a quantitative analysis of subjective weights. Comparing and evaluating COAs by criterion is probably more useful than merely comparing totaled ranks. Judgments often change with regard to the relative weighting of criteria during close analysis of COAs, which will change weighted rank totals and possibly the most preferred COA.

9-181. The staff compares feasible COAs to identify the one with the highest probability of success against the most likely enemy COA, the most dangerous enemy COA, the most important stability task, or the most damaging environmental impact. The selected COA should also—
- Pose the minimum risk to the force and mission accomplishment.
- Place the force in the best posture for future operations.
- Provide maximum latitude for initiative by subordinates.
- Provide the most flexibility to meet unexpected threats and opportunities.
- Provide the most secure and stable environment for civilians in the area of operations.
- Best facilitate information themes and messages.

9-182. Staff officers often use their own matrix to compare COAs with respect to their functional areas. Matrixes use the evaluation criteria developed before the war game. Their greatest value is providing a method to compare COAs against criteria that, when met, produce operational success. Staff officers use these analytical tools to prepare recommendations. Commanders provide the solution by applying their judgment to staff recommendations and making a decision.

Conduct a Course of Action Decision Briefing

9-183. After completing its analysis and comparison, the staff identifies its preferred COA and makes a recommendation. If the staff cannot reach a decision, the COS (XO) decides which COA to recommend. The staff then delivers a decision briefing to the commander. The COS (XO) highlights any changes to each COA resulting from the war game. The decision briefing includes—
- The commander’s intent of the higher and next higher commanders.
- The status of the force and its components.
- The current IPB.
- The COAs considered, including—
  - Assumptions used.
  - Results of running estimates.
  - A summary of the war game for each COA, including critical events, modifications to any COA, and war-game results.
  - Advantages and disadvantages (including risks) of each COA.
  - The recommended COA. If a significant disagreement exists, then the staff should inform the commander and, if necessary, discuss the disagreement.

STEP 6–COURSE OF ACTION APPROVAL

9-184. After the decision briefing, the commander selects the COA to best accomplish the mission. If the commander rejects all COAs, the staff starts COA development again. If the commander modifies a
proposed COA or gives the staff an entirely different one, the staff war-games the new COA and presents the results to the commander with a recommendation. (See figure 9-14.)

<table>
<thead>
<tr>
<th>Step 6: COA Approval</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key inputs</strong></td>
</tr>
<tr>
<td>- Updated running estimates</td>
</tr>
<tr>
<td>- Evaluated COAs</td>
</tr>
<tr>
<td>- Recommended COA</td>
</tr>
<tr>
<td>- Updated assumptions</td>
</tr>
<tr>
<td><strong>Process</strong></td>
</tr>
<tr>
<td>- Commander approves COA</td>
</tr>
<tr>
<td><strong>Key outputs</strong></td>
</tr>
<tr>
<td>- Commander approved COA and any modifications</td>
</tr>
<tr>
<td>- Refined commander’s intent, CCIRs, and EEFIs</td>
</tr>
<tr>
<td>- Updated assumptions</td>
</tr>
</tbody>
</table>

Figure 9-14. Step 6–course of action approval

9-185. After approving a COA, the commander issues the final planning guidance. The final planning guidance includes a refined commander’s intent (if necessary) and new CCIRs to support execution. It also includes any additional guidance on priorities for the warfighting functions, orders preparation, rehearsal, and preparation. This guidance includes priorities for resources needed to preserve freedom of action and ensure continuous sustainment.

9-186. Commanders include the risk they are willing to accept in the final planning guidance. If there is time, commanders use a video teleconference to discuss acceptable risk with adjacent, subordinate, and senior commanders. However, commanders still obtain the higher commander’s approval to accept any risk that might imperil accomplishing the higher commander’s mission.

9-187. Based on the commander’s decision and final planning guidance, the staff issues a WARNORD to subordinate headquarters. This WARNORD contains the information subordinate units need to refine their plans. It confirms guidance issued in person or by video teleconference and expands on details not covered by the commander personally. The WARNORD issued after COA approval normally contains—

- The area of operations.
- Mission.
- Commander’s intent.
- Updated CCIRs and EEFIs.
- Concept of operations.
- Principal tasks assigned to subordinate units.
- Preparation and rehearsal instructions not included in the SOPs.
- A final timeline for the operations.

**STEP 7–ORDERS PRODUCTION, DISSEMINATION, AND TRANSITION**

9-188. The staff prepares the order or plan by turning the selected COA into a clear, concise concept of operations and the required supporting information. The COA statement becomes the concept of operations for the plan. The COA sketch becomes the basis for the operation overlay. If time permits, the staff may conduct a more detailed war game of the selected COA to more fully synchronize the operation and complete the plan. (See figure 9-15.) The staff writes the OPORD or OPLAN using the Army’s operation order format. (See appendix C.)
9-189. Normally, the COS (XO) coordinates with staff principals to assist the G-3 (S-3) in developing the plan or order. Based on the commander’s planning guidance, the COS (XO) dictates the type of order, sets and enforces the time limits and development sequence, and determines which staff section publishes which attachments.

9-190. Prior to the commander approving the plan or order, the staff ensures the plan or order is internally consistent and is nested with the higher commander’s intent. They do this through—

- Plans and orders reconciliation.
- Plans and orders crosswalk.

**Plans and Orders Reconciliation**

9-191. Plans and orders reconciliation occurs internally as the staff conducts a detailed review of the entire plan or order. This reconciliation ensures that the base plan or order and all attachments are complete and in agreement. It identifies discrepancies or gaps in planning. If staff members find discrepancies or gaps, they take corrective actions. Specifically, the staff compares the commander’s intent, mission, and commander’s CCIRs against the concept of operations and the different schemes of support (such as scheme of fires or scheme of sustainment). The staff ensures attachments are consistent with the information in the base plan or order.

**Plans and Orders Crosswalk**

9-192. During the plans and orders crosswalk, the staff compares the plan or order with that of the higher and adjacent commanders to achieve unity of effort and ensure the plan meets the superior commander’s intent. The crosswalk identifies discrepancies or gaps in planning. If staff members find discrepancies or gaps, they take corrective action.

**Approving the Plan or Order**

9-193. The final action in plan and order development is the approval of the plan or order by the commander. Commanders normally do not sign attachments; however, they should review them before signing the base plan or order.

9-194. Step 7 bridges the transition between planning and preparations. The plans-to-operations transition is a preparation activity that occurs within the headquarters. It ensures members of the current operations cell fully understand the plan before execution. During preparation, the responsibility for developing and maintaining the plan shifts from the plans (or future operations) cell to the current operations cell. This transition is the point at which the current operations cell becomes responsible for controlling execution of the operation order. This responsibility includes answering requests for information concerning the order and maintaining the order through fragmentary orders. This transition enables the plans cell to focus its planning efforts on sequels, branches, and other planning requirements directed by the commander. (See
ADRP 5-0 for information on the plans to operations handover and chapter 12 of this manual for information on rehearsals.)

9-195. Commanders review and approve orders before the staff reproduces and disseminates them, unless commanders have delegated that authority. Subordinates immediately acknowledge receipt of the higher order. If possible, the higher commander and staff brief the order to subordinate commanders in person. The commander and staff conduct confirmation briefings with subordinates immediately afterwards. Confirmation briefings can be conducted collaboratively with several commanders at the same time or with single commanders. These briefings may be conducted in person or by video teleconference.

PLANNING IN A TIME-CONSTRAINED ENVIRONMENT

9-196. Any planning process aims to quickly develop a flexible, sound, and fully integrated and synchronized plan. However, any operation may “outrun” the initial plan. The most detailed estimates cannot anticipate every possible branch or sequel, enemy action, threat action, or reaction from the local population, unexpected opportunity, or change in mission directed from higher headquarters. Fleeting opportunities or unexpected enemy action may require a quick decision to implement a new or modified plan. When this occurs, units often find themselves pressed for time in developing a new plan.

9-197. Before a unit can effectively conduct planning in a time-constrained environment, it must master the steps in the full MDMP. A unit can only shorten the process if it fully understands the role of each and every step of the process and the requirements to produce the necessary products. Training on these steps must be thorough and result in a series of staff battle drills that can be tailored to the time available.

9-198. Quality staffs produce simple, flexible, and tactically sound plans in time-constrained environments. Any METT-TC factor, but especially limited time, may make it difficult to complete every step of the MDMP in detail. Applying an inflexible process to all situations does not work. Anticipation, organization, and prior preparation are the keys to successful planning under time-constrained conditions.

9-199. Staffs can use the time saved on any step of the MDMP to—
* Refine the plan more thoroughly.
* Conduct a more deliberate and detailed war game.
* Consider potential branches and sequels in detail.
* Focus more on rehearsing and preparing the plan.
* Allow subordinate units more planning and preparation time.

THE COMMANDER’S RESPONSIBILITY

9-200. The commander decides how to adjust the MDMP, giving specific guidance to the staff to focus on the process and save time. Commanders shorten the MDMP when they lack time to perform each step in detail. The most significant factor to consider is time. It is the only nonrenewable, and often the most critical, resource. Commanders (who have access to only a small portion of the staff or none at all) rely even more than normal on their own expertise, intuition, and creativity as well as on their understanding of the environment and of the art and science of war. They may have to select a COA, mentally war-game it, and confirm their decision to the staff in a short time. If so, they base their decision more on experience than on a formal, integrated staff process.

9-201. Effective commanders avoid changing their guidance unless a significantly changed situation requires major revisions. Making frequent, minor changes to the guidance can easily result in lost time as the staff constantly adjusts the plan with an adverse ripple effect throughout overall planning.

9-202. Commanders consult with subordinate commanders before making a decision, if possible. Subordinate commanders are closer to the operation and can more accurately describe enemy, friendly, and civilian situations. Additionally, consulting with subordinates gives commanders insights into the upcoming operation and allows parallel planning. White boards and collaborative digital means of communicating greatly enhance parallel planning.
9-203. In situations where commanders must decide quickly, they advise their higher headquarters of the selected COA, if time is available. However, commanders do not let an opportunity pass just because they cannot report their actions.

THE STAFF’S RESPONSIBILITY

9-204. Staff members keep their running estimates current. When time constraints exist, they can provide accurate, up-to-date assessments quickly and move directly into COA development. Under time-constrained conditions, commanders and staffs use as much of the previously analyzed information and as many of the previously created products as possible. The importance of running estimates increases as time decreases. Decisionmaking in a time-constrained environment usually occurs after a unit has entered the area of operations and begun operations. This means that the IPB, an updated common operational picture, and some portions of the running estimates should already exist. Civilian and military joint and multinational organizations operating in the area of operations should have well-developed plans and information to add insights to the operational environment. Detailed planning provides the basis for information that the commander and staff need to make decisions during execution.

TIME-SAVING TECHNIQUES

9-205. Paragraphs 9-206 through 9-210 discuss time-saving techniques to speed the planning process.

Increase Commander’s Involvement

9-206. While commanders cannot spend all their time with their planning staffs, the greater the commander’s involvement in planning, the faster the staff can plan. In time-constrained conditions, commanders who participate in the planning process can make decisions (such as COA selection) without waiting for a detailed briefing from the staff.

Limit the Number of Courses of Action to Develop

9-207. Limiting the number of COAs developed and war-gamed can save planning time. If time is extremely short, the commander can direct development of only one COA. In this case, the goal is an acceptable COA that meets mission requirements in the time available. This technique saves the most time. The fastest way to develop a plan has the commander directing development of one COA with branches against the most likely enemy COA or most damaging civil situation or condition. However, this technique should be used only when time is severely limited. In such cases, this choice of COA is often intuitive, relying on the commander’s experience and judgment. The commander determines which staff officers are essential to assist in COA development. Normally commanders require the intelligence officer, operations officer, plans officer, chief of fires (fire support officer), engineer officer, civil affairs operations officer, information operations officer, military information support operations officer, electronic warfare officer, and COS (XO). They may also include subordinate commanders, if available, either in person or by video teleconference. This team quickly develops a flexible COA that it feels will accomplish the mission. The commander mentally war-games this COA and gives it to the staff to refine.

Maximize Parallel Planning

9-208. Although parallel planning is the norm, maximizing its use in time-constrained environments is critical. In a time-constrained environment, the importance of WARNORDs increases as available time decreases. A verbal WARNORD now, followed by a written order later, saves more time than a written order one hour from now. The staff issues the same WARNORDs used in the full MDMP when abbreviating the process. In addition to WARNORDs, units must share all available information with subordinates, especially IPB products, as early as possible. The staff uses every opportunity to perform parallel planning with the higher headquarters and to share information with subordinates.

Increase Collaborative Planning

9-209. Planning in real time with higher headquarters and subordinates improves the overall planning effort of the organization. Modern information systems and a common operational picture shared
electronically allow collaboration with subordinates from distant locations, can increase information sharing, and can improve the commander’s visualization. Additionally, taking advantage of subordinates’ input and knowledge of the situation in their areas of operations often results in developing better COAs quickly.

**Use Liaison Officers**

9-210. Liaison officers posted to higher headquarters and unified action partners’ headquarters allow commanders to have representation in their higher headquarters’ planning session. These officers assist in passing timely information to their parent headquarters and directly to the commander. Effective liaison officers have the commander’s full confidence and the necessary rank and experience for the mission. Commanders may elect to use a single individual or a liaison team. As representatives, liaison officers must—

- Understand how their commander thinks and interpret verbal and written guidance.
- Convey their commander’s intent, planning guidance, mission, and concept of operations.
- Represent their commander’s position.
- Know the unit’s mission; tactics, techniques, and procedures; organization; capabilities; and communications equipment.
- Observe the established channels of command and staff functions.
- Be trained in their functional responsibilities.
- Be tactful.
- Possess the necessary language expertise.
Appendix B

+Command and Support Relationships

This appendix discusses command and support relationships. Command and support relationships provide the basis for unity of command and unity of effort in operations. (See JP 3-0 for a discussion of joint command and support relationships.)

FUNDAMENTAL CONSIDERATIONS

B-1. Establishing clear command and support relationships is a key task in task organizing for any operation. (See ADRP 5-0.) These relationships establish clear responsibilities and authorities between subordinate and supporting units. Some command and support relationships limit the commander’s authority to prescribe additional relationships. Knowing the inherent responsibilities of each command and support relationship allows commanders to effectively organize their forces and helps supporting commanders understand their unit’s role in the organizational structure.

B-2. Army commanders build combined arms organizations using Army command and support relationships. Command relationships define command responsibility and authority. Support relationships define the desired purpose, scope, and effect when one capability supports another.

JOINT COMMAND RELATIONSHIPS

B-3. In addition to working within Army organizations, Army commanders are often part of joint commands, or they support them. JP 1 specifies and details four types of joint command relationships:

- Combatant command (COCOM).
- Operational control (OPCON).
- Tactical control (TACON).
- Support.

B-4. It is important that Army leaders understand joint command relationships and how these relationships impact military operations. Paragraphs B-5 through B-14 summarize important provisions of these relationships. The glossary contains complete definitions.

COMBATANT COMMAND

B-5. COCOM is the command authority over assigned forces vested only in commanders of combatant commands or as directed by the President or the Secretary of Defense in the Unified Command Plan and cannot be delegated or transferred. Title 10, U.S. Code, section 164 specifies this authority in law. Normally, the combatant commander exercises this authority through subordinate joint force commanders, Service component commanders, and functional component commanders. COCOM includes the directive authority for logistic matters (or the authority to delegate it to a subordinate joint force commander for common support capabilities required to accomplish the subordinate’s mission).

OPERATIONAL CONTROL

B-6. OPCON is the authority to perform those functions of command over subordinate forces involving—

- Organizing and employing commands and forces.
- Assigning tasks.
- Designating objectives.
- Giving authoritative direction necessary to accomplish missions.
B-7. +OPCON normally includes authority over all aspects of operations and joint training necessary to accomplish missions. It does not include directive authority for logistics or matters of administration, discipline, internal organization, or unit training. The combatant commander must specifically delegate these elements of COCOM. OPCON does include the authority to delineate functional responsibilities and operational areas of subordinate joint force commanders. In two instances, the Secretary of Defense may specify adjustments to accommodate authorities beyond OPCON in an establishing directive: when transferring forces between combatant commanders or when transferring members or organizations from the military departments to a combatant command. Adjustments will be coordinated with the participating combatant commanders. (JP 1 discusses operational control in detail.)

**TACTICAL CONTROL**

B-8. +TACON is inherent in OPCON. It may be delegated to and exercised by commanders at any echelon at or below the level of combatant command. TACON provides sufficient authority for controlling and directing the application of force or tactical use of combat support assets within the assigned mission or task. TACON does not provide organizational authority or authoritative direction for administrative and logistic support; the commander of the parent unit continues to exercise these authorities unless otherwise specified in the establishing directive. (JP 1 discusses tactical control in detail.)

**SUPPORT**

B-9. +Support is a command authority in joint doctrine. A supported and supporting relationship is established by a superior commander between subordinate commanders when one organization should aid, protect, complement, or sustain another force. Designating supporting relationships is important. It conveys priorities to commanders and staffs planning or executing joint operations. Designating a support relationship does not provide authority to organize and employ commands and forces, nor does it include authoritative direction for administrative and logistic support. Joint doctrine divides support into the categories listed in table B-1.

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>General support</td>
<td>That support which is given to the supported force as a whole and not to any particular subdivision thereof (JP 3-09.3).</td>
</tr>
<tr>
<td>Mutual support</td>
<td>That support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities (JP 3-31).</td>
</tr>
<tr>
<td>Direct support</td>
<td>A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance (JP 3-09.3).</td>
</tr>
<tr>
<td>Close support</td>
<td>That action of the supporting force against targets or objectives that are sufficiently near the supported force as to require detailed integration or coordination of the supporting action (JP 3-31).</td>
</tr>
</tbody>
</table>

B-10. +Support, by design, somewhat vague but very flexible. Establishing authorities ensure both supported and supporting commanders understand the authority of supported commanders. Joint force commanders often establish supported and supporting relationships among components. For example, the maritime component commander is normally the supported commander for sea control operations; the air component commander is normally the supported commander for counterair operations. An Army headquarters designated as the land component may be the supporting force during some campaign phases and the supported force in other phases.

B-11. +The joint force commander may establish a support relationship between functional and Service component commanders. Conducting operations across a large operational area often involves both the land and air component commanders. The joint task force commander places the land component in general support of the air component until the latter achieves air superiority. Conversely, within the land area of operations, the land component commander becomes the supported commander and the air component commander provides close support. A joint support relationship is not used when an Army commander...
task-organizes Army forces in a supporting role. When task-organized to support another Army force, Army forces use one of four Army support relationships. (See paragraphs B-35 through B-36.)

**OTHER AUTHORITIES**

B-12. Although discussed in joint doctrine, coordinating authority and direct liaison authorized are directly applicable to Army forces. These relationships can assist commanders in facilitating collaboration both within and outside their respective organizations, and they can promote information sharing concerning details of military operations.

**COORDINATING AUTHORITY**

B-13. Coordinating authority is the authority delegated to a commander or individual for coordinating specific functions or activities involving forces of two or more military departments, two or more joint force components, or two or more forces of the same Service. The commander or individual granted coordinating authority can require consultation between the agencies involved but does not have the authority to compel agreement. In the event that essential agreement cannot be obtained, the matter shall be referred to the appointing authority. Coordinating authority is a consultation relationship, not an authority through which command may be exercised. Coordinating authority is more applicable to planning and similar activities than to operations. (See JP 1.) For example, a joint security commander exercises coordinating authority over area security operations within the joint security area. Commanders or leaders at any echelon at or below combatant command may be delegated coordinating authority. These individuals may be assigned responsibilities established through a memorandum of agreement between military and nonmilitary organizations.

**DIRECT LIAISON AUTHORIZED**

B-14. Direct liaison authorized is that authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command (JP 1). Direct liaison authorized is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting direct liaison authorized informed. Direct liaison authorized is a coordination relationship, not an authority through which command may be exercised.

**ARMY COMMAND AND SUPPORT RELATIONSHIPS**

B-15. Army command and support relationships are similar but not identical to joint command authorities and relationships. Differences stem from the way Army forces task-organize internally and the need for a system of support relationships between Army forces. Another important difference is the requirement for Army commanders to handle the administrative support requirements that meet the needs of Soldiers. These differences allow for flexible allocation of Army capabilities within various Army echelons. Army command and support relationships are the basis for building Army task organizations. Certain responsibilities are inherent in the Army's command and support relationships.

**ARMY COMMAND RELATIONSHIPS**

B-16. Army command relationships define superior and subordinate relationships between unit commanders. By specifying a chain of command, command relationships unify effort and enable commanders to use subordinate forces with maximum flexibility. Army command relationships identify the degree of control of the gaining Army commander. The type of command relationship often relates to the expected longevity of the relationship between the headquarters involved and quickly identifies the degree of support that the gaining and losing Army commanders provide. Army command relationships include—

- Organic.
- Assigned.
- Attached.
● Operational control.
● Tactical control.

(See table B-2 on page B-5 for Army command relationships.)

Organic

B-17. Organic forces are those assigned to and forming an essential part of a military organization as listed in its table of organization for the Army, Air Force, and Marine Corps, and are assigned to the operating forces for the Navy (JP 1). Joint command relationships do not include organic because a joint force commander is not responsible for the organizational structure of units. That is a Service responsibility.

B-18. The Army establishes organic command relationships through organizational documents such as tables of organization and equipment and tables of distribution and allowances. If temporarily task-organized with another headquarters, organic units return to the control of their organic headquarters after completing the mission. To illustrate, within a brigade combat team, the entire brigade is organic. In contrast, within most modular support brigades, there is a “base” of organic battalions and companies and a variable mix of assigned and attached battalions and companies.

Assigned

B-19. Assign is to place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel (JP 3-0). Unless specifically stated, this relationship includes administrative control.

Attached

B-20. Attach is the placement of units or personnel in an organization where such placement is relatively temporary (JP 3-0). A unit that is temporarily placed into an organization is attached.

Operational Control

B-21. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission (JP 1). +OPCON may be exercised by commanders at any echelon at or below the level of combatant command and may be delegated within the command.

Tactical Control

B-22. Tactical control is the authority over forces that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned (JP 1). Tactical control allows commanders below combatant command level to apply force and direct tactical use of logistic assets but does not provide authority to change organizational structure or direct administrative and logistical support.
### Table B-2. Army command relationships

<table>
<thead>
<tr>
<th>Relation is:</th>
<th>Have command relationship with:</th>
<th>May be task-organized by:</th>
<th>Unless modified, ADCON responsibility goes through:</th>
<th>Are assigned position or AO by:</th>
<th>Provide liaison to:</th>
<th>Establish/maintain communications with:</th>
<th>Have priorities established by:</th>
<th>Can impose on gained unit further command or support relationship of:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic</td>
<td>All organic forces organized with the HQ</td>
<td>Organic HQ</td>
<td>Army HQ specified in organizing document</td>
<td>Organic HQ</td>
<td>N/A</td>
<td>N/A</td>
<td>Organic HQ</td>
<td>Attached; OPCON; TACON; GS; GSR; R; DS</td>
</tr>
<tr>
<td>Assigned</td>
<td>Gaining unit</td>
<td>Gaining HQ</td>
<td>Gaining Army HQ</td>
<td>OPCON chain of command</td>
<td>As required by OPCON</td>
<td>As required by OPCON</td>
<td>ASCC or Service-assigned HQ</td>
<td>As required by OPCON HQ</td>
</tr>
<tr>
<td>Attached</td>
<td>Gaining unit</td>
<td>Gaining unit</td>
<td>Parent unit</td>
<td>As required by gaining unit</td>
<td>Unit to which attached</td>
<td>Gaining unit</td>
<td>Attached; OPCON; TACON; GS; GSR; R; DS</td>
<td></td>
</tr>
<tr>
<td>OPCON</td>
<td>Gaining unit</td>
<td>Parent unit</td>
<td>Parent unit and gaining unit; gaining unit may pass OPCON to lower HQ</td>
<td>Parent unit</td>
<td>As required by gaining unit</td>
<td>As required by gaining unit and parent unit</td>
<td>Gaining unit</td>
<td>OPCON; TACON; GS; GSR; R; DS</td>
</tr>
<tr>
<td>TACON</td>
<td>Gaining unit</td>
<td>Parent unit</td>
<td>Parent unit</td>
<td>Parent unit</td>
<td>As required by gaining unit</td>
<td>As required by gaining unit and parent unit</td>
<td>Gaining unit</td>
<td>TACON; GS GSR; R; DS</td>
</tr>
</tbody>
</table>

### Note:
1. In NATO, the gaining unit may not task-organize a multinational force. (See TACON.)

### Army Support Relationships

B-23. Table B-3 on page B-6 lists Army support relationships. Army support relationships are not a command authority and are more specific than joint support relationships. Commanders establish support relationships when subordination of one unit to another is inappropriate. Army support relationships are—

- Direct support.
- General support.
- Reinforcing.
- General support-reinforcing.

B-24. Commanders assign a support relationship when—
The support is more effective if a commander with the requisite technical and tactical expertise controls the supporting unit rather than the supported commander.

The echelon of the supporting unit is the same as or higher than that of the supported unit. For example, the supporting unit may be a brigade, and the supported unit may be a battalion. It would be inappropriate for the brigade to be subordinated to the battalion; hence, the echelon uses an Army support relationship.

The supporting unit supports several units simultaneously. The requirement to set support priorities to allocate resources to supported units exists. Assigning support relationships is one aspect of mission command.

Table B-3. Army support relationships

<table>
<thead>
<tr>
<th>If relationship is:</th>
<th>Then inherent responsibilities:</th>
<th>Can impose on gained unit further support relationship of:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct support¹</td>
<td>Have command relationship with:</td>
<td>Parent unit; supported unit</td>
</tr>
<tr>
<td></td>
<td>May be task-organized by:</td>
<td>Parent unit; supported unit</td>
</tr>
<tr>
<td></td>
<td>Receive sustainment from:</td>
<td>Parent unit; sustained unit</td>
</tr>
<tr>
<td></td>
<td>Are assigned position or an area of operations by:</td>
<td>Parent unit; supported unit</td>
</tr>
<tr>
<td></td>
<td>Provide liaison to:</td>
<td>Parent unit; sustained unit</td>
</tr>
<tr>
<td></td>
<td>Establish/ maintain communications with:</td>
<td>Parent unit; sustained unit</td>
</tr>
<tr>
<td></td>
<td>Have priorities established by:</td>
<td>Parent unit; sustained unit</td>
</tr>
<tr>
<td></td>
<td>Can impose on gained unit further support relationship of:</td>
<td>Parent unit; supported unit</td>
</tr>
<tr>
<td>Reinforcing</td>
<td>General support—reinforcing</td>
<td>Parent unit; supported unit</td>
</tr>
<tr>
<td></td>
<td>General support</td>
<td>Parent unit; sustained unit</td>
</tr>
</tbody>
</table>

Note: ¹ Commanders of units in direct support may further assign support relationships between their subordinate units and elements of the supported unit after coordination with the supported commander.

B-25. Army support relationships allow supporting commanders to employ their units’ capabilities to achieve results required by supported commanders. Support relationships are graduated from an exclusive supported and supporting relationship between two units—as in direct support—to a broad level of support extended to all units under the control of the higher headquarters—as in general support (GS). Support relationships do not alter administrative control. Commanders specify and change support relationships through task organization.

B-26. Direct support is a support relationship requiring a force to support another specific force and authorizing it to answer directly to the supported force’s request for assistance (ADRP 5-0). A unit assigned a direct support relationship retains its command relationship with its parent unit, but is positioned by and has priorities of support established by the supported unit. (Joint doctrine considers direct support a mission rather than a support relationship.) A field artillery unit in DS of a maneuver unit is concerned primarily with the fire support needs of only that unit. The fires cell of the supported maneuver unit plans and coordinates fires to support the maneuver commander’s intent. The commander of a unit in DS recommends position areas and coordinates for movement clearances where his unit can best support the maneuver commander’s concept of the operation.

B-27. General support is that support which is given to the supported force as a whole and not to any particular subdivision thereof (JP 3-09.3). Units assigned a GS relationship are positioned and have priorities established by their parent unit. A field artillery unit assigned in GS of a force has all of its fires...
under the immediate control of the supported commander or his designated force field artillery headquarters.

B-28. *Reinforcing* is a support relationship requiring a force to support another supporting unit (ADRP 5-0). Only like units (for example, artillery to artillery) can be given a reinforcing mission. A unit assigned a reinforcing support relationship retains its command relationship with its parent unit, but is positioned by the reinforced unit. A unit that is reinforcing has priorities of support established by the reinforced unit, then the parent unit. For example, when a DS field artillery battalion requires more fires to meet maneuver force requirements, another field artillery battalion may be directed to reinforce the DS battalion.

B-29. *General support-reinforcing* is a support relationship assigned to a unit to support the force as a whole and to reinforce another similar-type unit (ADRP 5-0). A unit assigned a general support-reinforcing (GSR) support relationship is positioned and has priorities established by its parent unit and secondly by the reinforced unit. For example, an artillery unit that has a GSR mission supports the force as a whole and provides reinforcing fires for other artillery units.

**Administrative Control**

B-30. *Administrative control* is direction or exercise of authority over subordinate or other organizations in respect to administration and support (JP 1). Administrative control is not a command or support relationship; it is a Service authority. It is exercised under the authority of and is delegated by the Secretary of the Army. Administrative control (ADCON) is synonymous with the Army’s Title 10 authorities and responsibilities.

B-31. ADCON responsibilities of Army forces involve the entire Army, and they are distributed between the Army generating force and operating forces. The generating force consists of those Army organizations whose primary mission is to generate and sustain the operational Army’s capabilities for employment by joint force commanders. Operating forces consist of those forces whose primary missions are to participate in combat and the integral supporting elements thereof. Often, commanders in the operating force and commanders in the generating force subordinate specific responsibilities. Army generating force capabilities and organizations are linked to operating forces through co-location and reachback.

B-32. The Army Service component commander (ASCC) is always the senior Army headquarters assigned to a combatant command. Its commander exercises command authorities as assigned by the combatant commander and ADCON as delegated by the Secretary of the Army. ADCON is the Army’s authority to administer and support Army forces even while in a combatant command area of responsibility. Combatant command (command authority) is the basic authority for command and control of the same Army forces. The Army is obligated to meet the combatant commander’s requirements for the operational forces. Essentially, ADCON directs the Army’s support of operational force requirements. Unless modified by the Secretary of the Army, administrative responsibilities normally flow from Department of the Army through the ASCC to those Army forces assigned or attached to that combatant command. ASCCs usually “share” ADCON for at least some administrative or support functions. “Shared ADCON” refers to the internal allocation of Title 10, U.S. Code, section 3013(b) responsibilities and functions. This is especially true for Reserve Component forces. Certain administrative functions, such as pay, stay with the Reserve Component headquarters, even after unit mobilization. Shared ADCON also applies to direct reporting units of the Army that typically perform single or unique functions. The direct reporting unit, rather than the ASCC, typically manages individual and unit training for these units. The Secretary of the Army directs shared ADCON.
Glossary

The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. Terms for which FM 6-0 is the proponent are marked with an asterisk (*). The proponent publication for other terms is listed in parentheses after the definition.

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<tr>
<th>Acronym</th>
<th>Definition</th>
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<tr>
<td>ABCT</td>
<td>armored brigade combat team</td>
</tr>
<tr>
<td>ACOS</td>
<td>assistant chief of staff</td>
</tr>
<tr>
<td>ADCON</td>
<td>administrative control</td>
</tr>
<tr>
<td>ADP</td>
<td>Army doctrine publication</td>
</tr>
<tr>
<td>ADRP</td>
<td>Army doctrine reference publication</td>
</tr>
<tr>
<td>AO</td>
<td>area of operations</td>
</tr>
<tr>
<td>AR</td>
<td>Army regulation</td>
</tr>
<tr>
<td>ASCC</td>
<td>Army Service component commander</td>
</tr>
<tr>
<td>ASCOPE</td>
<td>areas, structures, capabilities, organizations, people, and events</td>
</tr>
<tr>
<td>ATTP</td>
<td>Army tactics, techniques, and procedures</td>
</tr>
<tr>
<td>BCT</td>
<td>brigade combat team</td>
</tr>
<tr>
<td>CBRN</td>
<td>chemical, biological, radiological, and nuclear</td>
</tr>
<tr>
<td>CCIR</td>
<td>commander’s critical information requirement</td>
</tr>
<tr>
<td>CJCSM</td>
<td>Chairman of the Joint Chiefs of Staff manual</td>
</tr>
<tr>
<td>CMOC</td>
<td>civil-military operations center</td>
</tr>
<tr>
<td>COA</td>
<td>course of action</td>
</tr>
<tr>
<td>+COCOM</td>
<td>combatant command</td>
</tr>
<tr>
<td>COP</td>
<td>common operational picture</td>
</tr>
<tr>
<td>COS</td>
<td>chief of staff</td>
</tr>
<tr>
<td>CP</td>
<td>command post</td>
</tr>
<tr>
<td>DA</td>
<td>Department of the Army</td>
</tr>
<tr>
<td>EEFI</td>
<td>essential element of friendly information</td>
</tr>
<tr>
<td>FFIR</td>
<td>friendly force information requirement</td>
</tr>
<tr>
<td>FM</td>
<td>field manual</td>
</tr>
<tr>
<td>FOUO</td>
<td>for official use only</td>
</tr>
<tr>
<td>FRAGORD</td>
<td>fragmentary order</td>
</tr>
<tr>
<td>G-1</td>
<td>assistant chief of staff, personnel</td>
</tr>
<tr>
<td>G-2</td>
<td>assistant chief of staff, intelligence</td>
</tr>
<tr>
<td>G-3</td>
<td>assistant chief of staff, operations</td>
</tr>
<tr>
<td>G-4</td>
<td>assistant chief of staff, logistics</td>
</tr>
<tr>
<td>G-5</td>
<td>assistant chief of staff, plans</td>
</tr>
<tr>
<td>G-6</td>
<td>assistant chief of staff, signal</td>
</tr>
<tr>
<td>G-8</td>
<td>assistant chief of staff, financial management</td>
</tr>
<tr>
<td>G-9</td>
<td>assistant chief of staff, civil affairs operations</td>
</tr>
</tbody>
</table>
GS  general support
GSR  general support-reinforcing
IPB  intelligence preparation of the battlefield
JP  joint publication
KMO  knowledge management officer
LNO  liaison officer
MDMP  military decisionmaking process
METT-TC  mission, enemy, terrain and weather, troops and support available, time available, and civil considerations
MISO  military information support operations
MOE  measure of effectiveness
MOP  measure of performance
NATO  North Atlantic Treaty Organization
NCO  noncommissioned officer
OAKOC  observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment
OPCON  operational control
OPLAN  operation plan
OPORD  operation order
OPSEC  operations security
PIR  priority intelligence requirement
PMESII-PT  political, military, economic, social, information, infrastructure, physical environment, and time
RSOI  reception, staging, onward movement, and integration
S-1  personnel staff officer
S-2  intelligence staff officer
S-3  operations staff officer
S-4  logistics staff officer
S-5  plans staff officer
S-6  signal staff officer
S-9  civil affairs operations staff officer
SBU  Sensitive But Unclassified
SOP  standard operating procedure
TACON  tactical control
TF  task force
TLP  troop leading procedures
TOE  table of organization and equipment
TTP  tactics, techniques, and procedures
U.S.  United States
WARNORD  warning order
XO  executive officer
SECTION II – TERMS

administrative control
Direction or exercise of authority over subordinate or other organizations in respect to administration and support. (JP 1)

after action review
A guided analysis of an organization’s performance, conducted at appropriate times during and at the conclusion of a training event or operation with the objective of improving future performance. It includes a facilitator, event participants, and other observers. (ADRP 7-0)

assessment
Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. (JP 3-0)

assign
To place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel. (JP 3-0)

assumption
A supposition on the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action. (JP 5-0)

attach
The placement of units or personnel in an organization where such placement is relatively temporary. (JP 3-0)

avenue of approach
An air or ground route of an attacking force of a given size leading to its objective or to key terrain in its path. (JP 2-01.3)

*backbrief
A briefing by subordinates to the commander to review how subordinates intend to accomplish their mission.

*battle rhythm
A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations.

*be-prepared mission
A mission assigned to a unit that might be executed.

*board
A grouping of predetermined staff representatives with delegated decision authority for a particular purpose or function.

branch
The contingency options built into the base plan used for changing the mission, orientation, or direction of movement of a force to aid success of the operation based on anticipated events, opportunities, or disruption caused by enemy actions and reactions. (JP 5-0)

campaign plan
A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. (JP 5-0)

C-day
The unnamed day on which a deployment operation commences or is to commence. (JP 5-0)
**Glossary**

**civil considerations**
The influence of manmade infrastructure, civilian institutions, and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of military operations. (ADRP 5-0)

**+close support**
That action of the supporting force against targets or objectives that are sufficiently near the supported force as to require detailed integration or coordination of the supporting action (JP 3-31).

**combat power**
(Army) The total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time. (ADRP 3-0)

**commander’s critical information requirement**
An information requirement identified by the commander as being critical to facilitating timely decision making. (JP 3-0)

**commander’s intent**
A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander’s desired results without further orders, even when the operation does not unfold as planned. (JP 3-0)

**command group**
The commander and selected staff members who assist the commander in controlling operations away from a command post.

**command post**
A unit headquarters where the commander and staff perform their activities.

**command post cell**
A grouping of personnel and equipment organized by warfighting function or by planning horizon to facilitate the exercise of mission command.

**common operational picture**
(Army) A single display of relevant information within a commander’s area of interest tailored to the user’s requirements and based on common data and information shared by more than one command. (ADRP 6-0)

**concealment**
Protection from observation or surveillance. (ADRP 1-02)

**concept plan**
In the context of joint operation planning level 3 planning detail, an operation plan in an abbreviated format that may require considerable expansion or alteration to convert it into a complete operation plan or operation order. (JP 5-0)

**constraint**
(Army) A restriction placed on the command by a higher command. A constraint dictates an action or inaction, thus restricting the freedom of action of a subordinate commander.

**cover**
(Army) Protection from the effects of fires. (ADRP 1-02)

**critical event**
An event that directly influences mission accomplishment.

**data**
(Army) Unprocessed signals communicated between any nodes in an information system, or sensing from the environment detected by a collector of any kind (human, mechanical, or electronic). (ADRP 6-0)
D-day
The unnamed day on which a particular operation commences or is to commence. (JP 3-02)

decision point
A point in space and time when the commander or staff anticipates making a key decision concerning a specific course of action. (JP 5-0)

decisive terrain
Key terrain whose seizure and retention is mandatory for successful mission accomplishment. (FM 3-90-1)

demonstration
In military deception, a show of force in an area where a decision is not sought that is made to deceive an adversary. It is similar to a feint but no actual contact with the adversary is intended. (JP 3.13.4)

+direct liaison authorized
That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command (JP 1).

+direct support
(Army) A support relationship requiring a force to support another specific force and authorizing it to answer directly to the supported force’s request for assistance. (ADRP 5-0) (joint) A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force’s request for assistance (JP 3-09.3).

display
In military deception, a static portrayal of an activity, force, or equipment intended to deceive the adversary’s visual observation. (JP 3.13.4)

*early-entry command post
A lead element of a headquarters designed to control operations until the remaining portions of the headquarters are deployed and operational.

essential element of friendly information
(Army) A critical aspect of a friendly operation that, if known by the enemy, would subsequently compromise, lead to failure, or limit success of the operation and therefore should be protected from enemy detection. (ADRP 5-0)

*essential task
(Army) A specified or implied task that must be executed to accomplish the mission.

evaluating
Using criteria to judge progress toward desired conditions and determining why the current degree of progress exists. (ADRP 5-0)

execution
Putting a plan into action by applying combat power to accomplish the mission. (ADP 5-0)

feint
In military deception, an offensive action involving contact with the adversary conducted for the purpose of deceiving the adversary as to the location and/or time of the actual main offensive action. (JP 3.13.4)

F-hour
The effective time of announcement by the Secretary of Defense to the Military Departments of a decision to mobilize Reserve units. (JP 3-02)

field of fire
The area that a weapon or group of weapons may cover effectively from a given position. (FM 3-90-1)
fragmentary order
An abbreviated form of an operation order issued as needed after an operation order to change or modify that order or to execute a branch or sequel to that order. (JP 5-0)

friendly force information requirement
Information the commander and staff need to understand the status of friendly force and supporting capabilities. (JP 3-0)

general support
That support which is given to the supported force as a whole and not to any particular subdivision thereof. (JP 3-09.3)

general support-reinforcing
(Army) A support relationship assigned to a unit to support the force as a whole and to reinforce another similar-type unit. (ADRP 5-0)

H-hour
The specific hour on D-day at which a particular operation commences. (JP 3-02)

*implied task
(Army) A task that must be performed to accomplish a specified task or mission but is not stated in the higher headquarters’ order.

indicator
(Army) In the context of assessment, an item of information that provides insight into a measure of effectiveness or measure of performance. (ADRP 5-0)

information management
(Army) The science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products. (ADRP 6-0)

information requirement
(Army) Any information element the commander and staff require to successfully conduct operations. (ADRP 6-0)

key terrain
Any locality, or area, the seizure or retention of which affords a marked advantage to either combatant. (JP 2-01.3)

knowledge
Information that has been analyzed to provide meaning or value or evaluated as to implications for the operation. (FM 6-01.1)

knowledge creation
The process of developing new knowledge or combining, restructuring, or repurposing existing knowledge in response to identified knowledge gaps. (FM 6-01.1)

knowledge management
The process of enabling knowledge flow to enhance shared understanding, learning, and decisionmaking. (ADRP 6-0)

knowledge transfer
Movement of knowledge—including knowledge based on expertise or skilled judgment—from one person to another. (FM 6-01.1)

L-hour
The specific hour on C-day at which a deployment operation commences or is to commence. (JP 5-0)

liaison
That contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. (JP 3-08)
**main command post**
A facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations.

**M-day**
The term used to designate the unnamed day on which full mobilization commences or is due to commence. (JP 3-02)

**measure of effectiveness**
A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. (JP 3-0)

**measure of performance**
A criterion used to assess friendly actions that is tied to measuring task accomplishment. (JP 3-0)

**military decisionmaking process**
An iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order. (ADP 5-0)

**mission command**
(Army) The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. (ADP 6-0)

**mission command warfighting function**
The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions. (ADRP 3-0)

**mission orders**
Directives that emphasize to subordinates the results to be attained, not how they are to achieve them. (ADP 6-0)

**mission statement**
A short sentence or paragraph that describes the organization’s essential task(s), purpose, and action containing the elements of who, what, when, where, and why. (JP 5-0)

**monitoring**
Continuous observation of those conditions relevant to the current operation. (ADRP 5-0)

**mutual support**
That support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities (JP 3-31).

**N-day**
The unnamed day an active duty unit is notified for deployment or redeployment. (JP 3-02)

**observation**
The condition of weather and terrain that permits a force to see the friendly, enemy, and neutral personnel and systems, and the key aspects of the environment. (ADRP 1-02)

**obstacle**
Any natural or man-made obstruction designed or employed to disrupt, fix, turn, or block the movement of an opposing force, and to impose additional losses in personnel, time, and equipment on the opposing force. (JP 3-15)

**on-order mission**
A mission to be executed at an unspecified time.
operational approach
A description of the broad actions the force must take to transform current conditions into those desired at end state. (JP 5-0)

operational control
The authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. (JP 1)

operation order
A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. (JP 5-0)

operation plan
1. Any plan for the conduct of military operations prepared in response to actual and potential contingencies. 2. A complete and detailed joint plan containing a full description of the concept of operations, all annexes applicable to the plan, and a time-phased force and deployment data. (JP 5-0)

organic
Assigned to and forming an essential part of a military organization as listed in its table of organization for the Army, Air Force, and Marine Corps, and are assigned to the operating forces for the Navy. (JP 1)

*P-hour
The specific hour on D-day at which a parachute assault commences with the exit of the first Soldier from an aircraft over a designated drop zone. P hour may or may not coincide with H-hour.

planning
The art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about. (ADP 5-0)

planning horizon
A point in time commanders use to focus the organization’s planning efforts to shape future events. (ADRP 5-0)

priority intelligence requirement
An intelligence requirement, stated as a priority for intelligence support, that the commander and staff need to understand the adversary or other aspects of the operational environment. (JP 2-01)

R-day
Redeployment day. The day on which redeployment of major combat, combat support, and combat service support forces begins in an operation. (JP 3-02)

reinforcing
A support relationship requiring a force to support another supporting unit. (ADRP 5-0)

risk management
The process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits. (JP 3-0)

running estimate
The continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander’s intent and if planned future operations are supportable. (ADP 5-0)

ruse
In military deception, a trick of war designed to deceive the adversary, usually involving the deliberate exposure of false information to the adversary’s intelligence collection system. (JP 3-13.4)

S-day
The day the President authorizes Selective Reserve callup (not more than 200,000). (JP 3-02)
sequel
The subsequent major operation or phase based on the possible outcomes (success, stalemate, or defeat) of the current major operation or phase. (JP 5-0)

situational understanding
The product of applying analysis and judgment to relevant information to determine the relationships among the operations and mission variables to facilitate decisionmaking. (ADP 5-0)

*specified task
(Army) A task specifically assigned to a unit by its higher headquarters.

*staff section
A grouping of staff members by area of expertise under a coordinating, special, or personal staff officer.

supporting plan
An operation plan prepared by a supporting commander, a subordinate commander, or an agency to satisfy the requests or requirements of the supported commander’s plan. (JP 5-0)

*tactical command post
A facility containing a tailored portion of a unit headquarters designed to control portions of an operation for a limited time.

tactical control
The authority over forces that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. (JP 1)

tactical mission task
A specific activity performed by a unit while executing a form of tactical operation or form of maneuver. It may be expressed as either an action by a friendly force or effects on an enemy force. (FM 7-15)

task-organizing
The act of designing an operating force, support staff, or sustainment package of specific size and composition to meet a unique task or mission. (ADRP 3-0)

T-Day
The effective day coincident with Presidential declaration of national emergency and authorization of partial mobilization (not more than 1,000,000 personnel exclusive of the 200,000 callup). (JP 3-02)

troop leading procedures
A dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. (ADP 5-0)

warning order
A preliminary notice of an order or action that is to follow. (JP 5-0)

W-Day
Declared by the President, W-day is associated with an adversary decision to prepare for war (unambiguous strategic warning). (JP 3-02)

*working group
(Army) A grouping of predetermined staff representatives who meet to provide analysis, coordinate, and provide recommendations for a particular purpose or function.
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