

UNITED STATES MARINE CORPS
MARINE CORPS CIVIL-MILITARY OPERATIONS SCHOOL
WEAPONS TRAINING BATTALION
TRAINING COMMAND
2300 LOUIS ROAD (C478)
QUANTICO, VA 22134-5036

STUDENT OUTLINE

CA TEAM TACTICAL PLANNING

0530-CAS-201

CIVIL AFFAIRS OFFICER COURSE

M020A3D

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LEARNING OBJECTIVES

a. **TERMINAL LEARNING OBJECTIVE**. Given a mission, Commander's intent, and as a member of a Civil-Military Operations Working Group, integrate Civil-Military considerations into problem framing, to provide CMO planning support products that inform decision making and within the time limits established by the commander, in accordance with MCWP 3-33.1, Ch. 3. (CACT-PLAN-2107)

b. **ENABLING LEARNING OBJECTIVES**

(1) Without the aid of references, identify the planning process performed by the CA Team Leader to support civil-military operations, in accordance with MCWP 3-33.1. (CACT-PLAN-21071)

(2) Without the aid of references, identify the elements of the Operations Order, IAW MCWP 5-1, Annex K. (CACT-PLAN-2111b)

(3) Given an Operations Order and a scenario, develop a CA Team CONOPS, IAW PE Checklist. (CACT-PLAN 2111e)

1. INTRODUCTION TO CA TEAM LEADERS' PLANNING

a. **Critical Thinking**. CMO demands critical thinking. That is, making thoughtful judgments to respond to situations, answer questions, solve problems or address issues. In many instances, thoughtful judgment is based on experience, research, observations, and input from others. Critical thinkers are those individuals characterized by a willingness to see ambiguities, multiple potential solutions to a problem, recognition that few answers are black and white, and an interest in exploring possibilities. Critical thinking supports MAGTF CMO, the commander, and command and control.

b. **Problem Solving**. Many problem-solving techniques exist. Some of the most widely used include Brainstorming, Systems Thinking, Cause and Effect Diagrams, Mind Mapping and Affinity Diagrams. The traditional six-step problem solving process is used in many professional organizations:

- (1) Identify and clarify the problem to be addressed.
- (2) Analyze the problem and its causes.
- (3) Identify and assess ramifications of potential solutions.
- (4) Select and plan the solution.
- (5) Implement the solution.
- (6) Evaluate: Was the Problem Solved?

c. **CMO Focus**. The focus of CMO is to enable commanders to engage (establish, maintain, influence or exploit) the civil component of the battlespace. CMO are integrated into the conduct (plan, prepare, execute, and assess) of all operations. This effort focuses on assessing, monitoring, protecting, reinforcing, establishing, and transitioning political, economic, social, and cultural institutions. CA Marines assist commanders by conducting these operations and tasks both actively, through direct contact with the civil populace, and passively, through observation, research and analysis.

d. **Planning**. MAGTF operations demand a flexible approach to planning that adapts planning methods to each situation. CA Marines may use different but related processes to guide planning activities. The two most common processes are troop-

leading steps - BAMCIS, and the MCPP. CA Marines should also be familiar with other planning approaches. For example, special operations (SO) CA may use the SO Operational Planning Procedures or the Joint Planning Process or the Army's Military Decision-Making Process. Regardless, the CA Methodology (AD3ET) frames how CA Marines approach CMO planning and execution.

2. MARINE CORPS PLANNING PROCESSES

a. MCPP. The Marine Corps Planning Process is a 6-step, integrated, disciplined approach used primarily for decision making and planning for units with staffs. The key elements of this iterative cycle are:

- (1) Top-down Planning.
- (2) Single Battle Concept.
- (3) Integrated Planning.
- (4) Commander's participation in form of Intent and Guidance.

"Effective decision-making requires both the situational understanding to recognize the essence of a given problem and the creative ability to devise a practical solution." (MCWP 5-1)

b. BAMCIS. Troop leading steps provide a structured format to help develop plans. With a structured format, there is less likelihood of leaving out any steps. Following the structure helps in formalizing thought processes. The basic troop leading steps are:

- (1) Begin planning.
- (2) Arrange for reconnaissance (and coordination).
- (3) Make reconnaissance (and coordination).
- (4) Complete the plan.
- (5) Issue the order.
- (6) Supervise activities.

c. Begin Planning

(1) An order to conduct an operation does not just materialize out of thin air. Orders to conduct operations are initiated and developed at higher HQs. For the CA team, orders may originate at the battalion level, but often times these were derived from orders two or even three echelons of command higher. Regardless of where the order was originally developed, you begin the troop leading process for your CA team by issuing a Warning Order to the team! Warning orders provide subordinates with maximum time available to prepare for an operation or action. They are either oral or written and must include, at a minimum, information regarding the situation and mission, as well as general instructions and specific instructions.

(2) Planning begins by performing an initial estimate of the situation. CA Marines use the METT-T approach. The CA team leader must understand the specified and implied tasks of the mission issued by higher. The team leader must look at the enemy or adversary's power and the conditions under which they can employ assets to achieve a desired effect. Additionally the CA team leader looks at the effects of terrain and weather. Consideration must be given for friendly support to civil-military operations - Troops and Fire Support Available. The CA team leader must account for time - time available for each phase of the mission, time constraints and restraints from higher, time/space considerations for enemy and friendly movement, logistics required, as well as any gaps. However, METT-T is incomplete without taking into consideration the civil component of the battlespace (METT-T+C).

(3) Civil Considerations are accounted for through the an analysis of civil areas, structures, capabilities, organizations, people and events (ASCOPE) and time permitting, a more complete Civil Preparation of the Battlespace (CPB). Civil considerations are the influence of man-made infrastructure, civilian institutions, attitudes and activities of the civilian leaders, populations and organizations within the battlespace. An appreciation of civil considerations - understanding their impact on operations - enhances the selection of operational objectives; location, movement and control of forces; use of weapons; and force protection measures.

d. **Arrange for Reconnaissance.** The CA Team identifies the things they do not know from the first step, determines what they need to know, who has that information or where that information resides and takes action to gather the information. For example, CA tasks may focus on gaining an understanding of

the operations of an intergovernmental organization (IGO) within the MAGTF's battlespace. To satisfy this requirement it may be necessary to meet a staff member from the IGO. Arrange for reconnaissance by determining the best point of contact to engage. To do this research their website or use other Web resources. Additionally, determine if any members of the supported unit have dealt with the IGO in the past (CO, staff?). Use a social networking site (e.g. LinkedIn) to see if you have any connections to their staff or look for publications or press releases to gauge policy/attitude. It is important to understand that the CA team leader briefs the members of the team as to what their individual duties are and what is expected of them.

e. **Make Reconnaissance**

(1) During this step the CA team actually conducts the civil reconnaissance (and coordination) to support the CA team mission and/or tasks. The CA team leader must conduct at least a minimum reconnaissance consisting of map reconnaissance and imagery to understand topography, boundaries, FSCM, etc. This should be a review based on the previous METT-T effort.

(2) Reconnaissance can take many forms. For example, an enhanced or updated area study or further research into local cultural norms. You do not necessarily have to be walking ground. However, as the CA team leader you will need to coordinate your actions. During coordination discuss with higher, adjacent and subordinates your assigned mission or task, where you expect to be located, and when and how long you expect to be there.

(3) The CA team leader should assess the results of the reconnaissance (for example, meeting with an IGO). Your mission may have been information gathering to support Civil Information Management. Before you draw any conclusions assess the meeting. Were all your questions answered? What were those answers? Are there (IGO) actions favorable to MAGTF operations? Will further coordination be required? To successfully complete reconnaissance you cannot delegate responsibility. Be sure YOUR information-gathering needs were met. You are the decision maker and you must be engaged!

f. **Complete the Plan.** Reconnaissance gathers information to help confirm or deny your initial CMO planning assumptions. You may need to relook or adjust your plan based on your findings. Your CA team can assist in completing the plan, but

the team leader will ultimately approve, deny, or ask for further work on the plan before executing it. Considerations include:

- (1) Who will execute CMO (unit, organization)?
- (2) What is the unit's priority CMO task?
- (3) When will the operation begin (by time or event) and what is the anticipated duration?
- (4) Where will the operation occur (objective or grid location)?
- (5) Why will the unit conduct CMO (mission objectives and end state)?

g. **Issue the Order**

(1) CA tactical tasks may be short term, but often have longer-term implications. For example, supervision of elections may be a six-month process from start to finish, but the affect can be years. In other words, the activities may not take long, but the impact can be long lasting. Measuring effects must be considered in the order.

(2) The order may take various forms, standard written five-paragraph order - SMEAC, a CONOP "slide" or verbal order. The CA team leader should ensure that whatever form it takes, it is understood!

(3) The CMO portion of the higher HQ order can be found in a number of places. The CA team may not necessarily produce an Annex G (CMO), but may utilize areas of the operations order (Para 3b or Annex C or G) to confirm tasks.

(4) The order serves three primary purposes; a situation paragraph provides operational details from a CMO perspective, an execution paragraph and/or matrix provides the direction needed to focus the CMO elements and an assessment matrix displays the information needed to assess CMO tasks.

h. **Supervise**. It should be understood that this is the most important troop-leading step! Supervision is continuous throughout the process. As the CA team leader you're not going to have the time to do everything yourself or you may not have the skills or information needed for the earlier steps, but

ultimately you are responsible, so you need to supervise continuously. Supervision includes evaluation of activities! Are you meeting your objectives?

3. ORDERS DEVELOPMENT

a. CA Team Orders

(1) What is an order? In its most simple form an order is a communication, written, oral, or by signal, which conveys instructions from a superior to a subordinate. Combat orders come in a variety of forms. The most common, recognized format is the "5-paragraph order," otherwise known as "SMEAC." Typically, the CA Team will receive a 5-paragraph order from higher HQ which sets in motion the "BAMCIS" process. It is important to understand that you analyze - not regurgitate - the information provided in higher's order in order to complete yours!

(2) What are CA team Missions? While a CA team will conduct numerous and varied tasks and missions, a common requirement is to support civil reconnaissance. Civil reconnaissance is "a targeted, planned, and coordinated observation and evaluation of specific civil aspects of the environment such as areas, structures, capabilities, organizations, people, or events." To support this, the majority of CA team tasks will be focused on gathering information about the civil environment, therefore, CA team patrols will be more aligned to "reconnaissance patrols" than "combat patrols." More specifically, CA Marines are specially educated and trained to perform civil reconnaissance missions in support of the MAGTF commander's concept of operations (CONOPS).

b. The CA Team Leader. The CA team leader's patrol duties may be numerous. However, prior to execution the CA team leader must present a plan. To that effect, the CA team leader organizes and prepares the patrol by using the six troop-leading steps (BAMCIS). The CA team leader begins by reviewing the higher HQ's order and evaluates all factors affecting the mission and the tasks assigned that lead to a decision, and then transforms this decision into a team order using the 5-paragraph order format (SMEAC).

c. Civil Reconnaissance. Civil Reconnaissance tasks include but are not limited to the following civil information; ongoing assessments (ASCOPE) of the area of operations that identify measures of effectiveness trends, validating

assumptions, answering identified "unknowns" in civil information, filling "gaps" identified during collation and analysis or filling "gaps" remaining in the area study and area assessment, etc. Additionally, the CA team will likely interact with the indigenous populace, to include; HN government officials, religious leaders, tribal or clan leaders, dislocated civilians, infrastructure managers and workers, medical and educational personnel, etc.

d. **CA Team CONOPS**. A CONOPS is "a verbal or graphic statement that clearly and concisely expresses what the joint force commander [CA Team Leader] intends to accomplish and how it will be done using available resources." It can be expressed in a multi-page, written form, as a series of "cartoons" with minimal words, utilizing operational terms and graphics or as a "slide" in combined form using a graphic and narrative to explain actions. Regardless of its presentation, the common theme is "SMEAC."

e. **The Operations Order - SMEAC**

(1) Several nations have agreed to use the format contained in standard agreement (STANAG 2014). Most Marines will recognize it as SMEAC, the five-paragraph operations order format. It is used throughout the U.S. Armed Forces, NATO, and elsewhere overseas. Nearly all types of combat orders are based on all or part of the five-paragraph format. The order consists of an orientation and five paragraphs. All five paragraphs work together to coordinate your resources into a plan on how you will reach the goal of mission accomplishment.

(2) SMEAC Format.

(a) The Orientation paragraph starts off the order with a brief description of the terrain and circumstances you will be operating in.

(b) Situation. After looking at the conditions as briefed in the Orientation paragraph, you need to understand who is in the immediate area. The situation paragraph provides details on both friendly and enemy personnel operating in your area of operations. We combine our understanding of the civil operating environment with an understanding of the adversary(s) we are facing, and what friendly support we may have around us to help our decision making process for finding our solution. It is important to understand that the adversary may be abstract

- i.e., not as simple as an enemy, but complex to include weather or cultural aspects or time.

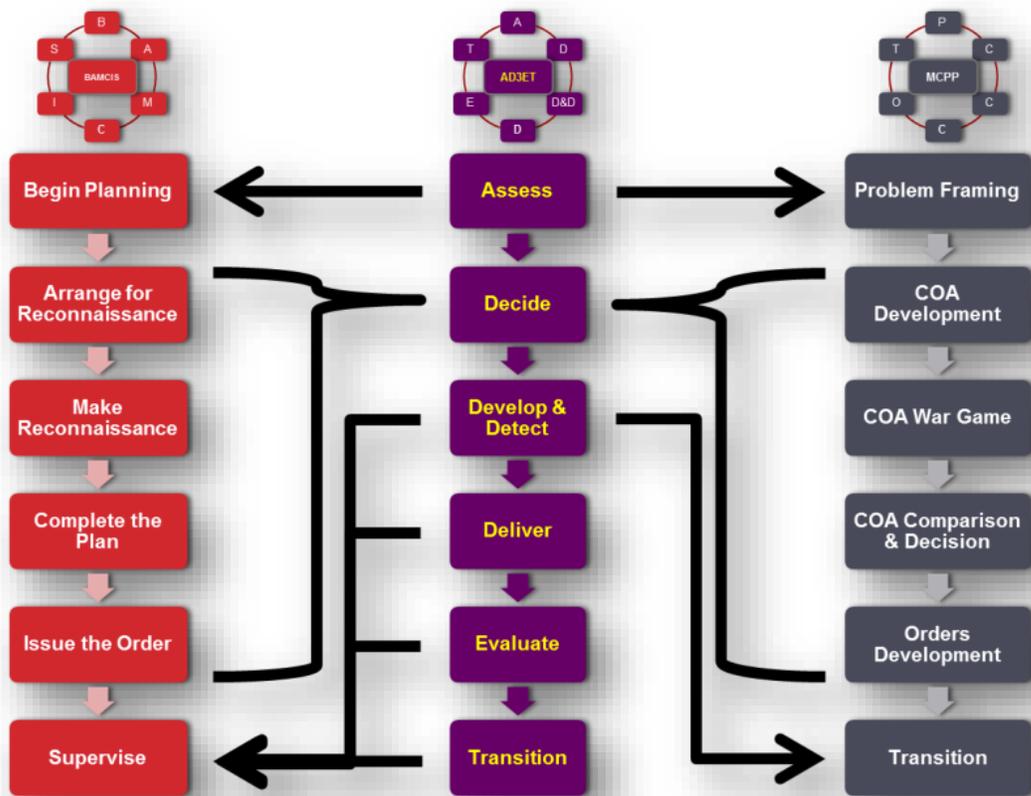
(c) Mission. A short statement containing all five "W"s. When is who, doing what, to whom, and why. This is the problem that we have to determine the solution for. Using all of the information we have at this point, we determine a course of action to accomplish the mission. Often, a CA team's mission is simply the task they are given in the higher HQ's order.

(d) Execution. This is where we communicate the plan (solution) for our problem (the mission) we are tasked to accomplish. Starting from our present location, we brief how we get to the point where the "what" must be accomplished that supports the "why" of the operation. We provide enough detail to direct how to accomplish the mission without being too detailed where we lose initiative from subordinates. We imply discretion to subordinates in determining how they accomplish their specific tasks. Typically we include a "Concept of Operations" (general explanation of tactical plan), specific "tasks" (specific actions to be accomplished by team member(s)), "Coordinating Instructions" (as applicable to two or more individuals within the team) and "Commander's Critical Information Requirements."

(e) Administration & Logistics. Providing some of the smaller details of the operation, this paragraph focuses on medical issues, Enemy Prisoner of War handling, food, water, and ammunition needed to accomplish the mission. We remember the details involved in this portion through the use of four "B"s: Beans, Bullets, Band-Aids, and Bad Guys.

(f) Command & Signal. Here we wrap up the order by discussing how we will communicate key events throughout the operation. We also discuss where key personnel are going to be located, and what the order will be for succession of command in the event the unit leader becomes a casualty.

f. **Planning Process Comparisons**. The following figure illustrates that the elements of the common problem-solving and decision-making processes (BAMCIS and MCPP) used at various levels of command are embedded within the steps of the CA methodology. The CA methodology is not necessarily linear, but a "spiral" in which new missions are spawned during the evaluation phase, which starts the process over again. Several spirals may also occur simultaneously and, at times, overlap as operations become time-sensitive and more complex.



REFERENCES :

- MCWP 3-33.1 MAGTF CMO
- MCWP 5-1 Marine Corps Planning Process

