

INTRODUCTION

OPERATION PLANS AND ORDERS

Introduction

"If the words of command are not clear and distinct, if orders are not thoroughly understood, then the general is to blame."

Sun Tzu

"To be attentive to the dispatch of orders, to be capable of exhibiting with simplicity the most complicated movements of an army--these are the qualifications that should distinguish the officer called to the station of Chief of the Staff."

Napoleon

No matter how brilliant his plan, the commander can only be as effective as his ability to convey his orders to the Marines who will carry them out. Orders serve as the principal means by which the commander expresses his decision, commander's intent, and guidance. Bottom line, an operation order gives subordinates the essential information needed to carry out an operation. Consequently, while at Amphibious Warfare School (AWS), you will devote a considerable amount of time to the study of developing and writing operation orders. In order to use the time in the classroom and conference room to the maximum advantage, AWS has endeavored to teach one aspect of the subject--the FORMAT of the basic OPERATION ORDER--in a self-instruction program to be completed prior to the commencement of the class, A(C)1342.

This self-paced text (SPT) is designed to support the Amphibious Warfare School (AWS) courseware and help the AWS student plan tactical level operations. It will also serve as a quick reference for combat planners. It has been derived from MCWP 5-1, *Marine Corps Planning Process*; however, this SPT is for instructional purposes only.

The material is arranged in a series of Lessons, each of which is followed by a series of questions. If your answer is correct, you will continue to the next Lesson. If incorrect, you should refer back to the material to ensure complete understanding before proceeding.

The program together with the final test should take you from four to six hours to complete. Take your time. One of the best aspects about "programmed instruction" is that you can work at your own speed.

Recommend retaining this programmed text for ready reference.

Study Assignment

Pre-Test. Due to your experience and knowledge of the subject, you may already be able to arrange the various parts of an OPERATION ORDER in the proper FORMAT. If so, go to the PRE-/POST-TEST which begins on page 91. Take the test and check your results against the answers provided at the rear of this booklet. IF you correctly answered the questions, then you have mastered the learning objectives and you don't have to worry about completing the remainder of the booklet.

If you think you are not ready for the test, start working through the Lessons.

There are a total of nine Lessons and each Lesson is organized as follows:

Study Resource. Contains the information you need to work the Practice Exercise.

Practice Exercise. A test to see if you have learned the information presented.

Discussion. Feedback which tells you how well you did on the Practice Exercise.

When you complete all of the Practice Exercises, you are ready to take the Post-Test.

If at any point you have a problem, make a note and ask your Faculty Advisor for assistance (providing you cannot answer your own question by rereading the Study Resource material provided).

Work at understanding each Study Resource, rather than worrying whether or not you will be able to remember everything you read by the time you get to the Post-Test. The Post-Test is open-book, so use notes and/or reference material, as required.

References

- MCWP 5-1, *Marine Corps Planning Process*
- JP 1-02, *DOD Dictionary of Military and Associated Terms*

* Any comments, additions, deletions, or modifications for the rewrite for the next academic year should be directed to either your Faculty Advisor or the AWS Command and Control Problem Director

LESSON 1

Combat plans and orders are broadly classified as LETTERS OF INSTRUCTION, and OPERATION PLANS and ORDERS. Let's take a look at the difference between combat plans and orders.

STUDY RESOURCE 1

PLANS VS. ORDERS

An OPERATION ORDER (OPORD) is defined as a directive, usually formal, issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation (JP-1-02). It carries with it the obligation of immediate execution or execution at a specified time or date.

An OPERATION PLAN, on the other hand, is a plan for a single or series of connected operations to be carried out simultaneously or in succession. It is usually based upon stated assumptions and is the form of directive employed by higher authority to permit subordinate commanders to prepare supporting plans and orders (JP 1-02). An operation plan is normally only prepared at higher levels of command, such as the component (Marine Corps Forces) and Marine Expeditionary Force, in support of a unified command plan. It would be used in a situation such as an amphibious operation where planning takes place well in advance of the execution phase. Its execution is dependent on the existence of certain assumed conditions called KEY ASSUMPTIONS that cannot be known as a certainty at the time of writing. (EXAMPLE: Weather conditions will not interfere with the employment of helicopters in the ship-to-shore movement.) Although the operation plan may indicate a tentative time of execution, this in itself does not constitute an obligation to execute. Once the order to execute is received, however, the operation plan becomes an operation order and must be executed at the specified time. The operation plan contains a paragraph-- Para 4. Key Assumptions where the operation order OMITS the subparagraph 1f Assumptions. For OPORDs, when information or instructions are not required, that paragraph and subparagraph will be noted as "omitted" or "not applicable."

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PRACTICE EXERCISE 1

TRUE or FALSE

The OPERATION ORDER carries with it the obligation of immediate execution providing certain stated ASSUMPTIONS are realized, whereas the OPERATION PLAN is a long-range planning document whose immediate execution is not anticipated.

DISCUSSION

RIGHT. The statement is FALSE since the OPERATION ORDER, with its obligation of immediate execution, is based on a known situation and thus requires NO ASSUMPTIONS.

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LESSON 2

Now let's see who prepares Operation Orders and Plans.

STUDY RESOURCE 2

The COMMANDER is ultimately responsible for the content of the OPERATION ORDER. Normally, however, detailed preparation and staff coordination of the operation order is a function of the G-3/S-3 under the overall guidance of the Chief of Staff/ Executive Officer. While other staff sections and special staffs frequently prepare entire sections of the order, it is the G-3/S-3's responsibility to ensure that continuous and informal liaison is maintained between staff sections during the preparation of the order and its annexes in accordance with the Marine Corps Planning Process (MCPPE).

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PRACTICE EXERCISE 2

The I Marine Expeditionary Force (I MEF) has been ordered into a defensive position. As the various staff members submit their input to the MEF Operation Order, the G-3 observes that the Engineer Officer's Obstacle Plan appendix to Annex C is not compatible with the Reserve Regimental Commander's Counterattack appendix to Annex C. On what level would this problem best be resolved?

1. ENGR OFFICER/RESERVE REGT CO/G-3
2. CHIEF OF STAFF
3. COMMANDING GENERAL

DISCUSSION

a. Remember that detailed preparation and staff coordination within his areas of staff responsibility are functions of the G-3/S-3. Since he is responsible for the preparation of operation orders, the G-3/S-3 would of course monitor input from all the staff sections to ensure that all parts of the order were compatible. In the MCPP the plan will be well coordinated due to the close relationship of all special staff officers throughout the process. The Reserve Regimental Commander (in his capacity of special staff officer for counterattacks), realizing that the location of barriers will influence his scheme of maneuver, would make liaison with the Engineer Officer as he was formulating his Counterattack Plan. Thus, conflicts should be resolved as they arise.

LESSON 3

The OPERATION ORDER converts the commander's decision into a plan of action; gives direction to the efforts of the command as a whole; and provides specific instructions to subordinate elements of the command. It may consist of a few brief sentences (MISSION ORDERS) given orally by the battalion commander to his company commanders, or it may be a voluminous document initiating an amphibious operation. Regardless of its length or method of issue, the OPERATION ORDER sets forth the WHO, WHAT, WHEN, and WHERE of the commander's decision, together with enough of the HOW and as much of the WHY as necessary to ensure subordinates understand the commander's intent and can intelligently comply with the order. Any OPERATION ORDER which conveys this information clearly and concisely is appropriate.

NOTE: This self-paced text concerns itself primarily with teaching the correct FORMAT for the OPERATION ORDER. While FORMAT is important, an order can be letter perfect and still be incomprehensible. So as you go through this practical exercise, avoid becoming so infatuated with the subtleties of FORMAT that you forget that the ultimate test of an order is not how pretty it looks, but whether it can be understood (clarity)!

STUDY RESOURCE 3

A standard format has been developed for an OPERATION ORDER. While clarity, conciseness, and timeliness are as important as correct form, use of the STANDARD FORMAT assists in establishing a "common language" and in meeting these requirements of an order. The standard format presents information and instructions in a logical, easily assimilated manner. Paragraph and subparagraph headings indicated in the format will always appear in each order. The format serves as a CHECKLIST for the commander to help ensure that no important item has been overlooked. It facilitates the rapid location of particular items by habitually placing the elements of all orders in the same standard sequence. This aids those whose primary interest lies in a certain portion of the order or who wish to recheck any given element. Use of the STANDARD FORMAT must not be permitted to stereotype thinking or to discourage INITIATIVE, nor need there be a slavish concern for every detail. However, habitual and proper use of the STANDARD FORMAT for an OPERATION ORDER promotes common understanding throughout the military service.

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LESSON 4

An OPERATION ORDER consists of THREE major parts: HEADING, BODY, and ENDING. All operation orders issued in written form contain these three parts, although certain elements within each part sometimes may be omitted. Oral orders follow this same general sequence, even though major portions of the heading and ending may not be necessary. Prior to discussing the three parts of the operation order it is necessary to classify your order.

STUDY RESOURCE 4-1

CLASSIFICATION: This is the first part of the order that you see, but it is not included in the heading or ending. Center "classification markings" between the left and right margins at both the top and bottom of the page. The "classification marking" is written in all caps (e.g., UNCLASSIFIED). If possible, classification is annotated in red. Normally, the overall classification of the order is used. This procedure is recommended because it is simpler, more efficient and satisfies the security objective. You do have the option, however, of marking each interior page with the highest classification and sensitive classified information code word of the material contained on the page. If you exercise this option, and the page is printed on front and back, both sides of the page must be marked with the highest classification of either side. If the page does not contain classified material, mark it as unclassified.

All paragraphs will have a security classification level. Use parenthetical symbols (TS), (S), (C), and (U) to indicate the security classification level of titles, paragraphs, and subparagraphs. *Note: For instructional purposes and the fact that all of the operation orders produced at AWS are unclassified, the parenthetical symbol (U) is omitted.*

The CONTENT AND PURPOSE of the first part of an OPERATION ORDER is as follows:

HEADING: Indicates if the order contains CHANGES FROM ORAL ORDERS previously issued (omitted in the case of plans); gives the COPY NUMBER and number of copies printed; the OFFICIAL DESIGNATION OF COMMAND; the PLACE OF ISSUE; THE DATE/TIME GROUP OF SIGNATURE; a MESSAGE REFERENCE NUMBER; the TITLE OF THE ORDER; REFERENCES referred to in the order; and the TIME ZONE which will apply during the execution of the order.

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PRACTICE EXERCISE 4-1

If the last page of a 10-page operation order contained only the LIST OF ANNEXES and the DISTRIBUTION INSTRUCTIONS, that page would have:

a. A classification prominently typed and stamped at top and bottom.

b. No classification markings since the contents of that particular page are not classified.

DISCUSSION

a. The TOP and BOTTOM of EACH PAGE are marked with a CLASSIFICATION, regardless of whether the contents of the particular page are classified. Remember, if possible, the CLASSIFICATION SHOULD BE IN RED!

STUDY RESOURCE 4-2

HEADING: You may want to refresh your memory on the contents of the HEADING. If so, reread the beginning of this lesson.

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PRACTICE EXERCISE 4-2

HEADING:

The HEADING contains:

a. Changes from oral orders, copy number, official designation of command or place of issue (ALWAYS CAPITALIZED), date/time group of signature, message reference number, title of the order, references, and time zone.

b. Changes from oral orders, copy number, official designation of command or place of issue (ALWAYS CAPITALIZED), date/time group of signature, acknowledgment instructions, message reference number, title of the order, references, and time zone.

c. Changes from oral orders, copy number, official designation of command (ALWAYS CAPITALIZED), place of issue (ALWAYS CAPITALIZED), date/time group of signature, message reference number, title of the order, references, and time zone.

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TURN PAGE AND FOLD OUT FLAP

HEADING

CLASSIFICATION

- ① → (No change from oral orders issued
252300R Jan 2000 at Quantico, VA)
- ② → Copy no. ____ of ____ copies
- ③ → 23D MAR (REIN)
- ④ → QUANTICO, VIRGINIA
- ⑤ → 260430R Jan 2000
- ⑥ → ABD-1
- ⑦ → OPERATION ORDER 1-00 (OPERATION CODE NAME)
- ⑧ → REFERENCES: (a) Map: M501 PENNSYLVANIA, Sheets 5563 I SW,
5563 I SE 1DMG. 1:50.000
- ⑨ → TIME ZONE: Sierra (Commencing 29001Z Jan 2000)
- ⑩ → TASK ORGANIZATION: Annex A

DISCUSSION

c. The HEADING contains (NUMBERS REFER TO SAMPLE SHOWN ON FOLDOUT - Page 13):

- ① Changes from oral orders
- ② Copy number and number of copies
- ③ Official designation of command (ALWAYS CAPITALIZED)
- ④ Place of issue (ALWAYS CAPITALIZED)
- ⑤ Date or Date/time group of signature
- ⑥ Message reference number
- ⑦ Type and serial number (and code name, if any)
- ⑧ References
- ⑨ Time zone which will apply during the execution of the order
- ⑩ Task Organization

STUDY THE FOLDOUT TO FAMILIARIZE YOURSELF WITH THE FORMAT OF THE HEADING. SUCCESSIVE PAGES WILL EXAMINE EACH ONE OF THESE ENTRIES IN DETAIL.

LEAVE THE FOLDOUT EXTENDED FOR USE AS A REFERENCE

NOTE: On the foldout circled numbers coincide with the circled numbers shown. They are included to help you find the entry on the foldout and have nothing to do with the entry itself.

STUDY RESOURCE 4-3

① * CHANGES FROM ORAL ORDERS: This entry is used when oral orders regarding the operation have been previously issued. It is omitted in plans and in orders when no oral order were previously issued. As shown in the foldout, the entry is enclosed in parentheses and centered at the top of the HEADING. If only certain paragraphs of the written order have been changed from the previously given oral order, this fact is indicated by the entry:

(No change from oral orders issued 252300R Jan 2000 except paragraphs 3b and 3f.) It is generally desirable that the date and time when oral orders were issued together with the place of issue be stated.

* * * * *

PRACTICE EXERCISE 4-3

A Battalion Commander commits his battalion on the basis of an oral order to his company commanders, and then follows up with a written order confirming his oral order. This written order should:

a. Begin with the entry (No change from oral orders issued 252300R Jan at Quantico, VA.)

b. Omit the CHANGE FROM ORAL ORDERS entry since there has been no change from oral orders.

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DISCUSSION

a. If the written order confirms, cancels, or changes a previously issued ORAL ORDER, this fact must be indicated. Remember, however, that in the case of plans and in orders where no oral orders have been previously issued, the CHANGE FROM ORAL ORDERS entry is omitted.

STUDY RESOURCE 4-4

② COPY NUMBER is assigned by the issuing headquarters to the ORIGINAL and EACH COPY. It is not shown on attached annexes. A log is maintained of the specific copies issued to each addressee. The entry consists of the individual copy number and the total number of copies prepared.

* * * * *

PRACTICE EXERCISE 4-4

TRUE or FALSE

The first copy after the original would be labeled copy number 1.

DISCUSSION

The statement is FALSE since the ORIGINAL is always COPY NUMBER 1.

STUDY RESOURCE 4-5

③ OFFICIAL DESIGNATION OF COMMAND is shown by its official designation AND in all forms by which it will be referred to in the order. It is always capitalized. Use a code name if required for security.

* * * * *

PRACTICE EXERCISE 4-5

2d Marines (Rein) is the ground combat element (GCE) component of a MAGTF in an amphibious task force. As such, the regiment has been designated TG 61.1. In the OPERATION ORDER, reference is made to the regiment both as 2d Mar (Rein) and as TG 61.1. Consequently, the correct OFFICIAL DESIGNATION OF COMMAND entry for this order would be:

- a. 2d Mar (Rein)
- b. 2D MAR (REIN)/TG 61.1

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DISCUSSION

b. The entry 2D MAR (REIN)/TG 61.1 would be correct since the OFFICIAL DESIGNATION OF COMMAND is always capitalized and is shown not only by its official designation but also in all other forms by which it will be referred to in the order.

STUDY RESOURCE 4-6

④ PLACE OF ISSUE is the PHYSICAL LOCATION of the HEADQUARTERS at the time of issue. This may be in the form of city and country, geographic location (including coordinates), postal designator, or code name. Coordinates are included whenever doubt may arise as to exact location. Vague terms, such as "at sea" or "in the field" are not employed. THIS ENTRY IS ALWAYS WRITTEN ENTIRELY IN CAPITAL LETTERS.

* * * * *

PRACTICE EXERCISE 4-6

The 6th Marines, now located at Camp Lejeune, North Carolina, is issuing an operation order for an exercise to be conducted in Vieques, Puerto Rico. The PLACE OF ISSUE entry would read:

- a. CAMP LEJEUNE, NORTH CAROLINA
- b. VIEQUES, PUERTO RICO
- c. Camp Lejeune, North Carolina

DISCUSSION

a. You recognized that the PLACE OF ISSUE entry refers to the PHYSICAL LOCATION of the HEADQUARTERS at the time of issue and also that this entry is ALWAYS written entirely in CAPITAL LETTERS.

STUDY RESOURCE 4-7

⑤ DATE OR DATE/TIME GROUP always refers to the DATE and TIME that the order is signed, issued, AND becomes effective unless otherwise specified in "Coordinating Instructions."

* * * * *

PRACTICE EXERCISE 4-7

An order is signed at 110800R Jan 2000, but as stated in COORDINATING INSTRUCTIONS, it will not become effective until 220500R Jan 2000. The correct DATE/TIME GROUP entry would be:

- a. 110800R Jan 2000
- b. 220500R Jan 2000

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DISCUSSION

a. The DATE/TIME GROUP entry is ALWAYS the time the order is signed and issued. Unless otherwise stated in COORDINATING INSTRUCTIONS, it is also the time that the order is effective.

STUDY RESOURCE 4-8

⑥ MESSAGE REFERENCE NUMBER is used to permit reference to the order without encoding. The senior headquarters in an operation normally designates a block of letters, numbers, or a combination of the two to be used by subordinates. The MESSAGE REFERENCE NUMBER is constructed by random selection from the assigned block. It has no connection with the message center numbering system, and there should be no continuity or similarity between message reference numbers of successive orders. Since one of the purposes of the message reference number is to permit acknowledgment of receipt in the clear, annexes issued separately from the basic order are assigned different message reference numbers. When an annex, appendix, tab, or exhibit is issued with its parent document, separate message reference numbers are not required, nor are the numbers assigned to the parent document repeated on the annex, appendix, tab, or exhibit. When an annex, appendix, tab, or exhibit is issued separately, it is assigned its own message reference number.

* * * * *

PRACTICE EXERCISE 4-8

An OPERATION ORDER is assigned the MESSAGE REFERENCE NUMBER ABD-1. An ANNEX to this order, published separately, would properly be assigned which of the following message reference numbers?

- a. ABD-2
- b. BFA-7
- c. ABD-1

DISCUSSION

b. The MESSAGE REFERENCE NUMBER for the separately published annex should be different from that of the basic order in order to permit separate acknowledgment of receipt. The two numbers should not have any continuity or similarity between them.

STUDY RESOURCE 4-9

SEQUENCE: Now that you know the purpose of entries (2) through (6), let's see if you can remember the sequence in which they are listed:

* * * * *

PRACTICE EXERCISE 4-9

Without consulting the foldout, choose the correct partial heading below.

- a. 23d Mar (Rein)
Quantico, Virginia 22134
Copy no. 7 of 30 copies
260430R Jan 2000
APD-26

- b. Copy no. 6 of 12 copies
BLT 1/8
In the Caribbean
410610 May 2000
PDQ-14

- c. Copy no. 15 of 15 copies
RLT-6
CAMP LEJEUNE, NORTH CAROLINA
311300R Mar 2000
ACD-14

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DISCUSSION

c.

Copy no. 15 of 15 copies
RLT-6
CAMP LEJEUNE, NORTH CAROLINA
311300R Mar 2000
ACD-14

The correct sequence for these entries is:

Copy Number
OFFICIAL DESIGNATION OF COMMAND
PLACE OF ISSUE
Date or Date/Time Group
Message Reference Number

STUDY RESOURCE 4-10

⑦ TITLE AND SERIAL NUMBER OF ORDER. Unless the unit SOP directs otherwise, written orders are numbered consecutively as issued throughout the calendar year. Two or more orders issued on the same day are given consecutive numbers. A joint operation plan or order is so designated. The TITLE consists of the reference to the type of order and the number of the particular order combined with the last two digits of the year. The CODE NAME, if any, is shown. CODE NAMES are developed in accordance with *MCO 5030.2C, Policies and Procedures Concerning the Use of Code Words, Nicknames, and Exercise Terms.*

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PRACTICE EXERCISE 4-10

The fifth operation order published by the 2d Marine Division in 2000 would be titled:

- a. 2d MARDIV OPERATION ORDER 5-00
- b. OPERATION ORDER 5-00

DISCUSSION

b. It is not necessary to include 2d MARDIV in the TITLE OF THE ORDER since the name of the headquarters issuing the order would already have been shown in the OFFICIAL DESIGNATION OF COMMAND entry.

STUDY RESOURCE 4-11

⑧ REFERENCES are documents that are needed for a full understanding of the order but which are not included with it. Under this heading are listed the relevant maps, charts, photo maps, standing operating procedures, etc., which will be used with the order. Map entries are fully identified by series number, country, sheet names or numbers, edition, and scale. All REFERENCES necessary for understanding must be available to recipients. Thus, a document not held by a subordinate may not be referenced unless a copy is appended to the order. The REFERENCE entry is ALWAYS included. When there are no references, the caption will be followed by the word "None."

* * * * *

PRACTICE EXERCISE 4-11

Several of the addressees to an OPERATION ORDER do not have a particular reference necessary for the complete understanding of that order. Consequently, the S-3 drafting the order:

- a. Could not reference the document.
- b. Would reference the document but with the caption (NOTAL)* after it.
- c. Would reference the document and append copies of it to the order.

*NOTAL. . . Not To All (Nor Needed by All) is Implied.

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DISCUSSION

c. Since all REFERENCES cited must be available to recipients of the order, the S-3 would have to append a copy of the document to the order itself.

STUDY RESOURCE 4-12

⑨ TIME ZONE. This entry states the letter designation of the TIME ZONE which will apply during the execution of the order. If the TIME ZONE is the same for the place of issue and execution, and will be the same throughout execution, this entry may be omitted. If the TIME ZONE is different in the area of execution (frequently occurs in amphibious or air-transported operations), state when the indicated TIME ZONE becomes effective (see foldout).

* * * * *

PRACTICE EXERCISE 4-12

TRUE or FALSE

An OPERATION ORDER written and signed in Norfolk, Virginia, for a training exercise to be conducted in Huelva, Spain, would show the same TIME ZONE letter designation in the DATE OR DATE/TIME GROUP entry as it would in the TIME ZONE entry.

DISCUSSION

FALSE. The TIME ZONE at the place of issue (i.e., time zone shown in DATE OR DATE/TIME GROUP) is different than the TIME ZONE that will be in effect at the place of execution (i.e., time zone shown in TIME ZONE entry). Norfolk is in the +5 (Romeo) TIME ZONE while Huelva is in the -1 (Alpha) TIME ZONE. Had the order been both written and executed in Huelva, the TIME ZONE entry could have been omitted.

FOLD THE EXAMPLE BACK INTO PLACE AND CONTINUESTUDY RESOURCE 4-13

10

TASK ORGANIZATION. Task organization may be shown as an annex when lengthy; e.g., division or higher, and/or used in amphibious operations to permit early dissemination and assist with concurrent planning. The task organization annex is also used where planning precedes the operation by a considerable period of time. Details of writing/depicting a TASK ORGANIZATION is covered in the "AWS Task Organization Self-Paced Text."

ACTIVITY 4/PRACTICE EXERCISEHEADING FORMAT

By this time, you should be able to write the HEADING of an OPERATION ORDER from memory. Without consulting the foldout, put the information below into the proper format using the blank sheet provided on the next page.

You are the S-3 of the 2d Marines (Rein) now located at Camp Lejeune (time zone Romeo). It is 1600 on 24 July 2000 and you have just presented the original copy of the third operation order you have written this year to the CO for signature. If he signs it, you intend to make thirty additional copies. The operation, known as Operation BANDWAGON, is UNCLASSIFIED, and no previous orders have been issued concerning it. Message reference number is XYZ-3. References are Maps: M402 DACLAW, Sheets 4463 I SW, 4463 I SE, 1-DMG, 1:50,000; and 2d MarDivO 2000.1 (Comm Plan). 2d Marines depicted the task organization in Annex A, and the Amphibious Task Force will shift to UNIFORM time on 0300 of D-day.

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When you have finished, check your work against the solution shown on next page. If you made any mistakes review the appropriate information on HEADINGS once again.

DISCUSSION

Your solution should look something like this:

UNCLASSIFIED

Copy no. 1 of 31 copies
2D MAR (REIN)
CAMP LEJEUNE, NORTH CAROLINA
241600R Jul 2000
XYZ-3

OPERATION ORDER 3-00 (OPERATION BANDWAGON)

REFERENCES:

(a) MAP: M402 DACLAW, Sheets 4463 I SW, 4463 I SE, 1-DMG
1:50,000

(b) 2d MarDivO 2000.1 (Comm Plan)

TIME ZONE: Uniform (Commencing 0300 D-day)

TASK ORGANIZATION: ANNEX A

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LESSON 5

Let's look at the meat of the OPERATION ORDER/PLAN--the BODY.

STUDY RESOURCE 5-1

BODY: Contains five paragraphs. These, in turn, depict the Situation; state the Mission; give details of Execution to subordinate units; give instructions concerning Administration & Logistics; and finally, give instructions concerning Command and Signal. Paragraph and subparagraph headings indicated in the format will always appear in each order. When information or instructions are not required in a particular paragraph, that paragraph is noted as "not applicable" in order to show that consideration has been given to that part of the order.

* * * * *

**ON THE NEXT PAGE FOLD OUT FLAPS AND LEAVE
EXTENDED FOR A REFERENCE**

NOTE: This foldout is intended to supplement the text and consequently contains examples of a number of different types of entries depicted in a Regimental Operation Order.

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1. Situation

- a. General. (Omitted)
- b. Battlespace. (Omitted)
- c. Enemy Forces. See Annex B (Intelligence) and current INTSUMs.
- d. Friendly Forces

(1) Higher

(a) 2d MarDiv

1 Mission. 2d MarDiv attacks at H-hour to seize DIV OBJ A and MEF OBJ 1 in order to prevent enemy linkup.

2 Commander's Intent. (Purpose, Method, Endstate omitted for purposes of the text).

(2) Adjacent. 6th Mar on west flank attacks at H-hour to seize DIV OBJ A in order to prevent enemy movement south in zone.

(3) Supporting

(a) Artillery. See Appendix 19 (Fire Support) to Annex C (Operations).

(b) Aviation. See Annex W (Aviation Operations).

e. Attachments and Detachments. Co D, 2d Aslt Amphib Bn is attached.

2. Mission. At H-hour on D-day 2d Mar (Rein) attacks to seize DIV OBJ B in order to prevent enemy movement south along RT X.

3. Execution

a. Commander's Intent. I believe the enemy is attempting to mass his forces in preparation for a major attack to the south. His critical vulnerability is the current dispersion between his units. I intend to exploit this vulnerability by seizing the bridge at DB762135 thus isolating his forces from one another and allowing us to concentrate the effects of our combined arms to destroy him in detail. End State: The bridge seized, the enemy's lead elements destroyed, and the regiment poised to support the Division Reserve attack on MEF OBJ 1.

b. Concept of Operations. 2d Mar (Rein) conducts a flanking attack, at H-hour, with three battalions (rein). MAIN EFFORT: One helicopterborne battalion (rein) conducts a helicopterborne assault in zone to seize DIV OBJ B preventing enemy linkup from the east and northeast. SUPPORTING EFFORT: One mechanized battalion (rein) attacks to secure REGT OBJ 1 preventing enemy reinforcement of DIV OBJ B. RESERVE: One battalion (rein) prepares to assume the mission of the main effort, and/or prepares to conduct a helicopterborne assault to secure DIV OBJ D in order to prevent enemy reinforcements from the north. Priority of fires initially to the main effort.

c. Tasks(1) 1ST BN (REIN)

- (a) At H-hour, D-day, attack in zone to seize DIV OBJ B in order to prevent enemy linkup from the east and northeast.
- (b) On order revert to regimental reserve.

(2) 2D BN (REIN)

- (a) At H-hr, D-day attack to secure REGT OBJ 1 in order to prevent enemy reinforcement of DIV OBJ B.
- (b) On order conduct linkup (as the moving unit) with 1st battalion on DIV OBJ B.
- (c) Be prepared to continue the attack on DIV OBJ D in support of 3d Bn (Rein).

(3) 1ST BN, 10TH MAR (DS)d. Regimental Reserve(1) 3D BN (REIN), 2D MAR

- (a) Be prepared to assume the mission of the main effort.
- (b) Be prepared to conduct a helicopterborne assault to secure DIV OBJ D in order to prevent enemy reinforcements from the north.

(2) 1ST BN (REIN). Upon reverting to reserve, be prepared to conduct a helicopterborne assault to secure DIV OBJ D in order to prevent reinforcements from the north.e. Commander's Critical Information Requirements

- (1) Any indications of the enemy massing his forces at DIV OBJ B.
- (2) Inform me when the enemy's armor reserve is committed.

f. Coordinating Instructions

- (1) Appendix 18 (Operations Overlay) to Annex C (Operations).
- (2) PIRs: Appendix 1 (Priority Intelligence Requirements) to Annex B (Intelligence).
- (3) Use of smoke authority this headquarters only.
- (4) H-hour: 0600.
- (5) D-day: 12 Sep 00.
- (6) NBC Condition: MOPP 1.

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4. Administration and Logistics

a. Personnel

- (1) Reporting. Per SOP.
- (2) Replacement. Per SOP.

b. Logistics

- (1) Concept of Support. (Omitted for purposes of the text).
- (2) Basic Load. CSSD-26 will carry 2 DOA. Request for ammo resupply on rapid request form per regimental SOP.
- (3) Resupply. Resupply will be by unit distribution. Emergency resupply of Class V upon request.
- (4) Maintenance. Selective interchange is authorized for all units.
- (5) Medical. Ground transportation to CSSD's Collecting and Clearing Company is primary medevac means for routine casualties. Priority and urgent medevacs are to be by helicopter, coordinated by units on the TAR net. CSSD located vic DB758000.
- (6) Coordinating Instructions

- (1) The CSSD will operate an EPW collection point at Spartansville (DB7612). Combat units are responsible for sending EPWs to the collection point.

- (2) Route Y north to CP 99 is the main supply route.

c. Public Affairs. (Omitted)

d. Civil Affairs. (Omitted)

e. Meteorological and Oceanographic Services. (Omitted)

f. Geospatial Information and Services. (Omitted)

g. Medical Services. (Omitted)

5. Command and Signal

a. Command Relationships. No change.

b. Command Posts and Headquarters

- (1) See Appendix 18 (Operations Overlay) to Annex C (Operations).
- (2) Subordinate units report command post locations.

c. Succession to Command

- (1) XO, 2d Marine Regiment
- (2) CO, 1st Battalion

d. Signal. See reference (b) and Annex K (Combat Information Systems).

STUDY RESOURCE 5-2

TASK ORGANIZATION: The scheme of maneuver decided upon by the CO will dictate the specific organization of the units ORGANIC, ATTACHED, or tasked to provide direct or general support to his unit. The term "TASK ORGANIZATION" is used to describe the temporary grouping of forces around a "BASE" unit in order to create a tactical, service, or administrative unit capable of performing a specific task. Thus the OPERATION ORDER, which assigns specific tasks to subordinate units, must also task organize these units, giving them the specialized forces they will need in order to accomplish their part of the overall mission. TASK ORGANIZING, within the OPERATION ORDER, may be accomplished in several different ways as follows:

1. Under the appropriate subparagraph of paragraph 3, Execution of the BODY. This is the simplest technique and is used when TASK ORGANIZATIONS are not overly complicated or cumbersome. When this method is used, the TASK ORGANIZATION entry above paragraph 1, Situation is omitted.

2. As an entry under the caption TASK ORGANIZATION preceding paragraph 1, Situation. This technique would be used when the entire command of an issuing headquarters is organized into task groupings for a particular operation, and these TASK ORGANIZATIONS are too complicated to be clearly shown in paragraph 3.

3. As a separate ANNEX. This technique is most frequently used, especially in amphibious operations as it permits early dissemination and facilitates concurrent tactical planning. When the TASK ORGANIZATION is published as a separate ANNEX to the OPERATION ORDER, the entry "Annex A" is shown opposite the TASK ORGANIZATION entry.

4. If there is no change or only minor changes to an existing TASK ORGANIZATION, the entry "No Change" or "No change except paragraph 3c(2)" is shown opposite the TASK ORGANIZATION entry above paragraph 1, Situation.

NOTE: Task organization and the mechanics of how to format a task organization will be covered in greater detail in the "AWS Task Organization Self-Paced Text".

* * * * *

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LESSON 6STUDY RESOURCE 6-1

PARAGRAPH 1. Situation. This paragraph is devoted exclusively to information. It consists of a description of the general situation and is intended to "set the stage" for the operation. The paragraph is divided into seven subparagraphs dealing with General, Battlespace; Enemy Forces; missions, locations, and intent of higher, adjacent, and supporting Friendly Forces; Attachments and Detachments; Assumptions; and Legal Considerations. In an OPERATION PLAN, Key Assumptions are always included, listing all of the assumptions upon which the plan is based. In the case of an OPERATION ORDER, the subparagraph, Assumptions is "not applicable."

* * * * *

PRACTICE EXERCISE 6-1

Which topics are properly discussed in paragraph 1 of the Operation Order?

a. The disposition of enemy forces; instructions to higher, adjacent, and supporting units; and attachments and detachments.

b. Strength and disposition of enemy forces; mission and location of higher, adjacent, and supporting units; attachments and detachments; and assumptions upon which the order is based.

c. The specific area of operation covered by the operation; strength and disposition of the enemy forces; mission and location of higher, adjacent, and supporting units; and attachments to and/or detachments from the issuing headquarters.

DISCUSSION

c. Paragraph 1 (Situation) would discuss:

1. Specific area covered by the operation.
2. Strength and disposition of enemy forces
3. Mission and location of higher, adjacent, and supporting units
4. Attachments to and/or detachments from the issuing headquarters

Since paragraph 1 is strictly informational, it would not contain "instructions" as stated in choice a, nor would an OPERATION ORDER contain ASSUMPTIONS as stated in choice b.

STUDY RESOURCE 6-2

SUBPARAGRAPH 1a. General, usually "not applicable" in OPORDS and may be omitted. Used to describe the general politics--military environment that would establish the probable preconditions for execution of the plan.

SUBPARAGRAPH 1b. Battlespace, describes the higher commander's area of operation and the command's area of interest, influence, and operations described by physical area and forces of concern.

SUBPARAGRAPH 1c. Enemy Forces, presents information vital to the entire command or information about likely to affect the accomplishment of the mission. This information may be presented within the subparagraph and/or reference may be made to an intelligence annex, operation overlay (if enemy information is shown), intelligence summaries, etc. As shown in the foldout, the subparagraph may consist only of such references. If, however, the information is shown within the subparagraph, it's listed in the following sequence:

(1) Composition, Location, Disposition, and Movements
(SIZE, ACTIVITY, LOCATION, UNIT, TIME, EQUIPMENT (SALUTE))

(2) Capabilities What can he do? When can he do it? Where can he do it? In what strength? (DELAY, REINFORCE, ATTACK, WITHDRAW-DEFEND (DRAW-D))

(3) Enemy Courses of Action (COA)

(a) Most Likely COA

(b) Most Dangerous COA

* * * * *

PRACTICE EXERCISE 6-2

You are the S-2 of 1st Battalion, 2d Marines. Your battalion is conducting an independent operation and has been pursuing an estimated enemy company. Under cover of darkness the enemy force has succeeded in breaking contact and is withdrawing towards Hill 761 (TT658898). Your patrols report sounds of digging between TT655895 and TT660900. An enemy section carrying what appear to be several 82mm mortar tubes and base plates is spotted moving towards Hill 761. Earlier, a FAC(A) reported seeing an enemy company at TT660990 (9 kilometers north). You estimate that this force could reach Hill 761 by 280600. The Battalion Commander intends to jump off against Hill 761 at first light tomorrow (280615). The S-3 sets about drafting the order and tasks you to prepare subparagraph 1c.

ON THE BASIS OF THE INFORMATION PROVIDED, PREPARE SUBPARAGRAPH 1c. CHECK YOUR WORK AGAINST THE SOLUTION SHOWN ON THE NEXT PAGE.

DISCUSSION

1. Situation

a. General. (Omitted)

b. Battlespace. (Omitted)

c. Enemy Forces

(1) Composition, Location, Disposition, and Movements:

(a) One company (rein with one section 82mm mortars) digging in on the high-ground between TT655895 and TT660900.

(b) Estimated company-size unit located vic TT660990.

(2) Capabilities: The enemy can...

(a) Attack with one company immediately and with two companies by 280600.

(b) Defend present position with one company supported by one section 82mm mortars.

(c) Reinforce present position with approximately one company by 280600.

(d) Withdraw from present position.

(e) Delay (N/A).

(3) Enemy Courses of Action

(a) Most Likely COA: That enemy will defend present position.

(b) Most Dangerous COA: That enemy conducts a spoiling attack reinforced with one company.

* * * * *

WHILE IT IS NOT NECESSARY THAT YOUR SOLUTION LOOK EXACTLY LIKE THIS ONE, IT IS IMPORTANT THAT YOU REMEMBER WHAT SHOULD BE INCLUDED, I.E.,

- COMPOSITION, LOCATION, DISPOSITION AND MOVEMENTS (i.e., Situation)

- CAPABILITIES

- ENEMY COAs MOST LIKELY TO BE ADOPTED AND MOST DANGEROUS TO US

STUDY RESOURCE 6-3

SUBPARAGRAPH 1d. Friendly Forces provides information on our own forces having a bearing on the operation such as the location, mission, and commander's intent of the higher friendly forces; and the location and mission of adjacent and supporting friendly forces.

Higher and adjacent units are generally self-explanatory, the higher unit being the parent unit to the issuing command and the adjacent units being those units on the immediate flanks or to the rear of the issuing command's zone of action. Supporting units are those units which are not attached to the issuing command but which have been assigned the mission of supporting it during the operation. The point to remember is that the commander of a unit supporting you in GENERAL SUPPORT (GS) is not under your command. He has received his mission to support you through his own chain of command, and he remains directly responsible to his own commander. You do not assign him a mission, nor are you responsible for his logistic or administrative support.

A DIRECT SUPPORT unit (DS), on the other hand, may be tasked to accomplish specified missions by the supported commander (or one of his subordinates, if the DS unit has been placed in support of a subordinate unit). The supported unit commander is committed to supplying the DS unit with appropriate missions and guidance. Any unit placed in DS of another unit is under the TACTICAL CONTROL of the supported unit. TACTICAL CONTROL means that the DS unit belongs to the supported commander for the purposes of TACTICAL MISSIONS and for the duration of the DS status. The DS unit could, otherwise, run aimlessly about the battlefield unattended. The supported commander is not responsible for logistic or administrative support of the DS unit.

An ATTACHED UNIT, conversely, has been given to you by a mutually common superior. Its commander has been put under your command. You must assign him a mission, include him in your task organization, and support him logistically and administratively. That is, an attached unit belongs to the attaching unit tactically, logistically, and administratively.

NOTE: In order to save yourself a lot of confusion regarding operation order writing, you must get the distinction between a SUPPORTING UNIT and an ATTACHED UNIT straight in your mind. Supporting units, (e.g., DS, GS) which appear in subparagraph 1d, will never receive a mission in paragraph 3. If there is still apprehension on your part, a review of the terms DIRECT SUPPORT, GENERAL SUPPORT, and ATTACHMENT is in order. (These are

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explained in greater detail at the end of this text and in MCWP 5-1. The rule to follow is:

- a. Attached/Organic Units: paragraph 3*
- b. General Support Units: subparagraph 1d*
- c. Direct Support Units:*

(1) Paragraph 3 if they are yours to tactically control (i.e. Tank Company, Engineer Platoon, Reconnaissance Platoon).

(2) Subparagraph 1d if you are simply coordinating with them (Artillery, NGF, or Aviation).

* * * * *

PRACTICE EXERCISE 6-3

TRUE or FALSE

General support forces listed in subparagraph 1d of an operation order, under rare circumstances, are assigned a mission in paragraph 3 of that order.

DISCUSSION

FALSE. A general support unit (and sometimes direct support units, depending on your command relationship) receives its tasking through its own chain of command, not from the supported unit. Consequently, it would not appear in paragraph 3 of the supported unit's operation order. For example, an artillery battalion assigned the mission of DIRECT SUPPORT to an infantry regiment would be assigned this tasking in paragraph 3 of the artillery regiment operation order and would be listed as a supporting force in subparagraph 1d of the infantry regiment operation order. (If you are not thoroughly sure of this area, go back to Page 39 and reread it).

NOTE: *The point to remember is, one must recognize that artillery, NGF, aviation, and even 81mm mortars (air and high-trajectory supporting arms) view DIRECT and GENERAL SUPPORT with a different meaning than other units. These other units, over which you have tactical control (tanks, engineers, etc.) must be viewed separately from high-trajectory weapons. It is important not to mix apples (artillery, for example) with oranges (engineers, for example) when discussing DIRECT and GENERAL SUPPORT. When assigning aviation units, moreover, the implication sometimes is that Cobras (or other helicopters) work directly in support of the ground commander and their command relationship to him dictates that they will be considered as a tactical element along with tanks and engineers.*

If I, as the commander, am responsible for ensuring my units get supporting fires then I want to command the supporting arms units. Change the word "COMMAND" in the above sentence to "COORDINATE" and it's 100% correct.

NEVER, EVER FORGET THAT EVERY SUPPORTING ARM HAS ONE GOAL IN LIFE--TO PROVIDE THE MANEUVER UNIT COMMANDER THE BEST FIRE SUPPORT POSSIBLE.

The commander of the supporting arm is going to do everything in his power to support your concept of operations and scheme of maneuver whether he is in direct support or under your command (attached). In fact, a direct support role (mission) is usually preferred since his parent command is far better equipped to provide for administration and logistic requirements--a worry you can do without.

Cooperation and coordination will get the job done. The commander who is too egotistical to seek the advice of his supporting unit commanders on the employment of their weapon system will cause the needless loss of life through arrogance or ignorance and possibly fail to accomplish the mission.

STUDY RESOURCE 6-4

SUBPARAGRAPH 1d. Friendly Forces, (continued). The sequence in which information concerning nonorganic higher, adjacent, and supporting forces is presented is:

- Next higher unit
- Units immediately adjacent
- Units supporting the operation

Artillery is always listed as the first supporting unit, followed by others listed alphabetically. Each unit is followed by a brief description of the mission it will perform. In some cases, detailed information as to the support to be rendered is included in a separate annex. Such annexes and/or appendices may be referenced, rather than repeating the information in this subparagraph (see foldout, par 1d(3)). In amphibious operations, supporting Navy forces are shown in paragraph 1 of the order.

* * * * *

PRACTICE EXERCISE 6-4

At 280600 Aug 2d MarDiv attacks to secure the Force Beachhead Line (FBHL) in order to allow the build up of follow-on forces ashore. 2d Marines attacks on the east with 6th Marines attacking on the west. 1/2 on the east of the regimental zone of action seizes Objectives A and C to facilities 2/2's attack on the west to seize Objectives F and M. Information pertaining to aviation support is shown in Annex W while artillery support is covered in Appendix 19 to Annex C. Company B, 2d Aslt Amphib Bn is in DIRECT SUPPORT of 2/2. As S-3 of 2/2, you are drafting the Operation Order for the seizure of Objectives F and M.

ON THE BASIS OF THE INFORMATION PROVIDED, PREPARE SUBPARAGRAPH 1d OF THE OPERATION ORDER. CHECK YOUR WORK AGAINST THE SOLUTION SHOWN ON THE FOLLOWING PAGE.

THIS PAGE INTENTIONALLY LEFT BLANK FOR STUDENT WORK

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DISCUSSION

Your solution should look like this:

d. Friendly Forces

(1) Higher

(a) 2d Mar

1 Mission. 2d Mar atks 280600 Aug to seize OBJs A, C, F, and M in order to allow the build up of follow-on forces ashore.

2 Commander's Intent. (Omitted for purposes of this text)

(2) Adjacent

(a) 1st Bn, 2d Mar, atks 280600 Aug to seize OBJs A and C to facilitate 2d Bn's attack on OBJs F and M.

(ADJACENT UNIT ON EAST)

(b) 6th Mar atks in zone at 280600 to secure FBHL in order to allow the build up of follow-on forces ashore.

(ADJACENT UNIT ON WEST)

(3) Supporting

(a) Artillery. See Appendix 19 (Fire Support) to Annex C (Operations).

(ARTILLERY ALWAYS LISTED AS THE 1st SUPPORTING UNIT)

(b) Aviation. See Annex W (Aviation Operations).

(c) Company B, 2d Aslt Amphib Bn, (DS 2/2).

(OTHER SUPPORTING UNITS LISTED ALPHABETICALLY)

STUDY RESOURCE 6-5

SUBPARAGRAPH 1e. Attachments and Detachments. Nonorganic units attached to, or organic units detached from the issuing headquarters are listed in this subparagraph. When there are no attachments or detachments, subparagraph 1e will read: "None." If attachments and detachments are listed in the Task Organization, paragraph 1e will read: "Annex A." Internal attachments and detachments within the issuing unit are NEVER shown here. To prevent misunderstanding, existing attachments and detachments which will remain in effect should be restated. Times that attachments or detachments are effective would be the time the order was signed unless otherwise specified here or in paragraph 3d, "Coordinating Instructions."

(NOTE: Do not confuse "attachments and detachments" with "Task Organization." Paragraph 1e does no more than list nonorganic units attached to or those organic units detached from the issuing headquarters. The TASK ORGANIZATION takes these attached units and assigns them to the tactical, service or administrative groupment in which they will operate while attached to the issuing headquarters.)

* * * * *

PRACTICE EXERCISE 6-5

CO of the 2d Marines has attached the following units to 1/2:

1st Plat, Co B, 2d Cbt Engr Bn
Det, Comm Plat, Hq Co, 2d Mar

These units were task organized in 1/2's Operation Order 3-00. Operation Order 4-00 is now being drafted. The same attachments remain in effect and there has been no change to the TASK ORGANIZATION. Consequently, 1/2's S-3 makes the entry, "TASK ORGANIZATION: No Change." above paragraph 1 in his operation order. He should fill out subparagraph 1e as follows:

d. Attachments and Detachments. No Change.

TRUE or FALSE

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DISCUSSION

FALSE. Even if unchanged from the previous order, existing attachments and detachments should be restated. The KEY in this decision might be the elapsed time since the previous order was issued. For clarify, it is a good habit to repeat attachments and detachments in any case.

PRACTICE EXERCISE 6-6

SUBPARAGRAPH 1f. Assumptions. This subparagraph is "not applicable" in an OPERATION ORDER. However, Key Assumptions ALWAYS appears in an OPERATION PLAN. If you will recall our discussion of PLANS vs. ORDERS, you will immediately realize that an OPERATION PLAN must contain _____.

WRITE YOUR ANSWER IN THE SPACE PROVIDED AND REVIEW THE DISCUSSION ON THE NEXT PAGE.

DISCUSSION

If you wrote Key Assumptions, you are correct. Remember, that the OPERATION ORDER is based on a known situation and is executed either upon receipt or at a specified time shortly thereafter. The OPERATION PLAN is written either far in advance of a planned operation or perhaps in anticipation of a possible contingency. Since the exact situation is not known, the commander must base his plan on certain ASSUMPTIONS which, on the basis of his knowledge of the enemy, intelligence reports, meteorological forecasts, etc., he expects will be in effect if and when the plan is executed.

STUDY RESOURCE 6-6a

SUBPARAGRAPH 1g. Legal Considerations refers to those significant legal considerations on which the Operation Plan is based (e.g. status of forces agreements, Law of Land Warfare). For operation orders written at the Regiment/Marine Aircraft Group level and below, this subparagraph is routinely omitted.

STUDY RESOURCE 6-7

PARAGRAPH 2, Mission, provides a clear, concise statement of the tasks (WHAT) to be accomplished by the command (WHO). It includes details as to time (WHEN) and place (WHERE), and explains the purpose for the operation (WHY) in enough detail to ensure intelligent coordination and compliance. It does not state HOW the mission will be accomplished (i.e. it does not assign missions to subordinate units). Paragraph 2 contains no subparagraphs. It is always written out in full, even if most of the mission may be shown graphically in overlay form. A thorough Mission Analysis should always be done to ensure that you have identified the essential task(s) and purpose of the operation.

* * * * *

NOTE: *MISSION-TYPE orders are used to the greatest practicable extent and should provide the commander's concept and intent to ensure that subordinate commanders, acting on their own initiative, direct their efforts to attain the overall objective. Issuance of warning or fragmentary orders permits subordinate commanders time for planning and preparation. Liaison officers are used, when required, to ensure that orders are understood and/or that coordination is accomplished. In MISSION ORDERS, the commander's intent is shown by the PURPOSE phrase ". . . IN ORDER TO." This phrase shows subordinates the overall objective of the operation. Mission-type orders will be covered in detail during subsequent tactics instruction.*

* * * * *

PRACTICE EXERCISE 6-7

1st Bn (Rein), 8th Marines, has been ordered to establish a defensive position to destroy enemy forces attempting to cross the river in order to prevent interference with resupply operations. The battalion commander is going to organize the ground with two companies forward and one in reserve. As S-3 of 1/8, how would you write paragraph 2?

a. Mission. 1st Bn (Rein) defends in sector to destroy enemy forces attempting to cross the river in order to prevent interference with resupply operations.

b. Mission. 1st Bn (Rein) defends in sector with two companies forward and one in reserve to destroy enemy forces attempting to cross the river in order to prevent interference with resupply operations.

DISCUSSION

a. "1st Bn (Rein) defends in sector to destroy" satisfied all the criteria for a properly stated mission. It tells:

WHO-----1st Bn (Rein)

WHAT-----defends to destroy

WHERE-----in sector

WHEN-----COMMENCING UPON RECEIPT OF THE ORDER.
(Since no time is stated, the order is effective upon receipt.)

WHY-----"IN ORDER TO" is included to clearly state the purpose and to ensure intelligent compliance.

NOTE: *HOW the battalion will execute the defense (in this case, "with two companies forward and one in reserve") is never explained in the MISSION. This will be explained in paragraph 3, Execution of the battalion's Operation Order.*

STUDY RESOURCE 6-8

PARAGRAPH 3, Execution, indicates HOW the issuing command will accomplish its mission. Specifically, it achieves the following purposes:

1. Gives a brief summary of the commander's overall concept of operations.
2. Assigns definite tactical missions to each of the command's tactical units or task groupments.
3. Includes details of coordination.

PRACTICE EXERCISE 6-8

As you should know by now, there is one additional task that may be accomplished in paragraph 3, if not stated elsewhere. What is it?

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DISCUSSION

If you wrote "TASK ORGANIZE" you were CORRECT! Paragraph 3 includes:

1. Commander's Intent (3a)
2. Concept of Operations (3b)
3. Tasks assigned to subordinate tactical groupments (3c)
4. Reserve (3d)
5. Commander's Critical Information Requirements (3e)
6. Coordinating Instructions (3f)

AND

7. TASK ORGANIZATION if not shown under the caption "TASK ORGANIZATION" or in a separate ANNEX.

NOTE: If the TASK ORGANIZATION appears in paragraph 3, the format looks like this:

3d. Regimental Reserve: 3D BN (-)(REIN), 6TH MAR LtCol JONES
Attached: Det, Hq Co, 6th Mar
1st Plat, Co A, 2d Tank Bn
Detached: Co I

(1) Be prepared to assume the mission of the main effort.

(2) Be prepared to destroy bypassed enemy in zone.

STUDY RESOURCE 6-9

SUBPARAGRAPH 3a, Commander's Intent, is the commander's personal expression of the purpose of the operation. It must be a clear and concise description of how he sees the battle unfolding. This paragraph is the glue that binds the mission to the concept of operations. It is driven by the analysis of the enemy's capability, intentions, and center of gravity. The commander must identify these before he can effectively determine how and why the battle will unfold. The purpose of providing intent is to allow subordinates to exercise judgment and initiative--to depart from the plan when the unforeseen occurs--in a way that is consistent with the higher commander's aims. For MEB level orders and higher, the commander's intent will address (1) Purpose, (2) Method, and (3) Endstate. The commander's intent statement for Regiment/MAG orders and below will include the commander's assessment of the enemy's ongoing activity and most likely course of action; the enemy's center of gravity and critical vulnerability (CV), friendly CV and how to protect it, the commander's plan to exploit the enemy's CV; and, finally, the endstate of the battlefield as it relates to the enemy, friendly forces, and the terrain.

SUBPARAGRAPH 3b, Concept of Operations, is a summary statement of HOW the commander intends the operation to be executed. It does this by outlining the Scheme of Maneuver, Sequence of Events, Priority of Fires, and, in amphibious or helicopter operations, the Plan for Landing. The CONCEPT may be written out, shown graphically as an overlay, or a combination of both. If an OPERATION OVERLAY is used, it should be included as Appendix 18 to Annex C (Operations) and reference made to it in the subparagraph. (EXAMPLE: foldout, subparagraph 3b.) Technical aspects of the CONCEPT such as the plan for landing or plan for fire support may be cited by reference to the appropriate appendix rather than spelled out within the subparagraph. If the CONCEPT is extremely lengthy, such as for an amphibious operation that may have several phases, it should be shown in its entirety as a separate appendix to Annex C. In this case, only the caption "Concept of Operations" is shown, followed by reference to the Concept of Operations appendix.

NOTE: Subparagraph 3b merely amplifies paragraph 2, Mission, telling why and how the mission is to be accomplished. Reference is made to the overall scheme of the unit OVERVIEW STATEMENT, the MAIN EFFORT, the SUPPORTING EFFORT(S), the RESERVE, and PRIORITY OF FIRES, although specific units are not identified in this subparagraph (generic but descriptive). The concept of operations may provide a basis for supporting concepts such as: (1) Concept of Maneuver, (2) Concept of Fires (3) Concept of Support and (4) Other Concepts as Required

PRACTICE EXERCISE 6-9

BLT 3/6 has been assigned the mission of conducting a separate landing over BEACH RED to seize the town of BA HAN (MEF OBJ 2) and the road junction at coordinates AT9977 (OBJ 3). The battalion commander intends to land Companies I and K abreast in AAVs to conduct a coordinated attack on OBJ 2. Company L embarked in landing craft will follow on line and move to a designated assembly area where they will pick up the AAVs and, on order, conduct a mechanized attack on OBJ 3. Company I has been selected as the MAIN EFFORT, Company K as the SUPPORTING EFFORT, and Company L initially as the RESERVE. Company I will revert to RESERVE on order.

Which of the following three concepts is the best?

a. Concept of Operations. Commencing at H-hour on D-day, BLT 3/6, embarked in AAVs and landing craft, lands in accordance with Tab C (Landing Plan) to Appendix 14 (Amphibious Operations) to Annex C (Operations) over BEACH RED, seizes OBJ 2, (BA HAN) and OBJ 3 (AT9977), continues the attack on order.

b. Concept of Operations. Commencing at H-hour on D-day, BLT 3/6 lands in accordance with Tab C (Landing Plan) to Appendix 14 (Amphibious Operations) to Annex C (Operations) over RED BEACH. MAIN EFFORT: One company (rein) lands over RED 1 and attacks to seize OBJ 2. SUPPORTING EFFORT: One company (rein) lands over RED 2 and attacks to seize OBJ 3. RESERVE: One company reinforced. Priority of fires goes to the Main Effort. See Appendix 18 (Operations Overlay) to Annex C (Operations).

c. Concept of Operations. Commencing at H-hour on D-day, BLT 3/6 lands in accordance with Tab C (Landing Plan) to Appendix 14 (Amphibious Operations) to Annex C (Operations) over RED BEACH. Companies I and K in AAVs land abreast, seize assigned portions of OBJ 2 (BA HAN); Company L, embarked in landing craft, land on line, join AAVs in designated assembly area, attack to seize OBJ 3 (AT9977). Company L is initially in reserve.

PRACTICE EXERCISE 6-10

1/2's battalion commander's scheme of maneuver for the attack calls for assigning tactical missions to Companies A and B (Rein); Weapons Co; 1st Plat, Co A, 2d Cbt Engr Bn; 1st Plat, Co A, 2d Aslt Amphib Bn; 1st Plat, Co A, 2d Tank Bn; and Btry A, 1st Bn, 10th Marines. Company C (Rein) is in reserve. Which of the following is the correct sequence in which these units would appear in paragraph 3c. Tasks

- a. CO A (REIN)
CO B (REIN)
CO C (REIN)
WEAPONS CO
BTRY A, 1ST BN, 10TH MAR
1ST PLAT, CO A, 2D ASLT AMPHIB BN
1ST PLAT, CO A, 2D CBT ENGR BN
1ST PLAT, CO A, 2D TANK BN

- b. CO A (REIN)
CO B (REIN)
BTRY A, 1ST BN, 10TH MAR
WEAPONS CO
1ST PLAT, CO A, 2D ASLT AMPHIB BN
1ST PLAT, CO A, 2D CBT ENGR BN
1ST PLAT, CO A, 2D TANK BN
CO C (REIN)

- c. CO A (REIN)
CO B (REIN)
WEAPONS CO
BTRY A, 1ST BN, 10TH MAR
1ST PLAT, CO A, 2D ASLT AMPHIB BN
1ST PLAT, CO A, 2D CBT ENGR BN
1ST PLAT, CO A, 2D TANK BN

DISCUSSION

- c. CO A (REIN)
CO B (REIN)
WEAPONS CO
BTRY A, 1ST BN, 10TH MAR
1ST PLAT, CO A, 2D ASLT AMPHIB BN
1ST PLAT, CO A, 2D CBT ENGR BN
1ST PLAT, CO A, 2D TANK BN

Note: Remember, unit tasked with the Reserve mission is always listed last (following Tasks in both OFFENSIVE and DEFENSIVE OPERATION ORDERS).

STUDY RESOURCE 6-11

SUBPARAGRAPH 3c, Tasks (continued). You will remember that if the TASK ORGANIZATION is not shown elsewhere in the order or included as a separate ANNEX, attachments and detachments are listed directly under each subordinate element. An entry similar to subparagraph 3c(1) and 3c(2) in the foldout would indicate that the Task Organization has been prepared as an ANNEX or as an entry preceding paragraph 1.

* * * * *

REMEMBER, THE "AWS TASK ORGANIZATION SELF-PACED TEXT" WILL COVER THE MECHANICS OF WRITING A TASK ORGANIZATION IN GREAT DETAIL.

STUDY RESOURCE 6-12

SUBPARAGRAPH 3c, Tasks (Continued). Tasks assigned to subordinate units may be WRITTEN or SHOWN GRAPHICALLY. If written, tasks can be itemized in the order of expected accomplishment or in order of priority. When instructions are shown graphically in an OPERATIONS OVERLAY, the unit is listed after the proper subparagraph and reference is made to the appropriate appendix. For example:

- c. 2D BN (REIN). Appendix 18 (Operations Overlay) to Annex C (Operations).

* * * * *

PRACTICE EXERCISE 6-12

TRUE or FALSE

The mission of the 3d Bn (Rein) is shown in subparagraph 3d of the foldout. From this we can deduce that the regimental commander attached a higher order of importance to:

- a. Maintaining his reserve in a position from which it can "assume the mission of the main effort."
- b. Deploying his reserve to "conduct a helicopterborne assault to secure DIV OBJ D in order to prevent enemy reinforcements from the north."

DISCUSSION

TRUE. As stated on the previous page, tasks can be listed in order of priority.

STUDY RESOURCE 6-13

SUBPARAGRAPH 3c, Tasks (Continued). Combat support units are included in paragraph 3 and assigned missions only when they are ORGANIC or ATTACHED to the issuing headquarters. ORGANIC, DIRECT SUPPORT, or ATTACHED service units are only included in paragraph 3 if they are assigned a tactical mission. Service units with normal service missions would be tasked in paragraph 4.

NOTE: *The term OPERATIONAL CONTROL (OPCON) is another means of assigning tasks and missions but is applied at a much higher level.*

* * * * *

PRACTICE EXERCISE 6-13

YES or NO. Notice that in subparagraph 3c(3) of the foldout, the CO of the 2d Marines has reflected the mission of DIRECT SUPPORT assigned to 1/10. This command relationship was assigned by the Division CG via the Artillery Regiment CO. Would this artillery battalion also be listed under subparagraph 1d of this order as a supporting force?

DISCUSSION

NO. A nonorganic unit is either supporting you, in which case it is listed in subparagraph 1d, or it temporarily belongs to you by ATTACHMENT or DIRECT SUPPORT, in which case you must assign it a mission in paragraph 3 of your order as you do your own organic units. A unit may never be included both in subparagraph 1d and paragraph 3. In this case, the fact that 1/10 is included in paragraph 3 of a 2d Marines order must mean that the artillery battalion is attached to the infantry regiment.

STUDY RESOURCE 6-14

SUBPARAGRAPH 3d. Reserve. Another subparagraph in paragraph 3 contains the mission of the reserve. The reserve is tasked separately from the remainder of the units. The subparagraph bears the caption RLT Res, Div Res, etc., and is ALWAYS underlined. It lists all units or elements to be in reserve when the order is in effect. If the unit or element will be the reserve in the future, its current assigned tasks will be listed in paragraph 3c. It is usually designated the main effort when committed. If there is no reserve designated, then so state. The following examples describe several cases in which the reserve may be presented.

a. Reserve Consists of a Single Unit/Groupment. The appropriate caption (BLT Res, Regt Res, etc.) is shown followed by the title of the reserve unit. If Task Organization is being shown in paragraph 3, attachments and detachments are shown as previously discussed.

Regimental Reserve: 3D BN (-)(REIN)
Attached: Det, Hq Co, 6th Mar
 1st Plat, Co A, 2d Tk Bn
Detached: Co I

- (1) Be prepared to assume mission of the main effort.
- (2) Be prepared to destroy bypassed enemy in zone.

b. Reserve Consists of two Units/Groupments, Not Under a Single Command. If several units were in reserve under a single command, they would be shown as attached to that command. However, if units are listed separately, this indicates that they have no common commander.

c. Unit/Groupment Committed Initially and then Reverting to Reserve. The initial mission is shown in the appropriate place in paragraph 3. Actions to be taken once the unit/groupment reverts to reserve status are shown in the reserve subparagraph. For example, if 1st Bn (Rein) was initially to seize REGT OBJ 1 and, ON ORDER, revert to regimental reserve, subparagraph 3c and 3d would read:

c. Tasks

(1) 1ST BN (REIN)

- (a) At 290500 attack to seize REGT OBJ 1 in order to open a gap for the Regimental Reserve to attack through.
- (b) On order, revert to Regimental Reserve.

Subparagraph 3d would have the additional entry:

(2) 1ST BN (REIN)

- (a) On order, occupy reserve assembly area vic REGT OBJ 1.
- (b) Be prepared to secure REGT OBJ 2 in order to prevent enemy reinforcements from interfering with the Regimental Reserve's attack.

d. Unit/Groupment Initially in Reserve, Assigned Future Offensive Mission. If a unit in reserve is given a future mission, this information is included in the reserve subparagraph under the unit to which it pertains. For example, if 3d Bn (Rein) was initially in reserve, and then, ON ORDER, was to attack and seize part of OBJ A, subparagraph 3d(1) would read:

(1) 3D BN (REIN), 2D MAR

- (a) Occupy reserve assembly area vic AT7733.
- (b) Be prepared to assume the mission of the main effort.
- (c) On order, attack in zone to seize OBJ A in order to prevent enemy withdrawal from the battlefield.

DISCUSSION

Your solution should look like this:

3d. Battalion Reserve: CO C (REIN)

Attached: 3d squad, Javelin Sect, Antiarmor Plat

- (1) Be prepared to assume the mission of either assault company.

* * * * *

PRACTICE EXERCISE 6-14 (continued)

Companies A and B (Rein) are in the assault and Company C (Rein) is in reserve. On order, Company A reverts to Bn Reserve and is prepared to assume the mission of either assault company. Company C, which has the initial reserve task of preparing to assume the mission of either assault company is also preparing to attack to seize OBJ 5. Task Organization is shown preceding paragraph 1.

PREPARE THE RESERVE SUBPARAGRAPH 3d, THEN CHECK YOUR WORK AGAINST THE SOLUTION SHOWN ON THE NEXT PAGE.

DISCUSSION

Your solution should look like this:

d. Battalion Reserve:

(1) CO C (REIN)

(a) Be prepared to assume mission of either assault company.

(b) Be prepared to attack to seize OBJ 5 in order to allow the main effort to conduct their flanking attack.

(2) CO A (REIN). Upon reverting to reserve, be prepared to assume the mission of either assault company.

STUDY RESOURCE 6-14a

SUBPARAGRAPH 3e. Commander's Critical Information Requirements (CCIR) identify information on friendly and enemy activities and battlespace that the commander deems as critical to maintaining his situational awareness, planning future activities, and assisting in timely and informed decision making. The factors of METT-TSL largely dictate what specific information is critical in any given situation. The following examples are the type of information that may be used as CCIRs:

Enemy Activity. Any indication that the enemy lead echelon is withdrawing toward Xville.

Friendly Activity. When our armor battle losses have reached company size strength.

Operating Environment. Inform me when the weather shuts down close air support operations.

STUDY RESOURCE 6-15

Coordinating Instructions. The last entry under PARAGRAPH 3 is always Coordinating Instructions. It lists the tactical instructions and details of coordination applicable to the entire command or two or more elements of the command (except instructions pertaining to command post, command relationships, signals, code words, and communications which appear in paragraph 5). Control measures such as boundaries, line of departure, and direction of attack may be described, or, if shown graphically, reference may be made to the Operations Overlay as done in the example foldout. Priority Intelligence Requirements (PIRs) are often restated here for emphasis. Restrictions on the use of

special munitions (smoke) and/or preparatory fires are set forth. If all attachments and/or detachments are effective at the same time, that time may be shown here, if not already shown in subparagraph 1e or HEADING. Actual reports required by the issuing headquarters are set forth. D-day and H-hour or L-hour are stated. In operation plans the time or condition under which the plan becomes effective as an order are cited. Instructions on NBC weapons/defense may be stated here. The "base unit" for movement may be indicated here. The listing is nearly endless, so long as it pertains to two or more units and is tactical in nature.

NOTE: A good unit combat SOP will greatly reduce the number of items that need to be covered in Coordinating Instructions.

* * * * *

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PRACTICE EXERCISE 6-15

Keeping in mind the above discussion, indicate which of the following entries would be appropriately shown in the Coordinating Instructions of a battalion offensive order.

- | | APPROPRIATE | NOT
APPROPRIATE |
|---|-------------|--------------------|
| (1) Annex A (Task Organization) | | |
| (2) Appendix 18 (Operation Overlay) | | |
| (3) Sit Reports in accordance with
BnO 3000.1d (BnOpSOP) | | |
| (4) Report by fastest means available
indications of en tank
activity | | |
| (5) Time Zone R commencing
120001 May | | |
| (6) Base Unit during contact is
Company B | | |
| (7) This order effective upon
receipt | | |
| (8) Use of smoke authority this
HQ only | | |
| (9) Unit distribution on all
classes of supply | | |

ANSWER:

- | | APPROPRIATE | NOT
APPROPRIATE |
|--|-------------|--------------------|
| (1) Annex A (Task Organization) | _____ | _____X |
| <u>DISCUSSION:</u> If the task organization were shown as a separate annex, the entry TASK ORGANIZATION would be shown prior to paragraph 1, followed by reference to the appropriate annex. | | |
| (2) Appendix 18 (Operation Overlay) | _____ | _____X |
| <u>DISCUSSION:</u> Control measures such as boundaries, line of departure, phase lines, direction of attack, etc., are either described in <u>Coordinating Instructions</u> or, more simply, reference is made to the Operation Overlay. (See foldout) | | |
| (3) Sit Repts in accordance with
Bn O 3000.1d (BnOpSOP) | _____ | _____X |
| <u>DISCUSSION:</u> Tactical reports required of subordinate units by the issuing headquarters should be mentioned in <u>Coordinating Instructions</u> . | | |
| (4) Rept by fastest means available
indications of en tank activity | _____ | _____X |
| <u>DISCUSSION:</u> PIRs may be restated in <u>Coordinating Instructions</u> for emphasis. | | |
| (5) Time Zone R commencing
120001 May | _____ | _____X |
| <u>DISCUSSION:</u> If the time zone in which the operation is to be conducted were different than the time zone in which the order was signed, a TIME ZONE entry would have been included in the HEADING showing the appropriate time zone, and stating when use of this time zone became effective. Consequently, this information need not be included in <u>Coordinating Instructions</u> . (See page 24) | | |
| (6) Base unit during contact is
Company B | _____ | _____X |
| <u>DISCUSSION:</u> Despite the fact that this entry refers only to one unit, it does apply to all tactical units and thus is correctly included in <u>Coordinating Instructions</u> . | | |

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- (7) This order effective upon receipt _____ X

DISCUSSION: The entry is superfluous since an order is always effective upon receipt unless otherwise stated in Coordinating Instructions.

- (8) Use of smoke authority this HQ only _____ X

DISCUSSION: Restrictions on the use of special munitions (smoke) and/or preparatory fires are stated in Coordinating Instructions.

- (9) Unit distribution on all classes of supply _____ X

DISCUSSION: The Coordinating Instructions subparagraph confines itself to TACTICAL INSTRUCTIONS and details of coordination pertaining to two or more units. While supply distribution does pertain to all units of the battalion, it is not a tactical consideration and would properly be shown in paragraph 4 rather than in Coordinating Instructions.

* * * * *

PRACTICE EXERCISE 6-15 (Continued). While the above discussion of Coordinating Instructions applies as much to a DEFENSIVE as to an OFFENSIVE ORDER, there are certain unique instructions found in a defensive order, some examples of which are shown on the next page. So, again keeping our discussion in mind, select those entries which might appropriately be found in the Coordinating Instructions of a battalion DEFENSIVE OPERATION ORDER. Remember that instructions and details of coordination must be TACTICAL in nature and apply to two or more units. And don't forget to differentiate between those entries that properly belong to paragraph 5 and those that belong to Coordinating Instructions.

	APPROPRIATE	NOT APPROPRIATE
(1) Signal for firing final protective fires is red star cluster	_____	_____
(2) <u>Priority of Work</u> (a) Fields of fire (b) Minefields and obstacles (c) Field fortifications (d) Camouflage and deception concurrent with all tasks	_____	_____
(3) Running PASSWORD is GREEN LIGHT.	_____	_____
(4) Att and Det effective 121800R Sep	_____	_____
(5) H-Hour 130500 Sep	_____	_____
(6) Appendix 12 (Counterattack) to Annex C (Operations)	_____	_____
(7) Buy U.S. Savings Bonds	_____	_____

(7) Buy U.S. Savings Bonds _____ X

DISCUSSION: Even if you are appointed Bond Officer, you must limit your Coordinating Instructions to tactical instructions.

* * * * *

A FINAL NOTE ON COORDINATING INSTRUCTIONS. Despite this exercise, if there is any one basic rule applying to what does or does not go in this subparagraph, it should be "WHEN IN DOUBT, PUT IT IN." Any operation depends for its success on the effectiveness of the coordination between the units conducting it. This being the case, a good S-3 should attempt to anticipate any possible issues of confusion between units, and then provide for it in Coordinating Instructions. Again, a good unit combat SOP is very valuable here.

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LESSON 7

STUDY RESOURCE 7

PARAGRAPH 4, Administration and Logistics, contains logistic and personnel information and instructions for the operation. The information and sequence of presentation are as follows:

- a. Personnel
- b. Logistics
- c. Public Affairs
- d. Civil Affairs
- e. Meteorological and Oceanographic Services
- f. Geospatial Information and Services
- g. Medical Services

This information may be included in paragraph 4 or reference may be made to an SOP but usually refers to appropriate annexes: Annex E (Personnel); Annex D (Logistics/Combat Service Support); Annex F (Public Affairs); Annex G (Civil Affairs); Annex H (Meteorological and Oceanographic Operations); Annex M (Geospatial Information and Services); Annex Q (Medical Services); Annex P (Host Nation Support). However, when there are only a few instructions to be given, it is preferable to put them in this paragraph rather than prepare a separate annex. If instructions contained in a previous order remain unchanged, the entry "No Changes" may be used.

Paragraph 4 for operation orders at the tactical level (Regiment/MAG level and below) seldom address subparagraphs 4c, 4d, 4e, 4f, and/or 4g. The AWS operation order format recommends additional subparagraphs to 4a and 4b to answer common personnel and logistics details which pertain to tactical units. These additional subparagraphs are provided below. (Also see fold out)

a. Personnel

(1) Reporting - *Instructions for accurate and timely personnel accountability and strength reporting from subordinate units.*

(2) Replacement - *Information on command replacement and rotation policies, and required individual augmentation to support operational requirements.*

b. Logistics

(1) Concept of Support - *Narrative describing how the concept of operations is to be supported. The commander*

describes in a broad manner how the unit will conduct resupply, maintenance, and medical support. It is the commander's description of how he intends to employ organic and attached CSS resources, to include, identifying and prioritizing those critical classes of supply he wants the S-4 to focus on. Additionally, he may identify from what organization the unit will receive logistical sustainment.

The following subparagraphs provide subordinate units with CSS instructions, which will enable the units to obtain CSS attainability and sustainability in support of the mission. Include brief, yet descriptive, procedures that cover the CSS functional areas in support of the concept of operations. Information in these subparagraphs can be minimized with good unit SOPs. However, caution must be exercised to ensure attached units understand the SOPs used. Additionally, the subparagraphs listed below are not all-inclusive, but should be used as they generally provide a sufficient outline of information.

(2) Basic Load

(3) Resupply

(4) Maintenance

(5) Medical

(6) Coordinating Instructions. *Miscellaneous instructions of a logistical nature that are necessary for proper coordination of support operations.*

* * * * *

You will remember that in our discussion of PARAGRAPH 3, we said that service and administrative units are only tasked in PARAGRAPH 3 if they are assigned a TACTICAL MISSION. In the event a separate LOGISTICS/COMBAT SERVICE SUPPORT annex is not published service and administrative units are assigned nontactical missions in PARAGRAPH 4 of the OPERATION ORDER. If, for example, the only change to your existing CIVIL AFFAIRS annex was to assign a mission to a newly attached Civil Affairs Section, PARAGRAPH 4 of your OPERATION ORDER 4-00 might look like this:

4. Administration and Logistics

- a. ANNEX D (Logistics/Combat Service Support) to OPERATION ORDER 3-00.
- b. 1st Civil Military Affairs Section, 1st Mil Govt Plat, 4th Mil Govt GP; establish regimental civilian collection point and establish control over civilians in regimental areas.

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LESSON 8

STUDY RESOURCE 8-1

PARAGRAPH 5, Command and Signal. The last paragraph of an operation order contains instructions that establish and maintain command and signal. Many of the instructions concerning communications-electronics are set forth in unit orders and SOPs and need only be referenced. Similarly, a communications annex may be prepared and often will suffice for a series of operation orders. If the instructions contained in a previous order are to remain unchanged, the term "No Change" may be used. However, changes in procedures, new procedures, and restrictions should be set forth. Also included is information concerning command post locations and reporting procedures, axis of communications, code words and recognition and identification, liaison procedures, and command relationships (if necessary). The paragraph is subdivided as follows:

a. Subparagraph 5a, Command Relationships

- (1) Provides information relative to COMMAND RELATIONSHIPS when required. It is used in a large operation or when the size or complexity of the operation dictates and the command relationships are unusual. Otherwise, it may be omitted and subsequent subparagraphs renumbered, or you may just put "not applicable" beside it--either method is correct.
- (2) May refer to Annex J (Command Relationship).

b. Subparagraph 5b, Command Posts and Headquarters

- (1) Gives the location of the command post of the issuing unit and of subordinate units when known.
- (2) Includes the location of higher and adjacent unit command posts when desired.
- (3) May reference the operation overlay for CP locations rather than list them. (See foldout)
- (4) May direct subordinate units to report new CP locations when established.

c. Subparagraph 5c, Succession to Command. Designates the succession to command for the operation. (See foldout)

d. Subparagraph 5d, Signal

- (1) Usually references Annex K (Combat Information Systems), and other communication publications such as standing operating procedures or communications-electronics operating instructions. (See foldout)
- (2) Includes special instructions or restrictions relative to the use of radio, pyrotechnics, or other communications-electronic means.

* * * * *

PRACTICE EXERCISE 8-1

Indicate into which of the following subparagraphs the below listed entries would properly be placed.

Subparagraphs:

- a. Command Relationships
- b. Command Posts and Headquarters
- c. Succession to Command
- d. Signal

<u>ENTRIES</u>	<u>SUBPARAGRAPH</u>
1. 2d Mar DivO 2000.1 (Comm Plan) and Annex K (Combat Information Systems)	_____
2. <u>Command Relationships</u> . See Annex J	_____
3. Report CP locations when established	_____
4. Radio silence until 280400R	_____

SOLUTION:

<u>ENTRIES</u>	<u>PARAGRAPH</u>
1. 2d Mar DivO 2000.1 (Comm Plan) and Annex K (Combat Information Systems)	d. <u>Signal</u>
2. <u>Command Relationships</u> : See Annex J	a. <u>Command Relationships</u>
3. Report CP locations when established	b. <u>Command Posts and Headquarters</u>
4. Radio silence until 280400R	d. <u>Signal</u>

* * * * *

PRACTICE EXERCISE 8-1 (Continued)

The 2d Marines are preparing to continue the attack. The present and tentative future locations of regimental and subordinate unit CPs are shown in Appendix 18 (Operations Overlay) to Annex C (Operations). The regimental commander desires that subordinate units report exact locations of future CPs as soon as they are established. 2d Marines COMM PLAN and Annex K (Combat Information Systems) apply. Radio silence will be maintained until 130400R Aug.

USING THE SPACE BELOW, PREPARE PARAGRAPH 5 FOR 2D MARINES OPERATION ORDER, THEN CHECK YOUR WORK AGAINST THE SOLUTION SHOWN ON THE NEXT PAGE.

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DISCUSSION

Your solution should look like this:

5. Command and Signal

a. Command Relationships. No change.

b. Command Posts and Headquarters

(1) Appendix 18 (Operations Overlay) to Annex C (Operations).

(2) Subordinate units report CP locations.

c. Succession to Command. No change.

d. Signal

(1) 2d Mar Comm Plan and Annex K (Combat Information Systems).

(2) Radio silence until 130400R Aug.

REPLACE THE FOLDOUT

LESSON 9**STUDY RESOURCE 9-1**

ENDING: The last part of a written order includes instructions concerning ACKNOWLEDGMENT; the SIGNATURE or AUTHENTICATION which makes the order or plan official; and provides a list of the appended ANNEXES which make the order complete.

PRACTICE EXERCISE 9-1

The ENDING consists of:

- a. CLASSIFICATION, COPY NUMBER, TASK ORGANIZATION (if not shown elsewhere), list of ANNEXES, and SIGNATURE.
- b. ACKNOWLEDGMENT instructions, SIGNATURE, list of ANNEXES, and AUTHENTICATION.
- c. CLASSIFICATION, TASK ORGANIZATION (if not shown elsewhere), list of ANNEXES, DISTRIBUTION, and SIGNATURE.

FOLD OUT FLAP

ACKNOWLEDGE RECEIPT → ①

② → **JOHN A. LEJEUNE**
Colonel, U.S. Marine Corps
Commanding

ANNEXES:

- A - Task Organization**
- B - Intelligence**
- C - Operations**
- D - Logistics/Combat Service Support**
- E - Personnel (Omitted)**
- F - Public Affairs (Omitted)**
- G - Civil Affairs (Omitted)**
- H - Meteorological and Oceanographic Operations (Omitted)**
- J - Command Relationships**
- K - Combat Information Systems**
- L - Environmental Considerations (Omitted)**
- M - Geospatial Information and Services (Omitted)**
- N - Space Operations (Omitted)**
- P - Host Nation Support (Omitted)**
- Q - Medical Services**
- S - Special Technical Operations (Omitted)**
- U - Information Management (Omitted)**
- W - Aviation Operations (Omitted)**
- X - Execution Checklist (Omitted)**
- Z - Distribution**

→ ③

(Page number)

CLASSIFICATION

DISCUSSION

b. The ENDING of the OPERATION PLAN or ORDER contains:

- ① ACKNOWLEDGEMENT Instructions
- ② SIGNATURE
- ③ List of ANNEXES

AUTHENTICATION (NOT SHOWN FOR REASONS THAT WILL BE EXPLAINED LATER)

LEAVE THE FOLDOUT EXTENDED FOR A REFERENCE

STUDY RESOURCE 9-2

While the contents of the ENDING are generally self-explanatory, there are several points worth keeping in mind.

① The ACKNOWLEDGEMENT INSTRUCTIONS, MUST be included in every order, as well as in all separately issued portions of the order. Instructions for acknowledgement are placed immediately following the BODY of the order. Compliance with the instructions indicates that the order has been received and is understood. Therefore, ACKNOWLEDGEMENT should not be made until after the order has been read and assimilated. The drafter may specify the manner in which acknowledgement will be made or he may simply state ACKNOWLEDGE RECEIPT.

* * * * *

Keeping the above discussion in mind, decide if the Battalion Commander in the following situation acted correctly.

PRACTICE EXERCISE 9-2

CORRECT or INCORRECT. CO of 1st Bn, 2d Marines, receives an operation order from Regiment. Directly below paragraph 5 of the BODY is the instruction ACKNOWLEDGE RECEIPT. Once he is certain that he understands the order, he acknowledges by radio in the clear that he has received message ABD-1 (message reference number). Radio silence is not in effect. The enemy has a monitoring capability.

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DISCUSSION

CORRECT. Since no particular method of ACKNOWLEDGEMENT is specified, he is free to use whatever means he finds most expedient. Use of the MESSAGE REFERENCE NUMBER permits him to use the radio without compromising security. Notice that the CO of 1/2 made sure he understood the order before he acknowledged it. Remember, ACKNOWLEDGEMENT implies not only that you received the order but that you understand it.

STUDY RESOURCE 9-3

SIGNATURE. The basic operation order or plan and each annex are usually signed or authenticated by the commanding officer. Normally this is done when he approves the completed product. When reproduction facilities are available, the commander signs the original and his SIGNATURE is reproduced on every copy of the order. His SIGNATURE should appear over his printed name, rank and service, and title. EXAMPLE:

JOHN A. LEJEUNE
Colonel, U.S. Marine Corps
Commanding

The commander is the only person authorized to sign (authorize) any portion of the order unless by direction authority has been granted to another individual. The commander may delegate authority to sign the operation order to appropriate officers (Chief of Staff/XO) when so doing will expedite reproduction and issuance. In this case, the SIGNATURE of the Chief of Staff/XO is preceded by the words "BY COMMAND OF" and the rank and last name of the commander, and is followed by the printed name, rank and service, and title of the signer. EXAMPLE:

BY COMMAND OF COLONEL LEJEUNE

THOMAS HOLCOMB
Lieutenant Colonel, U.S. Marine Corps
Executive Officer

The fact that the CO has not signed the original does not absolve him of responsibility for its contents.

* * * * *

PRACTICE EXERCISE 9-3

The CO of I MEF, LtGen W.E. BOOMER, issues an oral order to his commanders and directs his Chief of Staff, Col E.E. HASTINGS, and the AC/S G-3 to return to the main command post and put this order in writing. Under these circumstances, which of the following SIGNATURES would be most appropriate?

a.

W. E. BOOMER
Lieutenant General, U.S. Marine Corps
Commanding

b.

BY COMMAND OF LIEUTENANT GENERAL BOOMER

E. E. HASTINGS
Colonel, U.S. Marine Corps
Chief of Staff

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DISCUSSION

b.

BY COMMAND OF LIEUTENANT GENERAL BOOMER

E. E. HASTINGS
Colonel, U.S. Marine Corps
Chief of Staff

In order to expedite reproduction and issuance, the C/S/XO may sign the operation order when specifically authorized to do so by the CO. In this case, we can assume that the CG's instructions to restate his oral order in writing constituted authority for the C/S to sign since obviously, the CG has already approved the order.

STUDY RESOURCE 9-4

AUTHENTICATION. You will notice that the example of the ENDING shown on the foldout showed the SIGNATURE of the commander but no AUTHENTICATION. However, when all copies of the OPERATION ORDER do not bear the SIGNATURE of the CO or Chief of Staff/XO, the S-3 must AUTHENTICATE the unsigned copies. In such a case the original is signed by the commander and the S-3 AUTHENTICATES the remaining copies with his SIGNATURE and printed name, rank and service, and title shown below the word OFFICIAL in the lower left corner of the Ending.

JOHN. A. LEJEUNE
Lieutenant Colonel, U.S. Marine Corps
Commanding

OFFICIAL:

C.B. CATES
Major, USMC
S-3

ANNEXES:

A - Task Organization
(etc.)

NOTE: All copies, even if unsigned, must show the printed name of whoever signed the original.

* * * * *

PRACTICE EXERCISE 9-4

YES or NO. After the CO has approved and signed the original operation order, the S-3 has the order prepared for reproduction. Would the S-3 be required to authenticate these copies?

DISCUSSION

NO. The S-3 does not need to AUTHENTICATE since all copies will bear the SIGNATURE of the CO who signed the original.

STUDY RESOURCE 9-5

③ The basic operation order will contain on its last page, a list of any included documents usually referred to as ANNEXES. By definition, ANNEXES are documents appended to an operation order or other document to make it clearer or to give further details (JP 1-02). Their purpose is to amplify and supplement the instructions in the basic operation plan or order. Information provided in the basic operation order is not normally repeated in the attachments. That said, ANNEXES contribute to the brevity and clarity of the basic operation plan or order by removing from its voluminous details and information not of broad general interest. In addition, they permit early issuance of certain instructions and allow personnel whose interest lies in a special field to locate pertinent information readily. Appendix G, Section II of MCWP 5-1 provides a listing of all ANNEXES, APPENDICES, and TABS included in operations plans and orders, as well as some sample formats. In order to ensure completeness of plans and orders, and to ensure compatibility with the Joint Operation Planning and Execution System (JOPES), sequence and lettering must not be changed as to order or letter/number designations of ANNEXES and APPENDICES. For information that is not included on the standard list of annexes and appendices additional annexes may be designated. When included, letter additional annexes consecutively, beginning with the letter "R, V, W, and Y." Do not use the letter "I" and "O". The annex title is upper and lower case. Within the body of the basic operation order or plan, the annex title is also enclosed in parenthesis. The requirement for detailed planning will vary with the level or mission of the issuing command. As a result, it may not be necessary to publish all ANNEXES and APPENDICES noted in MCWP. In cases where a particular ANNEX or APPENDIX is not used, the notation (Omitted) is entered after the ANNEX and no further reference is required. (See foldout.) The list of ANNEXES by letter and title is shown at the lower left of the order under the ACKNOWLEDGEMENT INSTRUCTIONS. When necessary, ANNEXES may be amplified by APPENDICES; APPENDICES by TABS; TABS by EXHIBITS. Usually annexes A through D, J, and K will be provided as part of the basis operation order or plan.

* * * * *

PRACTICE EXERCISE 9-5

Which of the following statements is correct?

a. ANNEXES are supporting documents written in a standard format and forming a part of the complete plan or order. They receive a letter designation alphabetically in the sequence in which they appear in the body of the order.

b. ANNEXES may cover a wide range of subjects which are of too detailed a nature or of too restricted an interest to warrant inclusion in the basic order.

c. ANNEXES may be amplified by APPENDICES, and APPENDICES by EXHIBITS.

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DISCUSSION

b. An ORDER should be presented in a form that enables the reader to rapidly find the information he is looking for without first having to wade through great quantities of facts that may not concern him. The list of ANNEXES provides him with an ANNEX to the information he is looking for. It also serves as a handy cross-reference to alert him of the ANNEXES which should accompany that particular order.

PRACTICE EXERCISE 9-6ENDING FORMAT

Probably the best way to memorize the format for the ENDING is to write one. So without consulting the foldout put the information presented below into the proper format for the ENDING:

* * * * *

You have just completed paragraph 5 of BLT 1/2's Operation Order 2-00. The Commanding Officer, LtCol D. D. SPIKER, will sign the order. Appendix 18 (Operation Overlay) to Annex C (Operations) has been referred to in paragraph 3. No special method of ACKNOWLEDGMENT has been specified. CLASSIFICATION of the order is unclassified.

USING THE SPACE BELOW, PREPARE THE ENDING FOR BLT 1/2'S OPERATION ORDER, THEN CHECK YOUR WORK AGAINST THE SOLUTION SHOWN ON THE NEXT PAGE.

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DISCUSSION

Your answer should look like this:

ACKNOWLEDGE RECEIPT

D. D. SPIKER
Lieutenant Colonel, U.S. Marine Corps
Commanding

ANNEXES:

- A - Task Organization (Omitted)
- B - Intelligence (Omitted)
- C - Operations
- D - Logistics/Combat Service Support
- E - Personnel (Omitted)
- F - Public Affairs (Omitted)
- G - Civil Affairs (Omitted)
- H - Meteorological and Oceanographic Operations (Omitted)
- J - Command Relationships (Omitted)
- K - Combat Information Systems (Omitted)
- L - Environmental Considerations (Omitted)
- M - Geospatial Information and Services (Omitted)
- N - Space Operations (Omitted)
- P - Host Nation Support (Omitted)
- Q - Medical Services (Omitted)
- S - Special Technical Operations (Omitted)
- U - Information Management (Omitted)
- W - Aviation Operations (Omitted)
- X - Execution Checklist (Omitted)
- Z - Distribution (Omitted)

(Page Number)

UNCLASSIFIED

PRE-/POST-TEST

This concludes the self-paced text. The introduction stated that the OBJECTIVES of this exercise was such that if they were achieved you would be able to:

a. Arrange a random listing of Operation Order entries into the proper sequence.

b. Indicate which of a series of statements concerning the purpose and arrangement of the various entries in the Operation Plan/Order are true and which are false.

So now the time has come to evaluate the success of the instruction. On the following pages you will find two exercises, one a true/false test, and the other a list of entries to be arranged into proper sequence. Both tests are self-graded. Their purpose is both to evaluate the effectiveness of the lesson and to give you an index of how much you learned.

If you make a score of 90 or more on the true/false test and make no more than 5 mistakes on the sequence test, you have succeeded.

OPERATION ORDER SEQUENCE TEST

There are three parts to this test:

- a. Part I consists of a random listing of typical entries to be found in an Operation Order.
- b. Part II (which is to be torn out) consists of the Operation Order outline format.
- c. Part III is the SOLUTION.

You are tasked to arrange information in proper format for a 2d Marines written Operation Order. Fill in the blanks in Part II with the number (only) coinciding with the appropriate entry found in Part I.

Part III presents the order in proper sequence using the random entries found in Part I. Numbers in parentheses on the right hand margin may be used to check your entries on the blank outline (Part II).

OPERATION ORDER SEQUENCE TEST PART Ia**INFO TO BE INCLUDED IN THE HEADING OF A 2D MARINE REGIMENT OPORD**

1. XBK-4
2. 2d Mar (REIN)
3. (No change from Oral Orders)
4. GUANTANAMO (778017) CUBA
5. Ref: (a) Map: E723 CUBA, Sheets 5176 I, II, III, IV,
and 5175 I, IV; 3-AMS (1-61), 1:50,000
6. 100930R Sep 2000
7. OPORD 10-00 (Operation BIG DOG)
8. Copy no. ___ of ___ copies
9. Time Zone: ROMEO (Commencing 110500Z Sep 00)

OPERATION ORDER SEQUENCE TEST PART Ib**INFO TO BE INCLUDED IN THE BODY OF A 2D MARINE REGIMENT OPORD**

10. 1ST PLAT, CO B, 2D TK BN. DS 1st Bn, 2d Mar
11. Capabilities. Current INTSUMs
12. Execution
13. Coordinating Instructions
14. Regimental Reserve:
15. Situation
16. Each inf bn be prepared to assist in operating a combined communication center in conjunction with this HQ.
17. Mission
18. Friendly Forces
19. Signal
20. Enemy Forces

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21. At H-hr on D-day, 2d Marines conducts a deliberate attack with three battalions reinforced across Red Beach to seize Objective 1 in order to prevent enemy linkup. One bn (rein) conducts a mech assault across Red Beach 1 to seize Obj A and to establish a blocking position on Route 40. This is the MAIN EFFORT. Simultaneously, one bn (rein) conducts a mech assault across Red Beach 2 to seize Obj B. This is the SUPPORTING EFFORT. One bn (rein) is in RESERVE. PRIORITY OF FIRES goes to the main effort. See Appendix 18 (Operation Overlay) to Annex C (Operations).
22. Composition, Location, Disposition. Annex B
23. CO B, 2D LIGHT ARMORED RECON BN. Establish OPs in vic of TL594997, TL585015, TL543040, TL528075, TL530105, TL490135, TL495185, TL575238, and TL703300
24. Adjacent. 8th Mar (Rein) on east (right) flank atks at H-hour, D-day in order to secure FBHL in zone.
25. 2D BN (-) (REIN), 10TH MAR. DS 2d Mar. Priority of fires initially to 1st Bn (Rein), 2d Mar, Appendix 19 (Fire Support) to Annex C (Operations).
26. Administration and Logistics
 - a. Annex D (Logistics/Combat Service Support) to OPERATION ORDER 10-00.
27. Cross LOD in MOPP-2.
Radio silence until enemy contact.
28. At H-hour on D-day, 2d Mar (Rein) atks to seize OBJ A and B in order to prevent en reinforcement from the west.
29. Supporting
30. Concept of Operations
31. Command and Signal
 - a. Command Relationships. No change.
32. Command Posts and Headquarters
33. 2d Mar DivO 2000.1C (Comm Plan), 2d MarO 3000.1D (Unit SOP) and Annex K (Combat Information Systems).
34. Artillery

35. 2D BN (REIN). By mechanized means atk at H-hour, D-day seize OBJ B in order to prevent en reinforcements from the northwest. You are the supporting effort.
36. Use smoke authority this HQ only.
37. H-hour 0500.
- 37a. Battlespace. (Omitted)
38. 2d MarDiv vic 834020
2d Mar vic 778107
39. Aviation. Annex W (Aviation Operations).
40. Attachments and Detachments. None.
41. CO B (-) (REIN), 2D CBT ENGR BN. DS 2d Mar.
42. Enemy COAs. Indications are that the enemy will defend GUANTANAMO CITY and delay along avenues of approach from the south.
43. Higher
44. 1 Appendix 19 (Fire Support) to Annex C (Operations).
2 10th Mar (-) (Rein) GS 2d MarDiv, initial priority of fires 2d Mar.
45. Mission. 2d Mar Div atks at H-hour, D-day, secures Force Beachhead Line (FBHL) in order to eliminate enemy arty fire against U.S. Navy Base, GUANTANAMO, CUBA.
46. Civ Con Ref (b) to Annex D; (2d Mar0 5080.2A) (SOP for Civ Con OP in Combat).
- 46a. Succession to Command
47. TASK ORGANIZATION: Annex A
48. D-day 12 Sep 00.
49. General. (Omitted)
50. Tasks
- (1) 1ST BN (REIN). Atk at H-hour, D-day, to seize OBJ A and bridge at Coord 762135 and establish a battle position to block Route 40 in order to prevent enemy linkup. You are the main effort.

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51. (1) 3D BN (REIN), 2D MAR. Be prepared to assume the mission of any assault battalion.
52. 2d Mar Div
53. Commander's Intent (omitted for this text)
54. Commander's Intent
55. Commander's Critical Information Requirements.
Annex B (Intelligence).

OPERATION ORDER SEQUENCE TEST PART Ic

INFO TO BE INCLUDED IN THE ENDING OF A 2D MARINE REGIMENT OPORD

56. A - Task Organization
- B - Intelligence
- C - Operations
- D - Logistics/Combat Service Support
- E - Personnel (Omitted)
- F - Public Affairs (Omitted)
- G - Civil Affairs (Omitted)
- H - Meteorological and Oceanographic Operations (Omitted)
- J - Command Relationships (Omitted)
- K - Combat Information Systems
- L - Environmental Considerations (Omitted)
- M - Geospatial Information and Services (Omitted)
- N - Space Operations (Omitted)
- P - Host Nation Support (Omitted)
- Q - Medical Services (Omitted)
- S - Special Technical Operations (Omitted)
- U - Information Management (Omitted)
- W - Aviation Operations (Omitted)
- X - Execution Checklist (Omitted)
- Z - Distribution

57. ANNEXES:

58. ACKNOWLEDGE RECEIPT

59.

JOSEPH H. PENDLETON
Colonel, U.S. Marine Corps
Commanding

OPERATION ORDER SEQUENCE TEST PART II

FORMAT FOR COMPLETE WRITTEN OPERATION ORDER

(HEADING)

CLASSIFICATION

(_____) ()

_____ ()
_____ ()
_____ ()
_____ ()
_____ ()

_____ ()
_____ ()
_____ ()

(BODY)

_____ () _____ ()

1. _____ ()

a. _____ ()

b. _____ ()

c. _____ ()

(1) _____ ()

(2) _____ ()

(3) _____ ()

d. _____ ()

(1) _____ ()

(a) _____ ()

(b) _____ ()

(2) _____ ()

CLASSIFICATION

CLASSIFICATION

(3) _____ ()

(a) _____ ()

(b)

e. _____ ()

f. _____ ()

g. _____ ()

2. _____ ()

3. _____ ()

a. _____ ()

b. _____ ()

c. _____ ()

(1)

(2) _____ ()

(3) _____ ()

(4) _____ ()

(5) _____ ()

(6) _____ ()

d. _____ ()

e. _____ ()

f. _____ ()

(1) _____ ()

(2)

(3) _____ ()

CLASSIFICATION

CLASSIFICATION

(4) _____ ()

(5) _____ ()

4. _____ ()

a. _____ ()

b. _____ ()

c. _____ ()

d. _____ ()

e. _____ ()

f. _____ ()

g. _____ ()

5. _____ ()

a. _____ ()

b. _____ ()

c. _____ ()

d. _____ ()

(1) _____ ()

(2) _____ ()

(3) _____ ()

_____ ()

_____ ()

_____ ()

_____ ()

CLASSIFICATION

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OPERATION ORDER SEQUENCE TEST PART III

SOLUTION

1. A Solution. Part III presents the written operation order in proper sequence utilizing the random entries listed in Part I. The numbers in parenthesis on the right-hand margin may be used to check your entries on the blank format.

CLASSIFICATION

(No Change from Oral Orders) (3)

Copy no. ___ of ___ copies (8)
 2D MAR (REIN) (2)
 GUANTANAMO (778017) CUBA (4)
 100930R Sep 2000 (6)
 XBK-4 (1)

OPERATION ORDER 10-00 (OPERATION BIG DOG) (7)

REFERENCES: (a) Map: E723 CUBA, Sheets 5176 I, II, III, IV, and 5175 I, IV; 3-AMS (1-61), 1:50,000 (5)

TIME ZONE: ROMEO (Commencing 110500Z Sep 00) (9)

TASK ORGANIZATION: Annex A (47)

1. Situation (15)

a. General. (Omitted) (49)

b. Battlespace. (Omitted) (37a)

c. Enemy Forces (20)

(1) Composition, Location, Disposition. Annex B (22)

(2) Capabilities. Current INTSUMS. (11)

(3) Enemy COAs.

(a) Most Likely COA. The enemy will defend GUANTANAMO CITY and delay along avenues of approach from the south. (42)

(b) Most Dangerous COA. The enemy counterattacks with an armor force.

1 of 5
 CLASSIFICATION

CLASSIFICATION

- d. Friendly Forces (18)
- (1) Higher (43)
- (a) 2d Mar Div (52)
- 1 Mission. 2d MarDiv atks at H-hour, D-day (45)
secures Force Beachhead Line (FBHL) in
order to eliminate en arty fire against
U. S. Navy Base, GUANTANAMO, CUBA.
- 2 Commander's Intent (omitted for this text)(53)
- (2) Adjacent. 8th Mar (Rein) on east (right) at (24)
flank atks H-hour, D-day in order to
secure FBHL in zone.
- (3) Supporting (29)
- (a) Artillery. (34)
- 1 Appendix 19 (Fire Support) to Annex C (44)
(Operations).
- 2 10th Mar (-) (Rein) GS 2d MarDiv,
initial priority of fires 2d Mar.
- (b) Aviation. Annex W (Aviation Operations). (39)
- e. Attachments and Detachments. None (40)
2. Mission. At H-hour on D-day, 2d Mar (Rein) atks (17)
to seize OBJ A and B in order to prevent enemy (28)
reinforcement from the west.
3. Execution (12)
- a. Commander's Intent. I expect the enemy to be (54)
defending from well-prepared and mutually
supporting positions. I expect he will initially
defend against our assault, but he lacks the
operational capability to maintain his defenses
for more than three to five hours against a
combined ground and air assault. I see his

CLASSIFICATION

critical vulnerability as a lack of battlefield mobility and combat power sufficient to counter our mech/armor assault. I intend to exploit this vulnerability by attacking along multiple axes, causing him to split his defenses and creating multiple gaps through which we can attack his lightly defended artillery positions. I believe we will leave his front-line defenses in disarray, likely retreating to the south, his artillery destroyed (and) our battalions occupying designated objectives defining the southern half of the FBHL.

- b. Concept of Operations. At H-hr on D-day, 2d Marines (30) conducts a deliberate attack with three and battalions reinforced across Red Beach to seize Objective 1 in order to prevent enemy linkup. One bn (rein) conducts a mech assault across Red Beach 1 to seize Obj A and to establish a blocking position on Route 40. This is the MAIN EFFORT. Simultaneously, one bn (rein) conducts a mech assault across Red Beach 2 to seize Obj B. This is the SUPPORTING EFFORT. One bn (rein) is in RESERVE. PRIORITY OF FIRES goes to the main effort. See Appendix 18 (Operations Overlay) to Annex C (Operations). (21)
- c. Tasks (50)
- (1) 1ST BN (REIN). Atk at H-hour, D-day, to seize OBJ A and bridge at coord TL762135 and establish a battle position to block Route 40 in order to prevent enemy linkup. You are the main effort.
 - (2) 2D BN (REIN). By mechanized means, atk at H-hour, D-day, seize OBJ B in order to prevent enemy reinforcements from the northwest. You are the supporting effort. (35)
 - (3) 2D BN (-) (REIN), 10TH MAR. DS 2d Mar. Priority of fires initially to 1st Bn (Rein), 2D Mar. Appendix 19 (Fire Support) to Annex C (Operations). (25)
 - (4) Co B (-) (Rein), 2d Cbt Engr Bn. DS 2d Mar. (41)

CLASSIFICATION

- (5) CO B, 2D LIGHT ARMORED RECON BN Establish (23)
 OPs in vic of TL594997, TL585015, TL543040,
 TL528075, TL530105, TL490135, TL495185,
 TL575238, and TL703300.
- (6) 1ST PLAT, CO B, 2D TK BN. DS 1st Bn, 2d Mar. (10)
- d. Regimental Reserve: 3D BN (REIN) 2D MAR. Be (14)
 prepared to assume the mission of any assault
 battalion. (51)
- e. Commander's Critical Information Requirements. (55)
Annex B (Intelligence).
- f. Coordinating Instructions (13)
- (1) Cross LOD in MOPP-2. (27)
- (2) Radio silence until enemy contact. (27)
- (3) Use smoke authority this HQ only. (36)
- (4) H-hour 0500. (37)
- (5) D-day 12 Sep 00. (48)
4. Administration and Logistics (26)
- a. Annex D (Logistics/Combat Service Support)
 to OPERATION ORDER 10-00.
- b. Civ Con Ref (b) Annex D (2d MarO 5080.2A) (SOP (46)
 for Civ Con OP in Combat).
5. Command and Signal (31)
- a. Command Relationships. No Change. (19)
- b. Command Posts and Headquarters (32)
- (1) 2d MarDiv vic TL834020. (38)
- (2) 2d MarDiv vic TL778107.
- C. Succession to Command (46a)

CLASSIFICATION

- d. Signal (19)
- (1) 2d Mar DivO 2000.1C (Comm Plan), 2d MarO 3000.1D (Unit SOP) and Annex K (Combat Information Systems). (33)
- (2) Each inf bn be prepared to assist in operating a combined communication center in conjunction with this HQ. (16)

ACKNOWLEDGE RECEIPT (59)

JOSEPH H. PENDLETON (60)
Colonel, U.S. Marine Corps
Commanding

ANNEXES: (58)

- A - Task Organization (56)
- B - Intelligence
- C - Operations
- D - Logistics/Combat Service Support
- E - Personnel (Omitted)
- F - Public Affairs (Omitted)
- G - Civil Affairs (Omitted)
- H - Meteorological and Oceanographic Operations (Omitted)
- J - Command Relationships (Omitted)
- K - Combat Information Systems
- L - Environmental Considerations (Omitted)
- M - Geospatial Information and Services (Omitted)
- N - Space Operations (Omitted)
- P - Host Nation Support (Omitted)
- Q - Medical Services (Omitted)
- S - Special Technical Operations (Omitted)
- U - Information Management (Omitted)
- W - Aviation Operations
- X - Execution Checklist (Omitted)

(57)

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TRUE/FALSE TEST**PART IV - QUESTIONS**

a. There are two parts to this test. Part IV contains 33 true/false questions. Part V gives the correct answers, and references to the appropriate pages of the text.

b. Indicate whether each statement is true or false by checking the appropriate space. Consider each question carefully. A statement that is only partially correct should be considered FALSE. Each question is worth 3 points.

c. Upon completion of Part IV, check your answers in Part V.

- | | <u>TRUE</u> | <u>FALSE</u> |
|---|-------------|--------------|
| 1. Plans are differentiated from orders by the fact that orders contain ASSUMPTIONS. | | |
| 2. Internal attachments and detachments within the issuing unit as well as those attachments from, and detachments to, other commands are shown in subparagraph 1c. | | |
| 3. An artillery battalion in direct support of an infantry regiment would be assigned a tactical mission in paragraph 3 of the regimental operation order. | | |
| 4. In a BLT defensive order, the first tactical unit listed in paragraph 3 would be the unit manning the security area. | | |
| 5. In the Operation Order, paragraph 1 will always contain four subparagraphs. | | |
| 6. If not indicated elsewhere in the order, the time that attachments and detachments become effective is the time indicated in the DATE/TIME GROUP entry in the heading. | | |
| 7. The MISSION is always written out. | | |

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8. Responsibility for the content of the operation plan/order is vested in the S-3.
9. A description in general terms of how the commander intends to accomplish his mission is included in paragraph 2.
10. Specific unit designations are included in Paragraph 3b (Concept of Operations).
11. In the TASK ORGANIZATION, units in reserve are always listed last.
12. By habitually placing the elements of the operation plan/order in a standard sequence, a particular item can be readily located by a reader familiar with the format.
13. Even if shown graphically, the tasks assigned to subordinate units in paragraph 3 are always written out.
14. If the time zone during the execution of the order is the same as that at the place of issue, the TIME ZONE entry may be omitted.
15. When task groupments are not overly complex or cumbersome, task organization may be shown in paragraph 3, and the TASK ORGANIZATION entry preceding paragraph 1 omitted.
16. Information concerning enemy forces is contained in a separate annex or contained in subparagraph 1c in the following sequence:

Composition, Location, Disposition
And Movements

Capabilities

Enemy COAs most likely to be adopted.

17. In the TASK ORGANIZATION, a tactical unit Hq, all of whose subordinate units have been attached to other task groupments, would be listed under the title of the issuing headquarters in the task organization.
18. The following entries are shown in the correct sequence:

Copy no. 10 to 12 copies
280500R May 2000
QUANTICO, VIRGINIA 22134
2D MAR (REIN)
SOP-12
19. If an operation plan/order contains no references, the REFERENCE entry is omitted.
20. If no oral orders have been given concerning an operation, the CHANGES FROM ORAL ORDERS entry is omitted from the heading.
21. The CLASSIFICATION entry is considered to be part of both the heading and the ending.
22. The RESERVE SUBPARAGRAPH in paragraph 3 lists all elements to be in reserve at the time the order becomes effective or at some future time.
23. If there were no change to the existing task organization, the TASK ORGANIZATION entry preceding paragraph 1 is omitted.
24. If a unit initially in reserve is assigned a future offensive mission, instruction concerning this future mission would be included in the RESERVE SUBPARAGRAPH?
25. The ACKNOWLEDGMENT INSTRUCTION entry is always included in the ending.

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26. Appendixes may be amplified by Tabs.
27. In an order for an amphibious operation, reference to the plan for landing would be made in subparagraph 3a(2).
28. The mission and intent of higher friendly forces, and the mission of adjacent and supporting friendly forces are found in subparagraph 1c.
29. In an operation plan, the time or condition under which the plan would become effective as an order are cited.
30. AUTHENTICATION is required on all copies of an operation order, whether or not they bear the signature of the commander.
31. If subparagraph 5a Command Relationship is omitted, the subparagraph 5b lists probable future locations of the command posts of the issuing unit and subordinate units if known.
32. Service and administrative units are assigned nontactical missions in paragraph 3.
33. The correct format for the SIGNATURE entry on an operation order signed by the commander is:

BY COMMAND OF

GEORGE CADWELLADER
Captain
USMC

TRUE/FALSE TEST

PART V - ANSWERS

1. FALSE, Pages 1, 35
2. FALSE, Page 36, 45
3. FALSE, Pages 39, 57
4. TRUE, Page 53
5. FALSE, Page 35
6. TRUE, Page 45
7. TRUE, Page 48
8. FALSE, Page 5
9. FALSE, Page 49, 51
10. FALSE, Page 51
11. TRUE, Pages 33, 58
12. TRUE, Page 7
13. FALSE, Page 56
14. TRUE, Page 24
15. TRUE, Page 33
16. TRUE, Page 36
17. TRUE, Page 33
18. FALSE, Page 13
19. FALSE, Page 23
20. TRUE, Page 14
21. FALSE, Page 9
22. TRUE, Page 58

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23. FALSE, Page 33

24. TRUE, Page 59

25. TRUE, Page 81

26. TRUE, Page 86

27. TRUE, Page 51

28. FALSE, Pages 36, 79

29. TRUE, Pages 29, 39

30. FALSE, Page 85

31. TRUE, Page 75

32. FALSE, Page 57

33. FALSE, Page 82

FREQUENTLY MADE ERRORS

These pages consist of a number of terms and related subjects which are the cause of many errors in writing operation orders and plans. It is included to assist you in clearing up misconceptions on certain areas of order writing and does not profess to be quoted as doctrine.

SUPPORTING VS. ATTACHED UNITS. Perhaps no other portion of operation order writing has been more misunderstood than this area. Before proceeding, let's review some key phrases. Below are important definitions out of Joint Pub 1-02.

a. GENERAL SUPPORT (GS): That support which is given the supported force as a whole and not to any particular subdivision thereof.

b. DIRECT SUPPORT (DS): The support provided by a unit or formation, not attached the supported unit or formation, but required to give priority to the support required by that unit or formation.

c. ATTACH: The placement of units or personnel in an organization where such placement is relatively temporary. Subject to limitations imposed by the attachment order, the commander of the formation, unit, or organization receiving the attachment will exercise the same degree of command and control there over as he does over units and persons organic to his command

d. OPERATIONAL CONTROL (OPCON): (Paraphrased from JP 1-02)

Units under Operational Control. This command relationship places a unit under a commander for assignment of tasks, designation of objectives, composition of subordinate forces, and authoritative direction necessary to accomplish a mission. OPCON does not imply responsibility or authority for administration, combat service support, discipline, internal organization, or training. By its definition OPCON does not include authority to assign separate employment of components of the units concerned. The key word is "components." Generally, this applies to larger units in a joint force organization, such as a MEF assigned OPCON to a Navy Fleet Commander.

REMEMBER! A unit supporting you in GS or DS may appear in subparagraph 1d (Friendly Forces), or in paragraph 3 (Execution), but never both. When a unit is ATTACHED to you, it will appear in subparagraph 1e (Attachments and Detachments), paragraph 3 (Execution), and the TASK ORGANIZATION, but not in subparagraph 1d.

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(NOTE: Artillery is the unit most commonly misunderstood in operation order writing. If it is attached to you for an operation, in your operation order it would appear in your Task Organization, and would receive a mission from you in paragraph 3, (Execution). A frequent error in preparing this operation order would be to include this artillery unit in subparagraph 1d. Granted, it is a friendly force, and is supporting you, but because it is attached, you will take care of it by assigning it a mission in paragraph 3, (Execution), so it does not appear in subparagraph 1d. Take another example. You are preparing an operation order and are notified artillery will be in Direct Support of you. In writing your operation order, you note this in your Task Organization and subparagraph 1d. The only place it appears is in subparagraph 1d and under the headquarters elements of the issuing command in the Task Organization.

I hope this has cleared up misunderstandings. Any portion of the OPERATION ORDER that is confusing can be reviewed by using the index provided and rereading the appropriate pages.

INDEX

SUBJECT	PAGE NUMBER
Operation Plan vs. Operation Order	1
Command Responsibility/Staff Cognizance	6
Brief Description of Operation Order	7
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