

Troop-leading procedures (for tactical level)

Decision-making

Conceptualization phase

1. **Orientation**

- a. Misison Orientation
 - (1) Warning order from higher level or changed circumstances
 - (2) Develop own warning order
 - (a) Start to develop time and activity schedule (assigned and implied timings)
 - (b) Short threat representation
 - (c) The warning order focuses on the preparation
 - (d) Issue a warning order at own level
- b. Operations order higher level
- c. (Re)orientation (zoom out)
 - (1) Understand mission and intent of the higher commanders (two levels up)
 - (2) Consider own role and mission within the larger context
 - (3) Identify relevant (f)actors/threats within the larger context
 - (4) Prepare questions for clarification
- d. **Confirmation Brief (CB)**
 - (1) Free conversational form
 - (2) Possible aspects
 - (a) What is the problem and/or threat
 - (b) What is the role and effect in the higher commander's plan (formulate in own words)
 - (c) What is the essence of the commander's intent
 - (d) What is the coordination requirements (with whom and about what)
 - (e) What are the questions

2. **Mission analysis**

If required apply the ACCA-model: the **A**nalysis results in **C**onclusions, which have **C**onsequences, resulting in (possible) **A**ctions.

- a. Mission analysis
 - (1) Assigned and implied tasks in time and space; matched to capability and units (combat-, combat support-, combat service support-, command support units)
 - (2) Update time and activity schedule
 - (3) Restraints/constraints
 - (4) Facts/assumptions
 - (5) Threats/opportunities
 - (6) Critical aspects
 - (7) Risks
 - (8) Formulate Intelligence requirements
 - (9) Coordination requirements (with whom and about what)
 - (10) Questions
 - (11) Visualise own mission within the larger context by means of a sketch
 - (12) Formulate mission and provisional own intent
- b. **Initial Commanders Back Brief (ICBB)**
 - (1) Free conversational form
 - (2) Supported by a (operation) sketch
 - (3) Possible aspects
 - (a) Role/task in the higher commander's plan
 - (b) Intended objective(s)
 - (c) Implied tasks in time and space
 - (d) Conditions/information requirements
 - (e) Threats, risks and opportunities
 - (f) Critical aspects
 - (g) Coordination requirements (with whom and about what)
 - (h) Questions
- c. Additional warning order own level; additional information in relation to previous warning order, further details on preparation(training, logistics, Command & Control, etc.)

3. **Analysis TTOMC** (if applicable use the ACCA-model)

a. **Terrain and weather**

General weather aspects	General terrain aspects
Light	Relief
Precipitation	Drainage
Cloud cover	Vegetation
Temperature	Soil composition
Wind	Infrastructure/engineering structures
Visibility	
Humidity	

Military aspects weather	Military aspects terrain
Personnel	Obstacles
Matériel	Avenues of approach and/or withdrawal routes
Movements	Key and decisive terrain
Air operations	Observation and fields of fire
Observation capabilities	Cover and Concealment
Command and Control	
Use of CBRN/Smoke	

Sub-conclusion(s) of terrain and weather and their influence on own operations, expected threats and influence of other actors to be used in next steps (TOM).

- b. **Threat**
Identify 6w's (who, what, where, with what, when, why)
As a minimum, develop the most likely and the most dangerous threat scenario, based on the most likely threat scenario of the higher level.
- c. **Other (f)actors**
Check whether special rules apply for
 - (1) Rights, obligations and/or restrictions and/or Rules of Engagement (ROE)
 - (2) Relevant actors (i.e. IOs, GOs and or NGOs)
 - (3) Religion and/or local culture
 - (4) Local legislation and regulations
 - (5) Media
 - (6) Chemical Biological Radiological and Nuclear (CBRN)/Toxic Industrial Materials (TIM)
- d. **(Own) Means**
 - (1) Who (unit)
 - (2) What (available assets, operational readiness, capacities, training and experience)
 - (3) When (are assets available)
 - (4) What can be done with the assets (command or support relationship)

Sub-conclusion **Threat**, **Other** factors and own **Means** (TOM) to be used in next step.

Assessment phase

The conclusions based on the sub-conclusion from the previous steps, lead to

- e. **(Possible) Courses of Action**
Develop a number of possible Courses of Action, which should comply with the following
 - (1) Combat functions (command, information and intelligence, firepower, manoeuvre and fire, protection and sustainment)
 - (2) Feasible, acceptable, complete, exclusive and suitable
 - (3) Time and activity schedule
 - (4) Intent of the higher commander
 - (5) Mission and (provisional) own intent
 Compare the developed Courses of Action
 - (1) What risks and opportunities are related to the possible Courses of Action
 - (2) Which Course of Action offers the biggest chance of success
 - (3) Evaluate the Course of Action with own selected criteria

Decision-making phase

4. **Refine the chosen Course of Action in detail, the draft plan**
 - a. Assign mission/tasks to units
 - b. Determine own intent (final)
 - c. Develop
 - (1) Draft plan (concept of operation, main effort, reserve)
 - (2) Draft operations overlay supported by (operation)sketch or scale model
 - (3) Necessary conditions/requirements to be provided by the higher level
5. **If possible, execute reconnaissance based on a reconnaissance plan.** Incorporate the outcome of the reconnaissance into the draft plan and/or approve the draft plan.
6. **Final Commanders Backbrief (FCBB)**
 - a. Free conversational form
 - b. Supported by an (draft) operations overlay/(operation)sketch
 - c. Possible aspects
 - (1) Threat assessment
 - (2) Own intent and effect
 - (3) Outline concept of operations
 - (4) Identified opportunities, risks and threats
 - (5) Conditions to be provided by the higher level and (additional) requirements
 - (6) Coordination requirements (with whom and about what)
 - (7) Questions
7. If applicable **rehearsal** by higher level.
8. **Take decision and produce operations order.**

Command

Issue of Order

Preferably, the order is issued verbally, on the spot in the terrain and/or with C2 support systems, operations overlay, a sketch or scale model. Practice the briefing if possible.

AFTER THE ROLL CALL PROVIDE A TERRAIN- AND/OR MAPORIENTATION

1. Situation

a. **Threats/other (f)actors**

- (1) Who ...is the threat/(f)actor
- (2) What ...can the threat/(f)actor do
- (3) Where ...is the threat/(f)actor
- (4) When ...will the threat/(f)actor occur
- (5) With what ...can the threat/(f)actor do this
- (6) Why ...will the threat/(f)actor do this
- (7) How ...can the threat/(f)actor do this
(most likely threat scenario)

b. **Friendly forces**

- (1) Mission/intent/concept of operation of the higher commander
- (2) Missions of adjacent units, supporting units from N to S and from W to E
- (3) Supporting units that can influence our operation

c. **Attachments/detachments**

- (1) Attachments including command relationships and timings
- (2) Detachments including command relationships and timings

d. **Commander's evaluation** (depending on the situation)

2. Mission

The received mission, brief and to the point.

3. Execution

Intent

Purpose "What role does my unit have in the plan of the higher commander?", *method* "How should my unit execute its mission?" (choice of principles of war) and *end-state* (desired end-state or effect) "What do I need to achieve with my unit?". Present this in narrative form.

a. **Concept of Operations**

A verbal description of the plan, if necessary per phase. Indicate alignment between combat- and combat support units, the role of the reserve and expected Course of Action for each threat/(f)actor. If necessary describe for each phase the intended purpose/effect and state the force protection measures. Formulate "What if's".

b. (and next) **Tasks to combat units**

c. (and next) **Tasks to combat support-, combat service support- and C2-units**

d. **Tasks for the reserve**

e. **Coordinating instructions**

Instructions which are applicable for two or more units (timings, rendezvous with (subordinate)commanders, ROE, signs, opening fire, media: spokesperson chain of command, embedded journalists, media lines and use of social media)

4. Administration/Logistics

a. **Concept of operations**

Description of combat service support plan (in phases if needed), with the intended effects, including restraints and constraints

b. **Materiel logistics**

- (1) Supply
- (2) Maintenance
- (3) Movements and Transport
- (4) Logistic Support Services
- (5) Construction support

c. **Personnel logistics**

- (1) Personnel management
- (2) Personnel support
- (3) Medical support (medical evacuation, role 1, role 2, etc.)

d. **Supply areas, routes and priorities**

e. **Logistical task organisation/command relationships for logistic units (with timings)**

5. **Command and Signal**

a. **Command**

- (1) Location command post(s) higher level
- (2) Location own command post (actual and planned)
- (3) Succession of command

b. **Command, control and communications**

- (1) Signal instructions and code words, if different from SOP
- (2) Restrictions on the use of electronic means of communication
- (3) Course of action in case of loss of communications

End the issue of order with a time signal (GPS/systemtime), then give opportunity to ask questions for clarification. Conduct confirmation brief after ± 10 min possibly followed by questions to check understanding and destroying the scale model. In addition determine the time and location of the initial commander's backbrief.

1. **Rehearsal (if possible)**

The commander issues the following information, as part of his guidelines during the initial planning stage, and completes these when he chooses his course of action.

- a. Rehearsal type
- b. Method (i.e. complete operation or parts, depending on available time)
- c. Location
- d. Participants
- e. Audience

2. **Battle command**

During the rehearsal, training and execution of the mission, continuously analyse the situation with the OATTOMC model and issue fragmentary orders if necessary.

W5H model (squad level)

Describe the situation in which the mission will be executed using the W5. Then explain **How** you are going to operate.

- **Who and with what**
 - Composition of the section, indicate who brings what and has which role
 - Attachments/detachments
 - Supporting units
- **What**
 - Mission
 - Indicate after-action tasks, e.g. reports/debriefings or "lessons identified"
- **Why**
 - Intent of higher commander
 - Explain threat (who, what, where, with what, when, why)
- **Where**
 - Locations, circumstances, threat and terrain features
 - Adjacent units
- **When**
 - Time and activity schedule with most important timings for the section
 - H-hour and expected duration of the mission
- **How**
 - Chronological explanation of the action/activity divided into preparation, execution and completion phase
 - Indicate task per phase
 - For each phase use W5H model
 - Explain all important aspects "as in a movie"
 - Routes, key terrain
 - Important personnel aspects
 - Assignment of tasks within the section
 - Possible threats
 - Rules of Engagement (ROE)
 - Coordinating instructions
 - Logistics
 - Command and Signal

Close with a time signal (GPS/systemtime), then give opportunity to ask questions for clarification, followed by questions to check understanding and finally destroy the scale model (if applicable).