

UNITED STATES MARINE CORPS
MARINE CORPS CIVIL-MILITARY OPERATIONS SCHOOL
WEAPONS TRAINING BATTALION
TRAINING COMMAND
2300 LOUIS ROAD (C478)
QUANTICO, VIRGINIA 22134-5043

STUDENT OUTLINE

MARINE CORPS PLANNING PROCESS OVERVIEW

0530-CAS-200

CIVIL AFFAIRS OFFICER COURSE

M020A3D

SEPTEMBER 2015

LEARNING OBJECTIVES

a. TERMINAL LEARNING OBJECTIVES

(1) 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)

(2) Given an approved mission statement, Commander's intent, CMO planning support products from the Problem Framing step, and as a member of a CMO working group, integrate Civil-Military considerations into Course of Action development, to inform decision making and within the time limit established by the commander, in accordance with MCWP 3-33.1, Ch. 3. (CACT-PLAN-2108)

(3) Given the Commander's designated COA(s), war gaming guidance, evaluation criteria, refined CMO planning support products, and as a member of a CMO working group, integrate Civil-Military considerations into COA war game, to enhance decision making abilities and within the time limit established by the commander, in accordance with the MCWP 3-33.1, Ch. 3. (CACT-PLAN-2109)

(4) Given war gamed COA(s) with graphic, narrative and sync matrix, approved Commander's evaluation criteria, and as a member of a CMO working group, integrate Civil-Military considerations into COA comparison and decision, to enhance decision making abilities and within the time limit established by the commander, in accordance with the MCWP 3-33.1, Ch. 3. (CACT-PLAN-2110)

(5) Given an approved course of action, CMO planning support products, approved CMO concept of support, and as a member of a CMO working group, integrate Civil-Military considerations into orders development, within the time established by the Commander, in accordance with the MCWP 3-33.1, Ch. 3. (CACT-PLAN-2111)

(6) Given an approved order or plan and as a member of a CMO working group, provide CMO specific support during transition, within the time established by the Commander, in accordance with the MCWP 3-33.1, Ch. 3. (CACT-PLAN-2112)

b. **ENABLING LEARNING OBJECTIVES**

(1) Without the aid of references, define the purpose of the Problem Framing step, in accordance with MCWP 5-1 Ch. 2. (CACT-PLAN-2107a)

(2) Without the aid of references, identify the Problem Framing results, in accordance with MCWP 5-1 Ch. 2. (CACT-PLAN-2107j)

(3) Without the aid of references, define the purpose of the Course of Action Development step, in accordance with MCWP 5-1 Ch. 3. (CACT-PLAN-2108f)

(4) Without the aid of references, identify the Course of Action Development results, in accordance with MCWP 5-1 Ch. 3. (CACT-PLAN-2108d)

(5) Without the aid of references, define the purpose of the COA War Game step, in accordance with MCWP 5-1 Ch. 4. (CACT-PLAN-2109d)

(6) Without the aid of references, identify the COA War Game results, in accordance with MCWP 5-1 Appendix D. (CACT-PLAN-2109c)

(7) Without the aid of references, define the purpose of the COA Comparison and Decision step, in accordance with MCWP 5-1 Ch. 5. (CACT-PLAN-2110d)

(8) Without the aid of references, identify the COA Comparison and Decision results, in accordance with MCWP 5-1, Appendix D. (CACT-PLAN-2110c)

(9) Without the aid of references, define the purpose of the Orders Development step, in accordance with MCWP 5-1 Ch. 6. (CACT-PLAN-2111f)

(10) Without the aid of references, identify the Orders Development results, in accordance with MCWP 5-1 Ch. 6. (CACT-PLAN-2111e)

(11) Without the aid of references, define the purpose of the Transition step, in accordance with MCWP 5-1 Ch. 7. (CACT-PLAN-2112a)

(12) Without the aid of references, identify the Transition results, in accordance with MCWP 5-1 Ch. 7.
(CACT-PLAN-2112d)

1. MARINE CORPS PLANNING PROCESS (MCP)

a. Purpose. MCP is staff level planning designed to promote an understanding among the Commander, his staff, and subordinate Commanders regarding the nature of a given problem and the options for solving it. The Marine Corps subscribes to two types of planning; deliberate and rapid or crisis. The planning process provides Commanders and staffs at all levels a means to organize their planning activities. Time is the distinguishing factor between the two planning types.

b. Doctrinal Philosophy. The Marine Corps Planning Process supports our warfighting philosophy of "maneuver warfare" which allows Marines to exploit the advantages of focus, speed, shock, tempo, and surprise. Planning is also an essential part of command and control and it enhances the Commander's ability to make sound and timely decisions.

(1) Since war is a competition in time, creating tempo (speed over time) is important to every battlespace commander.

(2) Effective planning accelerates tempo by anticipating actions and reactions, enhancing the Commander's decision making ability.

(3) Conflict may be viewed as a series of time and space competitions won through effective decision making cycles. Boyd's OODA Loop is an example of a decision making process used to assist decision makers:

(a) Observe. Yourself, your surroundings, and the adversary (conducting a civil preparation of the battlespace).

(b) Orient. The emphasis is placed on assessing (mental images or snapshots) the area of operation. This assessment is viewed as the most critical step in the process. Whereby a Commander synthesizes available information regarding the operational environment and determines the relevant information in order to make an informed and timely decision to devise a practical solution.

(c) Decide. A Commander considers the relevant information in choosing the necessary actions required to solve the given problem.

(d) Act. Direction given to execute the Commander's decision.

(4) The Commander that goes through the cycle the fastest achieves the advantage and subsequently the cycle starts again.

(5) How do we speed up the OODA loop? Through planning.

c. **Planning Philosophy**

(1) Planning increases our situational awareness - as the planners' situational awareness improves so too does their understanding to recognize the essence of a given problem and the creativity to develop practical solutions. Therefore, decision makers go from learning to understanding to an intuitive awareness. Intuition enhances the commander's ability to make sound and timely decisive actions.

(2) Design is a way of organizing conceptual work within an organization to assist commanders in understanding the operational environment.

(3) Design is the conception and articulation of a framework for solving a problem. The goal of design is to effectively and efficiently identify the root cause(s) of complex problems or unfamiliar situations. Design leads to an actionable operational approach that provides guidance for detailed planning and execution. While not prescriptive, design is based on: Critical thinking; Conceptual planning; Visualization; Emergence of a hypothesis; and Continuous activity. Design occurs throughout the planning-execution-assessment continuum.

d. **Tenets of the Marine Corps Planning Process**. These tenets guide the commander's use of his staff to plan and execute military operations.

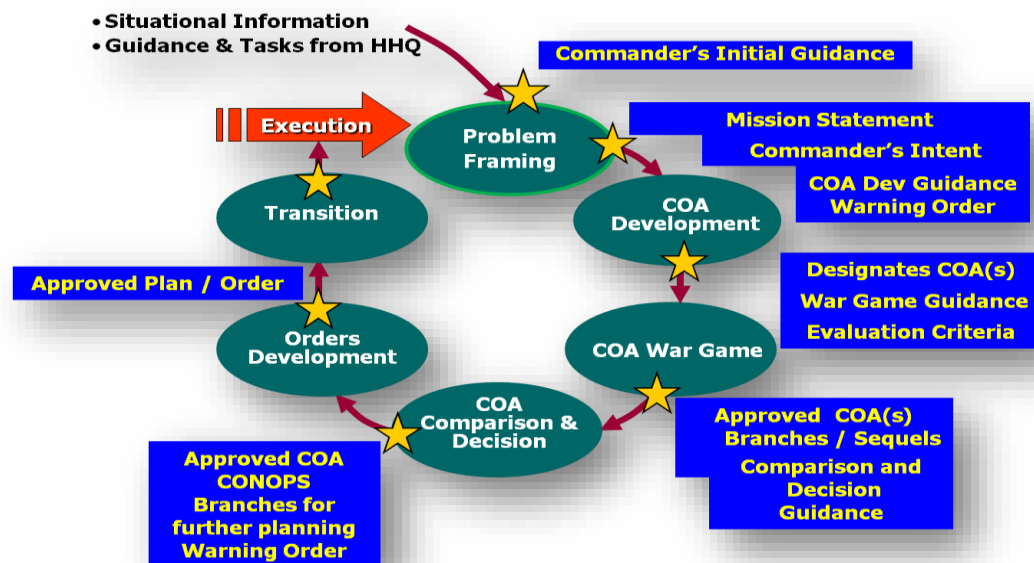
(1) **Top-Down Planning**. Planning is a fundamental responsibility of command. A Commander-driven process; this principle emphasizes the importance of the Commander's involvement throughout the planning process. The key to effective planning is the Commander's guidance and or direction during each step of the planning process. Although the Commander drives the process, it requires support from others. The goal of the staff and OPT/Working Group is to aid the Commander's effective decision making.

(2) Single Battle Concept. Conceptually the battlespace can be divided spatially into three parts: deep, close and rear. Operations and or events in one part of the battlespace often have profound and unintended effects in other areas and events. Therefore, a commander must always view the battlespace as an indivisible entity. Everyone involved must bear in mind that the whole is greater than the sum of its parts. By providing the big picture to subordinate units, they can exercise judgment and initiative when the unforeseen occurs, while remaining consistent with the Commander's intent (the Commander's expression of the purpose of the operation and the desired end state).

(3) Integrated Planning. Integrated planning is the coordinated action toward a common purpose by all elements of the force. The intent of integrated planning is the sharing of information across the warfighting functions and support organizations to achieve a common goal. Essential to this planning principle is the assignment of personnel with an appropriate level of knowledge in their respective organization or functional area on the OPT/working group. The concept is based on the assumption that the experience of a group of functional experts will lead to a better plan than a Commander can develop on his own.

2. THE SIX STEPS OF THE MARINE CORPS PLANNING PROCESS

a. Problem Framing Step. This is the first step of the MCPP; it drives the process.



(1) Problem Framing. The purpose of Problem Framing is to enhance the commander's understanding of the operational environment and nature of the problem in order to determine the purpose of the operation (identifying "what" must be accomplished and most importantly why). Problem Framing is viewed as the most important step of the MCPP. This step affects the entire decision-making process, if inadequate; everything done in subsequent steps may not address the root cause of the problem.

(2) CMO Support to Problem Framing. CA Marines define the nature of the problem from a CMO perspective. The Civil Preparation of the Battlespace (CPB) is essential to the overall assessment of the operational environment and the impact of friendly, adversary, and other actors on the Commander's ability to devise a practical solution. CA Marines must be able to analyze the operational environment and identify related CMO assets and capabilities that can be used in support of planning and execution.

(3) Problem Framing Results. The key to planning is the commander driving the process in the form of guidance and/or direction. The following information requires the personal involvement by the Commander.

(a) Mission Statement

(b) Commander's Intent

(c) COA Development Guidance

(d) Warning Order

b. **Course of Action Development Step**. During this step planners develop possible solution to solve a given problem.

(1) The purpose of COA Development is to produce option(s) for accomplishing the mission in accordance with commander's intent. Planners will provide an understanding of the operational environment and the approach to solve the given problem. Each prospective COA is examined to ensure that it is feasible, acceptable, suitable, distinguishable, and complete (FASDC). Keep in mind that the operational environment is influenced by adversary and civil actions, government, and nature (weather and terrain); therefore continuous assessments are important.

(2) The "how" is the essence of COA development.

(3) CA Marines develop CMO products in support of the OPT's COA(s) development: Most Likely/Most Disadvantageous civil actions; CMO requirements and resources; CMO Task organization; CMO Graphic and Narrative; and a Civil Information Management plan (this is not a complete list).

(4) COA Development Results. The key to planning is the commander driving the process in the form of guidance and/or direction. The following information requires the personal involvement by the commander.

(a) Designated COA(s) for War Game

(b) War-gaming Guidance

(c) Evaluation Criteria

c. **COA War Game Step**. During this step planners are critically examining each COA in order to provide the commander with the best option to accomplish the mission.

(1) The purpose of COA War Game is to examine and refine the option(s) in light of adversary and civil capabilities and potential actions/reactions peculiar to the operational environment. Each friendly COA is war-gamed against selected adversary/civil COAs. Short of actually executing the COA, COA war game provides the most reliable basis for understanding and improving each COA. War-gaming friendly COAs helps planners:

(a) Validate each COA (FASDC)

(b) Identify strengths and weaknesses, associated risks, and assess shortfalls for each friendly course of action

(c) Contributes to an enhance understanding of the operational environment and the nature of the problem

(d) Identify branches and sequels

(2) The Green Cell is used to assist the Commander in analyzing COAs from the civil prospective

(3) The Red Cell is used to assist the Commander in analyzing each COA(s) against a thinking adversary

(4) War Game Results. The key to planning is the commander driving the process in the form of guidance and/or direction. The following information requires the personal involvement by the Commander.

(a) Identified branches and sequels

(b) Approved COAs for COA Comparison and Decision

(c) Comparison Criteria Guidance

d. **COA Comparison and Decision Step**. During this step the Commander then selects the COA that he believes will best accomplish the mission. This step is commonly known as the Commander's step.

(1) The purpose of COA Comparison and Decision is to facilitate the Commander's review of the pros and cons of each option(s) and to decide on the right solution (course of action) that will best accomplish the mission. During COA Comparison and Decision each friendly COA is evaluated against the Commander's established evaluation criteria and the Commander compares them against one another using the results of the COA evaluation.

(2) The Commander has options in selecting the appropriate COA: Choose selected COA; modify selected COA; Combine COAs; or start over (not a likely decision, but possible). The Commander's selected COA becomes the basis of the CONOPS.

(3) The CMO Planner will finalize his/her CMO Staff Estimate and provide input for the Warning Order.

(4) COA Comparison & Decision Results. The key to planning is the Commander driving the process in the form of guidance and/or direction. The following information requires the personal involvement by the Commander.

(a) Approved COA

(b) CONOPS

(c) Branches for further planning

(d) Update Warning Order

e. **Orders Development Step.** During this step, the Commander's decision is communicated in a form that directs unit actions and can be understood by those executing the tasks and activities necessary to accomplish the mission.

(1) The purpose of Orders Development is to translate the Commander's decision into oral, written, and or graphic communication that directs unit actions. Orders serve as the principal means by which the Commander expresses his decision, intent, and guidance. Orders should:

(a) Be communicated in a clear, concise, and useful form.

(b) Contain only critical data and not matters normally found in SOPs.

(c) The result of orders development is the Commander approved order or plan.

(3) CA Marines provide a CMO Concept of Support, CMO tasks for inclusion in Basic Order, Annex G: CMO and participate in orders reconciliation and crosswalk.

(4) **Orders Development Results.** The final actions in orders development are the Commander's:

(a) Approval of the Basic Order or Plan.

(b) Signing the Basic Order or Plan.

f. **Transition Step.** Transition is the final step of the Marine Corps Planning Process. This step facilitates a shift from planning to execution.

(1) The purpose of Transition is to ensure a successful shift from planning to execution. It is an orderly handover and explanation of the approved order to those who will execute the order. Essential to transition is an approved order because it contains the mission, Commander's intent and all necessary planning support tools. Transition is designed to promote an understanding of the written order/plan by those responsible for executing the order/plan.

(2) You should begin planning for transition during problem framing.

(3) Transition may include briefs, drills, rehearsals, or a relocation of a planner to the COP for execution.

(4) Transition is a continuous process that requires a free flow of information between Commanders and staffs by all available means.

(5) CA Marines must ensure that there is a transition of the CMO activities to those executing the CMO tasks outlined in the order/plan.

(6) Transition Results. A successful transition promotes subordinate commanders and staffs that are:

(a) Ready to execute the order and possible branches

(b) Prepared to plan sequels

g. **Process Comparison**. The CA Methodology (AD3ET) and MCPP are nested processes used by CA team leaders to plan, execute, and assess CMO tasks assigned to tactical CA elements. The first two steps of the CA methodology pertain to planning and the subsequent steps pertain to execution.

CA Methodology	MCPP	Problem Solving Steps
Assess	Problem Framing	Identify the Problem
	Problem Framing	Identify Facts and Assumptions
Decide	Course of Action Development	Generate Alternative
	Wargaming	Analyze Alternatives
	COA Comparison and Decision	Compare Alternatives
	COA Comparison and Decision	Make a Decision
	Orders Development and Transition	
Develop and Detect	Execution	Execute the Decision
Deliver	Execution	Execute the Decision
Evaluate	Assess	Assess the Results
Transition		

REFERENCES:

MCWP 3-33.1 MAGTF Civil Military Operations
MCWP 5-1 Marine Corps Planning Process

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