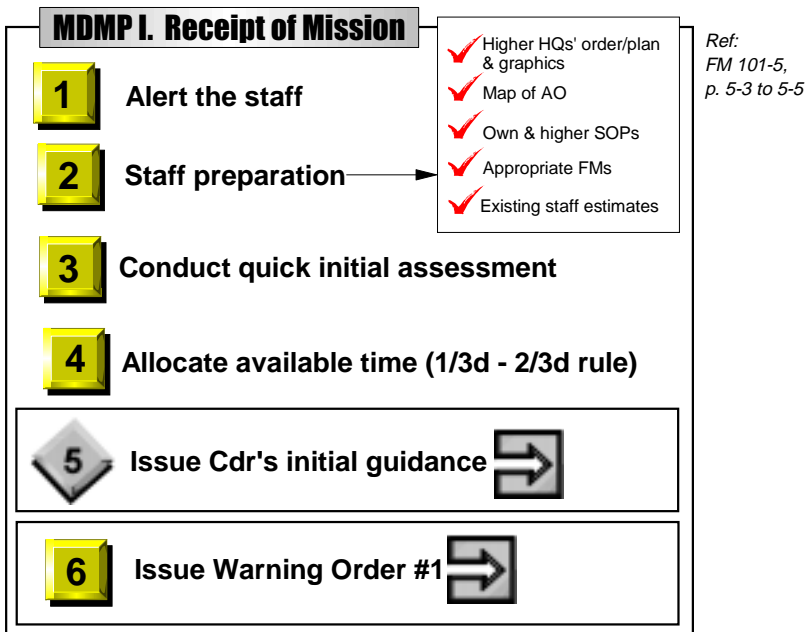**MDMP Step I**

I. Receipt of Mission

Ref: FM 101-5, p. 5-3 to 5-5.

The decision-making process begins with the receipt or anticipation of a new mission. This can either come from an order issued by higher headquarters, or derive from an ongoing operation. For example, the commander determines that he has the opportunity to accomplish his higher commander's intent significantly different from the original course of action because of a change in enemy disposition. This may cause him to plan for a significantly different course of action.

MDMP I. Receipt of Mission

1   **Alert the staff**

2   **Staff preparation**

✓ Higher HQs' order/plan & graphics
✓ Map of AO
✓ Own & higher SOPs
✓ Appropriate FMs
✓ Existing staff estimates

Ref: FM 101-5, p. 5-3 to 5-5

3   **Conduct quick initial assessment**

4   **Allocate available time (1/3d - 2/3d rule)**

5   **Issue Cdr's initial guidance** →

6   **Issue Warning Order #1** →

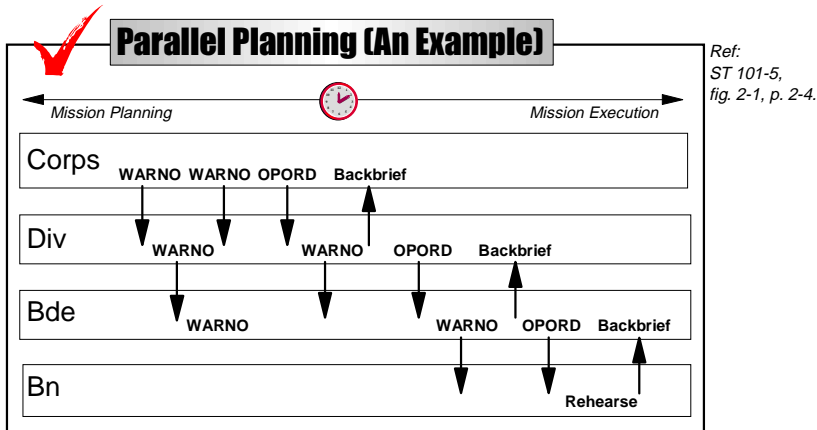*Note: These steps are not numbered in FM 101-5*

1   Alert the staff

As soon as a new mission is received, the unit's operations section issues a warning order to the staff alerting them of the pending planning process. Unit SOPs identify who is to attend, who the alternates are, and where they should assemble. Providing supporting and attached units copies of the unit SOP ensures they will understand what is expected of them during the process.

Warning orders facilitate parallel planning:

Parallel planning

Parallel planning means that several echelons will be working on their MDMP concurrently. This is essential to speed up the process for subordinate units and allow subordinates the maximum time to conduct their own planning. Parallel planning relies on accurate and timely warning orders and a full sharing of information between echelons as it becomes available. Parallel planning is a routine procedure for the MDMP.

Parallel Planning (An Example)

Mission Planning ← → *Mission Execution*

Corps — WARNO WARNO OPORD Backbrief

Div — WARNO WARNO OPORD Backbrief

Bde — WARNO WARNO OPORD Backbrief

Bn — Rehearse

Evolution of the Military Decision-Making Process

Ref: News from the Front (Jan-Feb 1998), "MDMP," Combined Arms Doc Dir, CGSC

The new published version of FM 101-5, Staff Organization and Operations, 31 May 1997 (the version incorporated in The Battle Staff SMARTbook) contains a complete discussion of the Military Decision-Making Process (MDMP). CALL Newsletters No. 95-12 (December 95) on Tactical Decision Making, and No. 95-12 Update (May 97) on Military Decision Making: "Abbreviated Planning," were incorporated into the new manual. One concept contained in the latest FM 101-5 is that there is only one doctrinally-based military decision-making process in the Army. This effort was done to simplify the process throughout the Army. To that end, the CALL Newsletters as referenced above are no longer valid.

Listed below are some highlights of the changes within the MDMP:

- The name of the process was changed from the Deliberate Decision-Making Process to the Military Decision-Making Process.
- Information or references to the "Combat" and "Quick" Decision-Making Process were eliminated from the manual, since there is only one process.
- Warning orders are mandatory after the receipt of the mission, mission analysis, and COA approval.
- Commander's intent does not include the "method" or "acceptable risk." The method is the concept of operations and risk is stated in the commander's guidance and addressed in all courses of action. If purpose is addressed in the intent statement, it does not restate the "why" (purpose) in the mission statement.
- A separate section discusses decision making in a time-constrained environment, including techniques to conduct the MDMP when time is short.

Staff Mission Analysis Guidelines
Ref: FM 101-5, Appendix A

All Staff Officers
1. Specified and implied tasks.

2. Mission-essential tasks.

3. Constraints.

4. Time considerations.

5. Recommended CCIR.

G1 (S1)
1. Personnel stats organic/attach.

2. Forecasted personnel status.

3. Surgeon: Civ./mil. assets available.

G2 (S2)
1. Initial IPB.

2. Define battlefield environment and battlefield effects.

3. Evaluate the threat, to include enemy combat power, enemy vulnerabilities and enemy COAs (in order of probability).

4. Determine assets available.

G3 (S3)
1. Current combat power.

2. Current sit. of sub. units & activities.

3. Status of task organization.

4. Assets available.

5. Mission and intent two levels up.

G4 (S4)
1. Maintenance status.

2. Forecasted vehicle/weapon status.

3. Supply status of CL I, II, III, IV, V, VII and IX.

4. Transportation assets available.

5. Availability and status of services.

6. Host and foreign nation support.

G5 (S5)
1. Displaced civilian movement, routes, and AAs.

2. Ability of host nation to care for civilians.

3. Host nation and foreign nation support.

4. Protected target list.

5. NGO and private volunteer organizations.

G6 (S6)
1. Unit commo maintenance status.

2. Higher headquarters' signal plan.

FSCOORD
1. Fire support capabilities.

2. Recommended tasks for fire support.

3. High-value targets (HVTs) by critical events.

4. Impact of IPB, target-value analysis (TVA) and battlefield geometry on fires.

5. Protected target list.

ENCOORD
1. Engineer assets/capabilities available.

2. Capabilities with available assets (i.e. - # of fighting positions, minefields)

3. Terrain visualization support through engineer battlefield assessment (EBA).

ADCOORD
1. Current C2 measures for AD assets (AD warning, weapons control status)

2. Enemy air capabilities, to include most likely air avenues of approach, type and number of sorties, and HVT list.

3. Air defense assets available.

NBC
1. Assets available, to include recon, decon, smoke, and constraints.

2. MOPP status.

3. NBC threat status.

4. Troop safety criteria.

The mission analysis briefing should not be a unit readiness briefing. Staff officers must know the status of subordinate and supporting units and brief relevant information as it applies to the situation. The staff should develop standardized charts to monitor and consolidate this type of data to assist the commander in obtaining a quick snapshot of his unit.

13 Approve the Restated Mission

Immediately after the mission analysis briefing, the commander approves a restated mission. This can be the staff's recommended restated mission, a modified version of the staff's recommendation, or one that the commander has developed himself. Once approved, the restated mission becomes the unit's mission.

14 Develop the Initial Commander's Intent

The commander's intent is a clear, concise statement of what the force must do to succeed with respect to the enemy and the terrain and to the desired end state. It provides the link between the mission and the concept of operations by stating the **key tasks** that, along with the mission, are the basis for subordinates to exercise initiative when unanticipated opportunities arise or when the original concept of operations no longer applies. Intent is normally expressed in four or five sentences and is mandatory for all orders. The mission and the commander's intent must be understood two echelons down.

14 Commander's Intent

Ref: BCBL, p. 2-28.

✓ **Purpose:** The reason for the conduct of the operation with respect to the mission of the next higher unit. The purpose explains, within the context of the mission of the higher unit, why the operation is occurring, and acceptable risk.

✓ **Method:** The "how" in doctrinally concise terminology explains the offensive form of manuever, the alternative defensive pattern, or the retrograde operation the unit will use. It does not discuss details about specfic subunit missions.

✓ **Endstate:** The relationship between the force, the enemy and the terrain that describes the posture of the unit in relation to future operations, upon completion of the operation.

> *Sample Commander's Intent Statements; ref: BCBL, p. 2-28.*
>
> *Brigade Commander (Sample)*
> My intent is to quickly expand the beachhead and pass the 1st (UK) Armored Division and elements of the VII Corps through to destroy Iraqi maneuver forces. We will expand the bridgehead, creating sufficient passage lanes for brigade-size follow-on units, and destroy enemy counter attacks. We are forced to conduct a frontal assault, and risk significant casualties. Avoid losses that cause any battalion to be unable to complete follow-on missions. Once the passage is complete, we will continue the mission as the division reserve and be prepared to continue our movement north.
>
> *Battalion Commander (Sample)*
> We are the assault force in the brigade's deliberate breach of the enemy's defenses. We will destroy all enemy resistance in the vicinity and establish four lanes for the forward passage of follow-on forces. We will conduct a frontal assault into prepared positions and can expect significant casualties, but we must preserve sufficient combat power to defeat counterattacks and continue north as the brigade reserve.

Key Tasks

Key tasks are those that must be performed by the force, or conditions that must be met, to achieve the stated purpose of the operation (paragraph 2 of the OPORD or OPLAN). Key tasks are not tied to a specific course of action, rather they identify that which is fundamental to the force's success. In changed circumstances, when significant opportunities present themselves or the course of action no longer applies, subordinates use these tasks to keep their efforts supporting the commander's intent. The operations' tempo, duration, and effect on the enemy, and terrain that must be controlled, are examples of key tasks.

The commander's intent does not include:

-The "method" by which the force will get from its current state to the end state. The method is the concept of operations.

-Nor does the intent contain "acceptable risk." Risk is stated in the commander's guidance and is addressed in all courses of action.

If purpose is addressed in the intent statement, it does not restate the "why" (purpose) of the mission statement. Rather, it is a broader purpose that looks beyond the why of the immediate operation to the broader operational context of the mission.

Commanders from company level up prepare an intent statement for each OPORD or OPLAN. The intent statement at any level must support the intent of the next higher commander. The commander personally prepares his intent statement. When possible he delivers it, along with the order, personally.

Doctrinally Correct Terms
Ref: BCBL, p. E-1 to E-2.
Used in Intent and Mission Statements

Intent

Offense
Envelopment
Double envelopment
Encirclement
Turning movement
Penetration
Infiltration
Frontal attack

Defense
Forward defense
Defense in depth

Mission

Forms of offense
Movement to contact
Attack
    Hasty attack
    Deliberate attack
    Spoiling attack
    Counterattack
    Raid
    Feint
    Demonstration
    Pursuit
    Exploitation

Forms of defense
Mobile
Area

Forms of retrograde
Delay
Withdrawal
Retirement

Forms of reconnaissance
Zone
Area (including point)
Route
Recon in force
Forms of security
Screen
Guard
Cover
Area

Tactical Tasks

Enemy
Ambush
Attack by Fire
Block
Bypass
Breach
Canalize
Contain
Demonstrate
Destroy
Defeat
Disrupt
Exploit
Feint
Fix
Interdict
Neutralize
Penetrate
Reconnoiter
Rupture
Support by fire

Terrain
Clear
Control
Occupy
Reconnoiter
Retain
Secure
Seize

Friendly
Breach
Disengage
Displace
Exfiltrate

Purpose (in order to)

Divert
Enable
Deceive
Deny
Prevent

Open
Envelop
Surprise
Cause
Protect

Allow
Create
Influence
Support

Commander's Guidance by BOS

Ref: FM 101-5, Appendix B

Intelligence

1. Enemy COAs to consider (most probable, dangerous, or combination).

2 . Enemy's critical DPs/vulnerabilities.

4. Targeting guidance.

5. Identify high value targets.

6. Defining the enemy cdr's mission.

7. Defining the enemy cdr's method.

8. Shape enemy perception of allied force.

9. Intell focus for recon and security effort.

10. Recon/surveillance guidance.

11. Specific terrain/wx factors to consider.

12. Organic assets (COLT, IEW, scouts).

Maneuver

1. Initial intent (purp., meth., endstate).

2. Concept of operations (decisive point, battlefield organization [close, deep, rear], task/purpose & resources for each.

3. COA development guidance: Critical events; # of COAs to plan; COAs to consider, not to consider; shaping the battlefield; defeat mechanism; main/supporting effort; task organization; where/what risk to accept; task/purpose sub. units; reserves (comp., msn, priority, C2); recon/counterrecon guidance; composition; C2 measures; FFIR (CCIR).

4. Recon/surveillance guidance.

5. OPSEC considerations.

Fire Support

1. HPTs & methods of engagement (maneuver, lethal, nonlethal) & desired effects.

2. Guidance for fires.

3. Observer plan.

4. Employment of COLTs.

5. Requirements, restrictions, priorities of special munitions.

6. Task and purpose of fires.

7. Counterfires and use of radars.

8. SEAD guidance.

9. Critical zones.

10. CFZs and CFFZs.

11. Fire support coordination measures.

12. Synch./focus of fires with maneuver.

13. Attack guidance.

14. Protected target list.

Mobility/Survivability

1. Priority of effort and support.

2. Mobility (breaching/bridging)

3. Countermobility (obstacle effect/emplace, FASCAM).

4. Survivability (assets to dig positions).

5. NBC defense operations: Chemical reconnaissance assets, MOPP posture guidance, decontamination guidance, masking and unmasking guidance, employment of smoke, detection, reporting and marking.

6. Engineer supplies and materials.

7. Environmental guidance.

Air Defense

1. Protection priorities.

2. Positioning guidance.

3. Weapon control status.

Information Operations

1. Military deception guidance: Amount/types resources, intent for exploiting enemy actions, EEFI (CCIR).

2. OPSEC considerations: Actions enemy can observe, indicators enemy can gain critical information from, measures to reduce vulnerability.

3. Electronic warfare (EW): Measures for electronic protect, support needed for EW support (ES), methods of electronic attack (EA).

4. Physical destruction considerations: Planned indirect fires to support C2W plan; maneuver actions to suppress, neutralize, and destroy enemy; air defense to nullify enemy air.

5. PSYOP consideration: Priority of effort for PSYOP forces, allocate forces to support.

6. Public affairs (PA) considerations: Effective publications that are dependent on credibility, early deployment of PA personnel, Info. security practiced at source.

Combat Service Support

1. Location of CSS assets.

2. Priorities of manning, fueling, fixing, arming, transporting, sustaining.

3. MEDEVAC treatment and evac.

4. Classes of supply.

5. Controlled supply rates.

6. Construction/provision of facilities/installations.

Command and Control

1. Rules of engagement.

2. CP positioning guidance.

3. Position of commander.

4. Concept of commo support. Retrans.

5. LNO guidance.

6. Force protection measures.

7. Timeline guidance.

8. Type of order/rehearsal.

9. Specific signal guidance.