COMBAT ORDERS FOUNDATIONS B2B0287XQ-DM STUDENT HANDOUT

Combat Orders Foundations

Introduction and Importance	Combat orders instruction at The Basic School (TBS) is a detailed, rigorous package that strives to develop and evaluate your ability to communicate a tactical decision to peers and subordinates in order to execute your plan in a time-competitive environment. The primary focus throughout the instruction and evaluation will be on decisive action, which cannot be achieved in the absence of clearly communicated orders.
Prerequisites	Keep the following points in mind as you read this handout.
	MCDP 1 Warfighting, introduced you to the nature of war which is inherently violent and chaotic, which we mitigate through clear communication of intent and simple plans. It discussed maneuver warfare, the theory of which is to strike the enemy's critical vulnerability (the decisive time and place) with combined arms to bend the enemy to our will. Warfighting is the doctrinal foundation for the Marine Corps as a Maneuver Warfighting force.
	In **Decision Making,** you learned the importance of decisiveness in a time compressed environment, and how that relates to maneuver warfare. This was illustrated by the Boyd Cycle (OODA Loop) in which maneuver in time is achieved through an increased tempo of action. You also learned that as a leader and a Warfighter, you must be comfortable with making reasonable assumptions, supported by fact, to drive your operations. The ability to do this was defined by the "70% Solution."
	Finally, in **Tactical Planning**, you learned the Six Troop Leading Steps (BAMCIS) which serve as a guide to design and execute our plan on receipt of higher's plan. You were introduced to the Tactical Though Process, defined as:

<u>**METT-TC -> EMLCOA -> EXP-> SOM -> FSP -> Tasks**</u>

and its relation to BAMCIS. Now we will take a look at the process used by higher to communicate higher's decision into tactical action, and how you will utilize higher's communication to plan for and communicate your own decision.

Combat Orders Foundations (Continued)

In This Lesson   Initially, we shall discuss combat orders fundamentals and foundations. We will also review three types of orders, the required information, and various techniques for effective issue and receipt of combat orders. We shall review some examples that are included at the end of the student handout. Throughout the lesson, we will relate back to Tactical Planning I, as order development is a key component in the tactical acumen of the officer of Marines.

This lesson covers the following topics:

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Learning Objectives

<u>Terminal Learning Objectives</u>   TBS-PAT-2002 Given a unit with or without attachments, a mission with commander's intent, paper, and pen, write a combat order to support the achievement of higher headquarters intent.

TBS-C2-1003 Given subordinate units, while operating in a changing situation, with time available, having previously issued a five paragraph order, issue a fragmentary order to provide an update to the tactical plan.

TBS-C2-1002 Given subordinate units and an order, while considering the situation and time available, issue a five paragraph order to communicate a complete, realistic, and tactically sound plan that accomplishes the mission.

TBS-C2-1001 Given subordinate units and an order, while considering the situation and time available, issue a warning order to facilitate concurrent preparation of subordinate units with reconnaissance and detailed planning.

Learning Objectives (Continued)

<u>Enabling Learning Objectives</u>

TBS-C2-1001a Given a mission from higher, develop an initial estimate of the situation to publish a warning order.

TBS-C2-1001b Given a mission from higher, task organize in a warning order to establish subordinate responsibilities.

TBS-C2-1001c Given a mission from higher, write the situation in a warning order to communicate key information to subordinates.

TBS-C2-1001d Given a mission from higher, write the mission in a warning order to communicate key information to subordinates.

TBS-C2-1001e Given a mission from higher, write a tentative scheme of maneuver in warning order to communicate key information to subordinates.

TBS-C2-1001f Given a mission from higher, write coordinating instruction in a warning order to communicate key information to subordinates.

TBS-C2-1001g Given a developed warning order, disseminate the warning order to communicate the plan to subordinates.

TBS-C2-1002a Given an order from higher, develop an estimate of the situation to issue an operations order.

TBS-C2-1002b Given an order form higher, task organize in an operations order to determine 5 Ws for subordinate units.

TBS-C2-1003a Given subordinate units, while operating in a changing situation, with time available, analyze what has changed from the previous order to determine what to communicate to subordinates.

TBSC2-1003b Given an evaluation, define the characteristics of a fragmentary order without omission.

Learning Objectives (Continued)

TBS-PAT-2002a Given subordinate units, an order, and considering the situation and time available, write a warning order to facilitate concurrent preparation of subordinate unit(s) with reconnaissance and detailed planning.

TBS-PAT-2002c Given a unit, a mission with a commander's intent, and with supporting and attached units, determine Higher, Adjacent and Supporting (HAS) to accomplish the mission and meet the commander's intent.

TBS-PAT-2002d Given an order from higher headquarters, paper, and pen, develop commanders intent to support achievement of higher's mission.

TBS-PAT-2002e Given an order from higher and a mental estimate of the situation, develop a scheme of maneuver to accomplish the mission.

TBS-PAT-2002f Given subordinate units, an order, and considering the situation and time available, incorporate the fire support plan from higher to develop a complete, realistic, and tactically sound plan that accomplishes the mission.

TBS-PAT-2002g Given an order from higher and a mental estimate of the situation, develop coordinating instructions to accomplish the mission.

TBS-PAT-2002h Given an order from higher and a mental estimate of the situation, develop administration and logistics plan to accomplish the mission.

TBS-PAT-2002i Given an order from higher and a mental estimate of the situation, develop command and signal plan to accomplish the mission.

Combat Orders Fundamentals

MCRP 5-2A, *Operational Terms and Graphics*, defines an order as, "A communication, written, oral, or by signal, which conveys instructions from a superior to a subordinate. In a broad sense, the term 'order' and 'command' are synonymous. However, an order implies discretion as to the details of execution whereas a command does not." In essence, combat orders express the will of the commander. They must be brief, clear, and definite. A decision, however promising, will fail if the commander cannot effectively communicate it to subordinates. Effective orders planning, writing and delivery allows the commander to effectively communicate and act.

"The essential thing is action. Action has three stages: the decision must be born of thought, the order or preparation for execution, and the execution itself. All three stages are governed by the will."   *–General Hans Von Seekt*

In other words, General Von Seekt has identified the importance of Decide, Communicate, and Act. A commander's ability to deliver orders corresponds directly to his tactical skill. If the commander conducts an accurate estimate of the situation and arrives at a definite tactical decision, then he typically issues an effective order. Conversely, a commander who cannot make a decision often will not produce an effective order. Delivering combat orders, like tactical decision-making, is an art. To be effective, commanders must frequently practice making decisions and articulating orders. A commander should avoid highly formalized formats or lengthy order procedures. They limit his/her flexibility and increase the potential for miscommunication. Often, the commander must individualize orders to best match the abilities of those who receive it. (See Von Schnell's *Battle Leadership*). A commander will issue a more detailed orders to inexperienced or unfamiliar subordinates than to those with whom he/she knows and trusts.

Mission tactics are crucial to the art of combat orders. Von Schnell describes them as follows:

…We use what we term "mission tactics;" orders are not written out in the minute detail, a mission is merely given to the commander. How it shall be carried out is his problem. This is done because the commander on the ground is the only one who can correctly judge existing conditions and take proper action if a change occurs in the situation. There is also a strong psychological reason for these "mission tactics." The commander, who can make his own decisions within the limits of his mission, feels responsible for what he does. Consequently, he will accomplish more because he will act in accordance with his own psychological individuality. Give the same independence to your platoon and squad leaders

Combat Orders Fundamentals (Continued)

There will be situations (such as with less experienced units) where more detailed control is necessary and mission tactics may not be as practical. Use *mission-type orders* whenever the situation allows, but their usage shall not excuse analysis or relax discipline. According to Sun Tzu, *speed* is the essence of war. Orders must be executed in a timely manner. General Patton observed, "…that a good plan violently executed now is better than a perfect plan executed next week." In his review of some lessons learned by the United States (US) Army in World War I, General George C. Marshall wrote:

In studying the examples of the orders issued to our troops in France, several important points deserve consideration in determining the relative excellence of the orders issued. It is frequently the case that what appears to have been a model order was actually the reverse, and a poorly and apparently hastily prepared order will often be erroneously condemned. Many orders, models in their form, failed to reach the troops in time to affect their actions, and many apparently crude and fragmentary instructions did reach front-line commanders in time to enable the purpose of higher command to be carried out on the battlefield. It is apparent that unless an order is issued in time for its instructions to percolate down throughout the organization sufficiently in advance of an engagement to enable each commander to arrange his unit accordingly, that order is a failure, however perfect it may appear on paper. Our troops suffered much from the delays involved in preparing long and complicated orders due to the failure of the Staff to recognize that speed was more important than technique.

According to MCDP 5 (*Planning*), "the more urgent the situation, the greater need for brevity and simplicity." Remember that an effective combat order is much more than merely passing information. You must convey your will. A good order is as much inspiration as information. The confidence and enthusiasm in which you deliver your order is as important as the content of the order itself.

Types of Orders

Combat orders are distinguished from administrative orders by their purpose and tactical action. There are several types of combat orders; the most common are the:

- Operation Order
- Warning Order
- Fragmentary Order

Types of Orders (Continued)

Operation Order   An operation order is "a directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation." Commanders at all echelons use them. They can be issued orally or in writing. When written, they can be only a page or two long or as thick as a phone book. You may also hear them referred to as five-paragraph orders. When dealing with small units, operation orders are often referred to by the action they are assigned to complete

  − Squad attack order
  − Patrol order
  − Platoon attack order
  − Platoon (rein) attack order
  − Convoy order

Large scale operations orders often have several annexes that contain specific details on fire support, communication, air or maritime movement, etc. Annexes are common in battalion and higher orders, but uncommon in typical platoon attack orders. You will not deal with annexes during the Basic Officer Course (BOC). What you will use during the BOC is a version of the five-paragraph operations order format specially adapted for use by companies, platoons, and squads. (See appendices.) The same format is in the latest version of your Commander's Tactical Notebook.

Warning Order   A warning order is "<u>a preliminary notice of an order or action which is to follow</u>." It is issued by the commander at the outset of receipt of an order from higher. <u>The warning order is issued prior to beginning the planning process (i. e. th e " B" i n BAMCIS) in order to allow subordinate leaders and units to maximize their preparation time.</u> At the conclusion of your initial planning, a warning order can be re-issued or updated. In order to create a warning order, it is ideal that you identify all the pertinent information categorized within the 5-paragraph order format from higher. At a minimum a warning order contains the situation, mission, general instructions and specific instructions. There are different methods of disseminating the information to your Marines. You can verbally issue the warning order, post the warning order, or verbally issue and then post the order, which is the preferred method. Don't delay issuing a warning order because you don't have all the information you would like to have. <u>Once more information is received you can publish a second warning order or update the previously issued warning order.</u>

Types of Orders (Continued)

Fragmentary Order   A fragmentary order (or "Frag-O") is "an abbreviated form of an operation order, usually issued on a day-to-day basis that eliminates the need for restating information contained in a basic operations order. It may be issued in sections." Fragmentary orders are often necessary due to enemy action. Remember "no plan survives contact with the enemy." Expect fragmentary orders in most operations. They can only be issued if a complete combat order (known as a base order) has been previously issued. Fragmentary orders should cover only the information that has changed since the issuance of the base order. Frequently, the information changed pertains to enemy situation, mission, and execution of the plan. Fragmentary orders are an important technique to keep orders short. (In order to alleviate any potential confusion, if there are no changes to a particular paragraph, subparagraph, or section, the order issuer shall state the name of the section and "No changes.")

Orders Format

Combat orders come in a variety of forms. They range from a few hasty instructions shouted by a squad leader in the heat of battle to a phonebook-sized written operations order for a joint task force signed by the joint force commander. Your combat orders instruction at TBS is focused at the lower end of the spectrum, including concise attack or patrol orders delivered orally to squad and platoon elements.

Formats   Several nations have agreed to use the format contained in standard agreement (STANAG 2014). Most Marines will recognize it as the five-paragraph order format, otherwise known as SMEAC. Nearly all combat orders used by the US Armed Forces and NATO allies are based on all or part of the five-paragraph format. (See Appendix A.) Remember one of the Principles of War is "Simplicity." **A short, simple order that efficiently conveys your will is superior to a lengthy, complicated order that invites ambiguity.** Do not allow your decision to become lost in a series of paragraphs, subparagraphs, alpha-numerics, and acronyms. As it clearly states in *Planning* (MCDP 5), "…content, clarity, and conciseness are more important than format."

Order Format (Continued)

O-SMEAC

There are six main sections to the Five Paragraph Order. They are as follows:

Orientation
I. Situation
II. Mission
III. Execution
IV. Administration & Logistics
V. Command & Signal

This is what you will receive from higher that will set into motion the Troop Leading Steps. Once you arrive at the "C" in BAMCIS you will utilize this same format to communicate your plan. There are many subparagraphs, sections, and subsections that serve to structure the order issue so that required information is included, delivered, and issued in a clear manner. In the Student Handout appendices, there are several templates that can be used as a reference for various evolutions.

Orientation

The orientation is a general overview which serves two purposes. First, it is an opportunity for the commander to orient subordinates to the medium by which the order is issued, whether it is a terrain model, a whiteboard, a sand table, etc.

The second purpose is to define and describe the battle space being operated in. Much of this information comes from the analysis of Terrain and Weather gleaned from the commander's Estimate of the Situation (MET**T**-TC).

As we describe both the median and the battle space it is important to paint the picture of not only the terrain but the effects of terrain and weather and how it will apply to the Marines. Detail counts during the orientation so to accomplish this some critical elements of information include: current location, direction of north, key terrain, tactical control measures within the Area of Operations (AO), weather, illumination, visibility, a local history of the area/population, enemy positions, and direction of attack. This list is not inclusive and it is the responsibility of the commander to paint the picture for his unit through the details determined based on a thorough METT-TC analysis.

Order Format (Continued)

Paragraph I: Situation The first paragraph is the Situation which encompasses three subparagraphs: Enemy Situation, Friendly Situation, and Attachments/ Detachments. Each of these is a critical component of information that must be disseminated to subordinates.

- **Enemy Situation.** The Enemy situation is divided into three sections: Enemy Composition, Disposition and Strength; Enemy Capabilities/Limitations; and Enemy's Most Likely Course of Action.

  - **Composition, Disposition and Strength.** The composition disposition and strength section answers the questions, "Who is the enemy?", "What do they bring to the fight?" and "What are they doing?" These are facts about the enemy given to us from higher who at this point has already conducted a thorough estimate of the situation. An acronym used to describe the enemy forces is **SALUTE** which stands for **S**ize, **A**ctivity, **L**ocation, **U**nit, **T**ime, and **E**quipment.
  - **Capabilities/Limitations**. The Capabilities/Limitations section answers the question, "What can the enemy do and what conditions are required for him to achieve these actions?" An acronym used to describe the enemy's capabilities is **DRAW-D**, which stands for the enemy's capability and likelihood to: **D**efend, **R**einforce, **A**ttack, **W**ithdraw, and **D**elay. The commander uses the facts listed in composition, disposition and strength to evaluate and estimate the enemy's ability of committing each action in DRAW-D. This is the first time in the orders process where the commander reveals their analysis by answering the question "What do I think?"

NOTE:	**Example Enemy Capabilities and Limitations** (DRAW-D)
	The EN CRF sqd(+) have the ability to defend especially if they are able to canalize an opposing unit into their prepared engagement area, which is covered by MG fire and will defend until the loss of a MG or three priority casualties. They are capable of being reinforced up to Plt size by the EN from the north, but it would take about an hour, and

would only do so if they detect they are about to be attacked by a force three times their size or larger. The EN has a limited ability to attack due to their posture, but they are capable of conducting harassing attacks within 300 meters of their position with FT sized elements. They are capable of withdrawing quickly to the north due to their small size, but this would be hindered if they sustain 3 casualties unless they decide to leave behind their wounded. The EN is capable of delaying our movement through IDF if they can observe their fires and maintain consistent communication with their observers and higher units.

- o **Enemy's Most Likely Course of Action (EMLCOA).** Following an estimate of the situation (METT-TC) the commander determines the enemy's most likely action. This is the commander's assessment of the enemy's scheme of maneuver; it accounts for his task, purpose, and method of imposing his will. In general, the EMLCOA should contain three pieces of information:
    1. Enemy's mission. This will include a tactical task and purpose for the enemy.
    2. A detailed description of what the enemy is doing now.
    3. A detailed description of what the enemy will do on contact.

When communicating the EMLCOA, unit commanders must "*walk the dog"*, which entails physically manipulating some graphic along a physical representation of the terrain through the various tactical control measures.

NOTE:	**Example Enemy's Most Likely Course of Action (EMLCOA)** I believe the EN's mission is to block our advance towards their LSA. The EN CRF squad (+) on Co Obj C is oriented SW and has two RPK machine guns, one of which is oriented SW along Route 609 and another which is oriented S along the intermittent stream network. These weapons are likely set in on principal direction of fire (PDFs) with interlocking fields of fire, and frame the EN's engagement area along Route 609. There will be obstacles in his engagement area, which seek to canalize our forces, break up our formations, and disrupt our advance. The EN's current security posture is likely around 50%, as the other half of their unit continues to improve their positions. They have likely dug skirmisher-trenches in the overnight hours, but are continuing to dig and will likely have their MGs completely entrenched by 1500. If they identify us from the LP/OP as we are moving North, they will attempt to delay our advance with indirect fire targets placed throughout likely avenues of approach. The LP/OP is a buddy pair that will move by foot to Co Obj C in order to report our activity, which will likely initiate an EN call for reinforcements and an increased security posture on Co Obj C to 100%. On contact, the squad (+) on Co Obj C will defend until they have

sustained (3) priority/urgent casualties or we have closed within 150 meters of their position with at least a squad sized force. The EN squad (+) will then withdraw under indirect fire, utilizing one of their preplanned routes while attempting to reconstitute its' forces and move to the North. However, if they observe a gap in our consolidation on the objective, the EN will seek to exploit this gap and attempt to regain the initiative via a counterattack. They are likely to have a preplanned target on the objective in the event that they are overrun. The EN fire team (+) is likely adding depth to the platoon's defense and will conduct a delaying action until they are overwhelmed.

- **Friendly Situation.** The Friendly situation is divided into three sections: Higher's Mission/Intent, Adjacent Units, and Supporting Units. Often, leaders refer to the acronym HAS.
    - **Higher's Mission/Intent.** Commanders and leaders must be aware of operations two-levels higher to ensure their plan is "nested" with higher. This means that a squad leader must be apprised of the Company's plan, a platoon commander must be appraised of the Battalion's plan, and so on. Therefore, within an order, the mission and intent of the leader one-level higher than the commander issuing the order is communicated to subordinates. At a minimum, higher's complete mission statement and endstate is communicated.
    - **Adjacent Units.** This information is included in orders to provide subordinates with sufficient information to understand the operational environment around them in the geo-spatial dynamic. At a minimum, adjacent unit movement and effects of fires are important considerations that must be disseminated to subordinates. A commander must communicate the mission of each adjacent unit in addition to location. This allows a commander and his subordinates to execute the mission of an adjacent unit should he/she be called upon from higher to do so.
    - **Supporting Units.** Information on units supporting the operation is provided to inform all subordinates of these assets. For example, any fire support assets should be identified with their locations, azimuths of fire, contact information, employment (General Support (GS) or Direct Support (DS)), and any priority of fires. In addition, any available air assets should also be listed (whether they are capable of CAS or

extraction assistance)

- **Attachments/Detachments.** Any attachments that a higher command attached to your unit will be listed here. This includes any of the following: Machinegun (MG) squads, Assault teams, Forward Observer teams, Sniper teams, explosive ordnance disposal (EOD) personnel, military working dog (MWD) teams, civilian journalists, hospital corpsmen, and any other personnel not organic to your unit. These personnel must be included in your administrative reports and provided for (chow, water, etc). **Attachments must receive tasking in the Task portion of the Execution Paragraph.**

NOTE:	At this point let's relate back to your Tactical Planning I class. In conducting your Estimate of the Situation (METT-TC) the information in the Orientation and Situation paragraph from higher provides the basis for your analysis of the Enemy (METT-TC), your analysis of Troops and Fire Support Available (METT-TC), and your analysis of the Terrain and Weather in the battle space. (METT-TC). Always remember, you must analyze the information provided in higher's order to complete your own

Paragraph II: Mission

A mission statement is composed of two parts, a task and a purpose. When read from higher's order your mission is the task received from one level above you. (Remember, an effective commander is always relating two-levels higher to ensure "nesting.") This mission statement must include the answers to the "**5 W's": Who, What, When, Where, and Why**. The "Why" (also known a s " purpose") is the most important part of the statement because it informs subordinates of the reason the task must be accomplished. If the underlying premise for the task is understood, subordinate unit leaders will be able to adjust mission-based actions at various points of friction should the unit commander not be present. MCDP-1 defines this as mission type orders/tactics. Thus, the unit will have a better chance of overall mission accomplishment.

Example:
NLT 1500, 1st Platoon destroys the EN CRF forces on Co Obj C and Plt Obj 1 IOT prevent the EN from interfering with Company E ME attack on Bn Obj 2. O/S, displace by unit via the most direct route to Bn Obj 2 IOT conduct link-up with Company E(-).

Who? 1st Platoon
What? Destroy
Where? Company Objective C and Platoon Objective 1

When? NLT 1500
Why? In order to prevent enemy from interfering with
Company E ME attack on BN Obj 2.

NOTE:	Again, let's relate back to your Tactical Planning class. At this point from higher's order you have some of the information needed to begin conducting your analysis of the Mission. (**M**ETT-TC)

Paragraph III: Execution	The Execution paragraph is where the unit leader describes and conveys his plan for accomplishing the unit mission. It includes four main subparagraphs: **Commander's Intent**, **Concept of Operations**, **Tasks**, and **Coordinating Instructions**.
	
	• **Commander's Intent.** This subparagraph is described in terms of three components: the **Purpose** of the operation, **Method** of exploitation and desired **Endstate**. Remember, as per Warfighting, "Understanding the intent of our commander allows us to exercise initiative in harmony with the commander's desires….A clear expression and understanding of intent is essential to unity of effort." (*MCDP 1*)
	  o **Purpose.** Statement of the purpose for conducting the operation. This should include the "In order to" portion of the mission statement i.e. the "why". A simple, clearly stated purpose tells subordinates the reason the unit is conducting the mission.
	  o **Method.** Statement of the commander's over-arching plan for exploitation of the enemy's critical vulnerability and mission success. The method should include:
	
	    − **Enemy Center of Gravity.** Our Warfighting doctrine is based in the concept of maneuver warfare, in which we avoid surfaces and mass our firepower at the enemy's vulnerability. To do this, the commander, after having completed their estimate of the situation (METT-TC) and prediction of the enemy's scheme of maneuver (EMLCOA), will determine what provides strength to the enemy. <u>The unit commander must identify the enemy's Center of Gravity that corresponds to the enemy's most likely course of action as described in Paragraph I, subparagraph A, section 1 (Enemy Forces).</u>

**Paragraph III:
Execution (Continued)**

– **Enemy Critical Vulnerability.** The converse of the enemy's center of gravity is where we seek to mass our force. The critical vulnerability is the gap that when struck renders the enemy's center of gravity ineffective, without having to strike the center of gravity directly. <u>As with the enemy's enter of gravity, the commander must identify the enemy's Critical Vulnerability as hindering the enemy's most likely course of action as described in Paragraph I, subparagraph A, section 1 (Enemy Forces).</u>

– **Exploitation plan.** Is the identified plan of how the enemy's critical vulnerability will be exploited by the unit's scheme of maneuver. For example: if the enemy's key gap is an exposed flank, then an exploitation plan may be to mass firepower on the enemy's flank.

NOTE:	**Example Commander's Intent**. The purpose is to prevent the EN from interfering with Company E ME attack on Bn Obj 2. The EN's center of gravity is their machine guns, which provide interlocking fires in their engagement area. Their critical vulnerability is their exposed flank. We will exploit this by conducting a flanking attack away from their engagement area and identifying and focusing fires against their machine guns as these are the EN's center of gravity. The endstate is to deny the EN the ability to interfere with the Co ME Atk. The EN on Co OBJ 2 and Plt Obj 1 are destroyed, and 1st PLT conducts successful link up with E Co (-) on BN OBJ 2.

- **Concept of Operations.** The unit commander will explain his detailed plan in the Concept of Operations. The two components within this subparagraph are the **Scheme of Maneuve**r and the **Fire Support Plan**. Offensive, defensive, patrolling, MOUT and convoy orders' schemes of maneuver each have separate and specific essential elements that must be included in the unit commander's order. **Communication of these elements should be sequential and thorough.**

    o **(Offensive) Scheme of Maneuver.** This section describes the plan by which the unit commander has decided he will exploit the enemy's critical vulnerability. The plan must be *anonymous* so as not to create the potential for subordinate units to isolate their attention to solely their role. The plan must be *sequential* so as to create a chronological structure to the operation which

translates into clarity among subordinates and order recipients. The plan must be *thorough* and include all required information but not belabor details. When communicating this portion of the order, once again unit commanders must "*walk the dog*" during the scheme of maneuver, which entails physically manipulating some graphic along a physical representation of the terrain through the various tactical control measures. There are five essential elements of the offensive scheme of maneuver which include: **Distribution of Forces, Form of Maneuver, Direction of Attack, TCMs,** and **Consolidation**.

- **Distribution of Forces.** The commander should specify the breakdown of his forces. This consists of identifying a Main Effort (where the commander looks to "weight" a unit as his bid for success, MCDP 1 establishes this as the priority for support and the focus of the units combat power.) and several Supporting Efforts (where combat power is economized). This must be specified for all subordinates.
- **Form of Maneuver.** The commander must specify the form of maneuver to be incorporated in the operation. The forms of maneuver are: **frontal attack, flanking attack, envelopment, turning movement, infiltration, and penetration**. (as per MCDP 1-0: 7-16) While at TBS, you will focus on using either the frontal or flanking attack.
- **Direction of Attack**. The unit commander should specify the direction of attack. This direction indicates the general direction from the Assembly Area (AA) to the Objective. Direction of attack is the direction of movement upon crossing the line of departure (LD).
- **TCMs.** The commander must brief sequentially all the tactical control measures used within the operation and the required actions at each. These are the geographic locations that exist for the unit commander to "assign responsibility, coordinate fire and maneuver, and control operations." Examples

include the Assembly Area (AA), the Attack Position, the Line of Departure (LD), a Release Point (RP), the Assault Position, and the Objective. They should be identified to all subordinates during the order as well as being shown of the terrain model.

– **Consolidation**. The unit commander should specify his plan for actions upon consolidation. This can be distributed into assignments by utilizing the clock method (10-2 o'clock, 2-6, 6-10) to assign areas of responsibilities to subordinate units. This should also include information pertaining to security, resupply, and casualty evacuation among other concerns.

- **Tasks.** The commander will task his subordinate units in this subparagraph. Subordinate leaders use their task from higher as their mission statement to begin conducting an Estimate of the Situation. (**M**ETT-TC) Therefore, a tasking statement is required to include all the answers to the "5 W's": Who, What, When, Where, and Why. "Who" refers to the subordinate unit designated to accomplish the task assigned For all offensive (and defensive) operations, the "what" refers to the assigned tactical task. The astute commander uses appropriate tactical tasks (listed in *MCDP 1-0* and the Ops Terms and Graphics Student Handout) to ensure subordinate comprehension of what the commander wants to occur. Further, use of non-tactical tasks invites interpretation and ambiguity that increases internal friction. "When" refers to the time the assigned task is required to occur. "Where" refers to the geographic location at which the effects of the tactical task are required. "Why" is identified as the most important because it informs subordinates of the reason the task must be accomplished. If the underlying premise for the task is understood, there is a greater chance that the mission will be successfully accomplished. The purpose should be related to the higher unit's end-state as briefed earlier. During communication of the order, the commander will again "*walk the dog*", but with graphics that accurately depict the designated subordinate units.

Example:

2nd Squad. You are the SE1. NLT 1500, destroy the EN CRF sqd(+) on Co Obj C IOT prevent the EN forces from

interfering with the Company E ME atk on Bn Obj 2. You will be on the left ½ of the plt (-) on-line formation. You are the Aid and Litter Team to assist in extraction of any casualties. You are the Search and EPW Team. BPT assume the mission of the platoon ME.

- **Coordinating Instructions.** Any instructions that are not included in tasks and that pertain to two or more subordinate units are included in this subparagraph. The unit commander will identify many general details that are imperative for mission success. Some details include a timeline, priority of rehearsals, lost Marine plan (by phase), a no-communications plan, establishment of priorities of work, the designation of a base unit, all TCMs, the Mission Oriented Protective Posture (MOPP) level, go/no-go criteria, abort criteria, and immediate action (IA) drills. If a Warning Order is published and disseminated prior to the Operations Order being given and contains any of the information listed previously, then a Commander can save time during his brief by stating "no change" to subjects that remained constant from the Warning Order to the Verbal Operations Order. As always, leaders must ensure they supervise to insure all information is known by subordinates.

NOTE	Relating back to your Tactical Planning class, at this point, having been given higher's Commander's Intent, Scheme of Maneuver, Fire Support Plan, Tasking Statements to subordinates (you), and Coordinating Instructions to include the timeline, you have additional information to continue your analysis of the Mission (**M**ETT-TC), Troops and Fire Support Available (ME**T**T-TC), and Time (METT-**T**C). **Always remember, you must analyze the information provided in higher's order to complete your own.**

Paragraph IV: Administration & Logistics

In this paragraph, the unit commander identifies the administrative and logistical information necessary for the operation to be successful. There are two subparagraphs in Paragraph IV: Administration and Logistics.

- **Administration.** The unit commander will explain his plan for all administrative issues in this subparagraph. He will specify locations and points of contact for all wounded in action (WIA), killed in action (KIA), and Enemy prisoners of war (EPWs) during the operation. This includes a detailed casualty evacuation (CASEVAC) plan to move the casualty to the next higher echelon of care. The Commander will also designate a point of contact (POC) for these events. These events need to be briefed in parts based on

critical events or TCMs that the commander has identified so that all levels understand when to transition and the actions that need to occur during that phase/part.

- **Logistics.** In this subparagraph, the unit commander presents his plan for all logistics issues. In addition, he identifies the preparations for receiving required equipment for the operation. Resupply issues are also briefed, such as time/location and priority of units

Paragraph V: Command & Signal

This paragraph concentrates on the unit commander's plan for command and control during the operation. There are two subparagraphs in this section: Signal and Command

- **Signal.** The Signal subparagraph contains crucial communication-related information such as the established primary/alternate Challenge and Password, primary/alternate/tertiary radio frequencies to be used during the operation, and any other signals (pyro, smoke) that the unit commander has designated to include in his Scheme of Maneuver. A recommended planning process for the signals plan is that it must be *Original, Appropriate and Redundant* in accordance to what is available and what is the desired effect. The location of a copy of the Communications/ Electronic Operational Instructions (CEOI) should also be briefed.

- **Command.** Within this subparagraph, there are two sections: Location of Key Personnel and Succession of Command.
  - o **Location of Key Personnel.** The unit commander shall specify the location of each key individual throughout the entire operation. If the location of various key personnel is to change due to the determined Scheme of Maneuver, the unit commander shall identify this and disseminate the information to the subordinate units.
  - o **Succession of Command.** The unit commander shall determine the succession of command among his subordinate unit leaders.

NOTE	One last relation back to your Tactical Planning I Class. At this point you have all the information from higher needed to conduct your Tactical Planning. So how would it work? In general terms: on receipt of an order from higher, you would issue a Warning Order to your subordinates with enough information to allow them to start their initial

planning. You would then Begin Planning (**B**AMCIS), during which you would conduct an Estimate of the Situation (METT-TC) utilizing the information contained in higher's order. Your Estimate of the Situation will allow you to predict what <u>you</u> believe the Enemy's Most Likely Course of Action (EMLCOA) will be. This prediction provides the basis of your Exploitation (EXP) analysis of the enemy. Once completed, you can begin to formulate what you believe your Scheme of Maneuver (SOM) will be to exploit the Enemy's critical vulnerability. You will support your initial SOM with an initial Fire Support Plan (FSP) and you will determine the Tasks your subordinate units must complete to make your SOM happen. Hence in Begin the Planning (**B**AMCIS):

METT-TC -> EMLCOA -> EXP -> SOM -> FSP -> Tasks

<u>REMEMBER: You</u> must analyze, not regurgitate, the information provided in higher's order to complete your own.

Techniques for Issuing an Order

- **Terrain Model:** Use of the terrain model is the gold-standard in communicating an order. In effect, it is a scaled down model of the battle space that the commander uses in conjunction with Issuing the Order (BAMC**I**S). An effective terrain model will allow your Marines' to visualize the battle space they will be operating in, the enemy they are engaging, and the Scheme of Maneuver (SOM) being executed. The astute commander will evaluate their terrain model by asking the following question: *<u>If someone with basic military knowledge were to look at my terrain model, could that person generally know the terrain, enemy SOM, and friendly SOM without explanation?</u>* The following is a partial list of items displayed on a terrain model:
    - North-seeking arrow
    - Grid lines
    - Water features
    - Vegetation
    - Relief features
    - Boundaries
    - Known trails
    - Enemy Locations
    - Enemy Patrol Routes
    - Landing Zones
    - Built-up areas
    - Tactical Control Measures (TCMs)
    - Targets
    - Main Supply Routes (MSRs)
    - Enemy Weapon Threat Rings
    - Enemy Orientation

- **Prioritization.** In combat, time is crucial. You will always want more time to create and issue as thorough an order as desired. As you execute the troop-leading steps and begin the planning, it is constructive to issue a Warning Order to allow your unit the maximum amount of preparation time. Then, analyze the situation, mission, and execution. Leave the less critical portions of your order until the order completion phase.

- **All-Hands.** When the tactical situation permits, issue your order to all your Marines. At the company level and below you may have the opportunity to issue orders to the entire unit at once. This is a good method of

communicating your will to all-hands. However, the tactical situation may not permit the use of this technique. Identify the key leadership within your unit that will be your required audience for all orders; squad leaders, guide, attachments, etc.

- **1/3, 2/3 Rule.** Give subordinate leaders time to prepare and issue their own orders. Divide your available time in thirds. Use one-third yourself, and give the remaining two-thirds of the time to subordinate leaders. Time can also be used concurrently. A Warning Order allows the commander to give his subordinate leaders time to begin planning, while the commander continues to finalize and complete his planning process.

- **Visual Aids.** A terrain model is generally the best means by which to issue an order to your subordinates. However, if it is not possible to construct a terrain model then make use of any other available assets, like a sand table or whiteboard. What is most important is that you visually convey your plan to your unit, regardless of what method is used. You will be expected to build and use terrain models when issuing your orders at TBS. You can use wire, string, yarn, colored chalk, laminated index cards, and even small plastic toys as a means of graphically communicating your order.

- **Establish Command Presence.** Never permit sleeping, talking, eating, or any other distraction during your order. Conduct a roll call prior to issuing your order to ensure that key personnel are present. Position your subordinate leaders. Require note-taking among order recipients. When issuing an order the commander must remember, you are ordering your Marines to engage in violent actions which are inherently dangerous and filled with chaos and confusion. You are telling your Marines to kill (justly) which is counterintuitive to human nature. Therefore, <u>the commander must inspire confidence and motivation through their order issuance. The commander that fails to do so puts their subordinates at an immediate mental disadvantage.</u>

- **Oral Communication.** When possible, issue your order in person. Much communication is nonverbal; you can better communicate to your subordinate leaders when you present them the order using aids such as terrain models, sand tables, white boards, etc. ("A picture is worth a thousand words.") Attentive leaders can accurately gauge a subordinate's comprehension. An orally presented order flows naturally into back-briefs. Written orders are best reserved for larger units whose size preclude oral orders or when recording operations for historical reasons. Another technique is to use an active voice and direct language that conveys confidence. Avoid vague terms, qualifiers, or gratuitous phrases. Terms such as "conduct a rehearsal, if you can manage it," "attack vigorously," and "radioman shall maintain radio communication" only serve to dilute the clarity and energy of your order. Avoid them.

- **Know your order.** In issuing your order, you are ordering your Marines to execute your scheme of maneuver. While they will execute because they are good Marines, never forget that the order issue bears similarity to a sales pitch. You must sell your Marines to not just execute the plan, but also to believe in the plan. It is common to have notes during an order issue, but do not read your order. This undermines the confidence your Marines will have in

your plan. You will have difficulty inspiring confidence in your decision if you are reading it. If your understanding of the enemy situation or your scheme of maneuver is so involved that you can't brief without reading, you probably need to rethink your decision. It may be too complex.

- **Succinct.** Keep orders short and to the point. *Planning* (MCDP 5) states, "Directives should be as clear, simple, and concise as each situation permits. Elaborateness and extreme detail are not generally characteristics of effective plans and orders… Short sentences are easily understood. Superfluous, trite, or trivial phrases weaken an order and create ambiguity." Keep in mind that combat is extremely stressful and your Marines will be exhausted, scared, hot, cold, etc. Their attention span will be short. They will not listen to orders that are too long or complicated. Avoid excessive formality or informality when issuing orders. Use a natural conversational tone; however, do not allow your orders to degenerate into a casual dialogue. Your order should convey confidence and authority, leaving all who hear little doubt that you are giving an order.

- **Interaction**. Interact with the order recipients. While notes are often needed for referral, do not read your order. Focus on the Marines, for they are to be sent into harm's way to execute your decisions. You must present the order as if you have absolute confidence in its success. You will experience difficulty inspiring confidence in your decision if you convey uncertainty, lack of familiarity, or doubt. Once you finish delivering your order, field questions from the audience. Then, ask questions of subordinates and demand back-briefs from key subordinate leaders in order to ensure there is full comprehension.

- **Questions**. You will want the order recipients to be clear on the orientation, so allow them the opportunity to ask questions before you begin your actual order. However, before beginning to brief the Situation, instruct the group to hold all their questions until the end of the order. This will eliminate questions that interrupt the flow of your order or may be answered later in the order.

Summary

What You Have Learned: During this lesson, we discussed the fundamentals and foundations of combat orders and the role they play in converting decision into communication and therefore action. We focused on three types of orders (Warning Order, Operation Order, and Fragmentary Order); each has a specific purpose and application. Several techniques have been identified as directly contributing to mission accomplishment; they are listed in this section as guidance to which adherence is recommended.

Where You are Going Next: In Combat Orders STEX and Combat Orders Workshop, you will learn how to take an order issued from higher, Begin Planning (**B**AMCIS) utilizing the Tactical Thought Process, Arrange Recon and Make Recon (B**AM**CIS) to answer questions encountered or assumptions made during planning, and Complete the Plan (BAM**C**IS).

References

Reference Number or Author	Reference Title
JP 5-0	Joint Operation Planning
MCDP 1	Warfighting
MCDP 1-0	Marine Corps Operations
MCDP 5	Planning
MCRP 3-11.1A	Commander's Tactical Handbook
MCWP 3-11.1	Marine Rifle Company/Platoon
MCWP 3-11.2	Marine Rifle Squad

Glossary of Terms and Acronyms

Term or Acronym	Definition or Identification
AA	Assembly area
AO	Area of operations
BOC	Basic Officer Course
CCP	Casualty collection point
CEOI	Communications/electronic operational instructions
COC	Command operations center
DOF	Direction of fire
DRAW-D	Defend, reinforce, attack, withdraw, and delay
EMLCOA	Enemy's most likely course of action

Glossary of Terms and Acronyms (Continued)

Term or Acronym	Definition or Identification
EOD	Explosive ordnance disposal
EPW	Enemy prisoners of war
FPL	Final protective lines
FLOT	Forward line of troops
Frag-O	Fragmentary order
HAS	Higher's mission/intent, adjacent units, and supporting units
IAW	In accordance with
IOT	In order to
KIA	Killed in action
LD	Line of departure
LP	Listening post
MG	Machinegun
MOPP	Mission Oriented Protective Posture
MSR	Main supply route
MWD	Military working dog
NVD	Night vision device
OODA	Observation, orientation, decision, and action
OP	Observation post
ORP	Objective rally point

O-SMEAC	Orientation, situation, mission, execution, administration & logistics, command & signal
PDF	Principle directions of fire
POF	Priority of fire
RTO	Radio/Telephone operator
SALUTE	Size, activity, location, unit, time, and equipment
TBS	The Basic School
TCM	Tactical control measure
TRP	Target reference point
TTP	Tactics, techniques, and procedures
US	United States
WIA	Wounded in action

Notes

ACTION	DESCRIPTION (CAPs/LIMs)	JUSTIFICATION (Condition and Purpose)
DEFEND	The EN CRF sqd(+) have the ability to defend and will defend until the loss of a MG or three priority casualties.	Dug in defensive Positions, on elevated terrain along ingress/egress routes able to canalize an opposing unit into their prepared engagement area, which is covered by MG fire.
REINFORCE	They are capable of being reinforced up to Plt size by the EN from the north, but it would take about an hour.	Additional forces within the AO conducting similar missions but with limited C2. Would only do so if they detect they are about to be attacked by a force three times their size or larger.
ATTACK	The EN has a limited ability to attack due to their posture, but they are capable of conducting harassing attacks within 300 meters of their position with FT sized elements.	Established Engagement Areas with fortified defensive position and combined arms capable. Capable of conducting harassing attacks within 300 meters of their position with FT sized elements.
WITHDRAWAL	They are capable of withdrawing quickly to the north due to their small size, but this would be hindered if they sustain 3 casualties unless they decide to leave behind their wounded.	Heavy Vegetation and rolling terrain to mask movement, small size with good maneuverability. This ability would be hindered if they sustain (3) casualties unless they leave behind their wounded.
DELAY	The EN is capable of delaying our movement through IDF if they can observe their fires and maintain consistent communication with their observers and higher units.	82mm Mortars with an establish EA. Small sized unit that is capable to fall back into larger unit.

WARNING ORDER (PAGE 1): 1st Plt Attack
SITUATION: 1st Platoon, Company E in support of Operation Jungle Fury, has been attacking north to destroy CRF combat power within Bn AO. Co E is on the right flank of the BLT. CRF within our assigned Co area are currently conducting resupply and reinforcement for their units that have been conducting nonstop operations for the last 30 days.
ENEMY FORCES: (SALUTE) A CRF Plt is known to have established a temporary LSA IVO Bn Obj 2 (824 781). Last night at 2000, the Bn Scout Snipers observed a Plt(-) on Bn Obj 2 digging in a deliberate linear defense to protect the LSA. As the Bn Scout Snipers moved south back to AA, they observed a CRF Sqd(+) preparing fighting positions on Co Obj C as an extension of the plt(-) defense in depth. At the same time, a CRF fire team(+) was observed eating chow and emplacing a MMG on Plt Obj 1; they are likely elements of the same unit on Co Obj C. They were observed with RPK MG as well as a possible RPG. There is a suspected En LP/OP located vic 836 762, observing to the south. The CRF has limited ability to employ his 82mm IDF assets among his dispersed positions. The CRF are wearing desert-pattern utilities.
(DRAW-D): CRF Sqd(+) is capable of withdrawing quickly due to their small size, but this would be hindered if they sustain 3 casualties unless they decide to leave wounded behind. They are capable of being reinforced up to a plt size by the En to the north, but it would take about an hour, and would only do so if they detect they are about to be attacked by a force three times their size or larger. The enemy has limited ability to attack due to their posture, but they are capable of conducting harassing attacks within 300 meters of their position with fire team sized elements. They have the ability to defend especially if they are able to canalize an opposing unit into their prepared engagement area, which is covered by MG fire. The enemy is capable of delaying our movement if they can observe their fires and maintain constant communication with their observers and higher units.
FRIENDLY: (HAS)
H- Echo Co. At 1200, Co E destroys the CRF Plt(-) on Bn Obj 2 and Co Obj C IOT prevent the EN from interfering with the Bn ME attack on Bn Obj 1. End state is that no enemy forces within the company area of operations interfere with the Bn ME attack on Bn Obj 1.
A- West: At 1200, Co E(-) destroys the En plt(-) vic Bn Obj 2 IOT prevent the En forces from interfering with the Bn ME attack on Bn Obj 1. **South:** Elements of the 24th MEU have established LSA's vic Camp Rommel. WPNs Co, BLT 2/2 is conducting vehicular patrols of the MSR/ASR network within the 24th MEU AO, including MCB-1. **East/North:** No friendly units operating East/North
S- None
ATTACHMENTS: None
DETACHMENTS: None
MISSION: (W.W.W.W.W.)
WHO: 1st Plt
WHAT: Destroys CRF on Co Obj C and Plt Obj 1
WHEN: 1200
WHERE: Co Obj C and Plt Obj 1
WHY: IOT prevent the En from interfering with Co E ME attack on Bn Obj 2

WARNING ORDER FOR: 1ST PLT ATTACK

GENERAL INSTRUCTIONS

Name	I	C.O.C.	Gen. Org. Elements	Special Org. (Teams)	Duties	Arms, Ammo. & Equipment	Gear Common To All	WHEN	WHAT	WHERE	WHO
								TIME SCHEDULE			
Johnson		1	HQ		PC	T/O WPN, ANPVS-14	FLAK (COMPLETE)	12 NOV 0900	SQD LDRS TIME	CO AA	ALL
Williams		3	HQ		PS	T/O WPN, ANPVS-14	KEVLAR (COMPLETE)	12 NOV 1000	PLT REHEARSALS	CO AA	ALL
Patton			HQ		GUIDE	T/O WPN, ANPVS-14	EYE PRO	12 NOV 1100	FINAL INSP	CO AA	ALL
Young		2	1ST SQD		SL	T/O WPN, ANPVS-14	GLOVES	12 NOV 1120	MVT TO ATK POS	CO AA	ALL
Rothgeb			1ST SQD		FTL	T/O WPN, ANPVS-14	NOTE TAKING GEAR				
Rodriguez			1ST SQD			T/O WPN, ANPVS-14	ASLT PACK (COMPLETE)				
Connolly			1ST SQD			T/O WPN, ANPVS-14	FLASHLIGHT R/W				
Bowen			1ST SQD			T/O WPN, ANPVS-14	MAPPING GEAR				
Ferguson			1ST SQD		FTL	T/O WPN, ANPVS-14	1 RANGER ROLL (WP)				
Hyland			1ST SQD			T/O WPN, ANPVS-14	EXTRA BATTERIES				
Burrows			1ST SQD			T/O WPN, ANPVS-14	WPNS CLEAN GEAR				
Bernstein			1ST SQD		FTL	T/O WPN, ANPVS-14	SOFT COVER				
Levitian			1ST SQD			T/O WPN, ANPVS-14	HYGIENE GEAR				
Evans			1ST SQD			T/O WPN, ANPVS-14	MREs				
Lloyd		4	2ND SQD		SL	T/O WPN, ANPVS-14	1 PR CAMMIES				
Anthony			2ND SQD		FTL	T/O WPN, ANPVS-14	3 PR SOCKS				
Bennett			2ND SQD			T/O WPN, ANPVS-14	1 RANGER ROLL				
Anderson			2ND SQD			T/O WPN, ANPVS-14					
Weaver			2ND SQD		PLT RTO	T/O WPN, ANPVS-14					
Benson			2ND SQD		FTL	T/O WPN, ANPVS-14					
Yoo			2ND SQD			T/O WPN, ANPVS-14					
Adams			2ND SQD		FTL	T/O WPN, ANPVS-14					
Casey			2ND SQD			T/O WPN, ANPVS-14					
Schmitz		5	3RD SQD		SL	T/O WPN, ANPVS-14					
Reynolds			3RD SQD		FTL	T/O WPN, ANPVS-14					
Lee			3RD SQD			T/O WPN, ANPVS-14					
Holmes			3RD SQD			T/O WPN, ANPVS-14					
Fink			3RD SQD			T/O WPN, ANPVS-14					
Glass			3RD SQD		FTL	T/O WPN, ANPVS-14					
Lopez			3RD SQD			T/O WPN, ANPVS-14					
Ward			3RD SQD			T/O WPN, ANPVS-14					

Specific Instructions:

PS: Ensure each Marine draws chow, water, ammunition, comm assets and any other equipment as per para. IV and V. POC for CASEVAC.

PG: Supervise Plt rehearsals as per coord Inst. Supervise comm checks prior to execution. POC for EPWs.

SLs: Complete Back Brief with PC on stations to be taught NLT 17 May. BPT walk PS/PC through entire SOM.

FTLs: Ensure PCCs are completed per PLT SOP and any discrepancies are corrected prior to PCIs.

REMINDER:

Draw Rations	Final Rehearsals
Start Terrain Model	Final Gear Inspections
Draw Comm. Gear	Leaders Recon
Draw Ammo/Ord.	Final Coord. With the FSC
Issue Ammo	Final Coord. With the FUC
special gear prep.	Time of Departure
Test Fire	Time of Return
Initial Rehearsals	DEBRIEF
Initial Coord. With the FSC	
Initial Coord. With the FUC	
Chow/Sleep	
Reveille/Chow	
Troops Cammied	
Order Given	
Element Leaders Brief	