**ALL USERS**

**This document will be replaced by the Command Support manual in the near future. Until such time as** *Staff Duties in the Field* **is officially superceded, the keystone manual B-GL-300-003** *Command* **shall take precedence with respect to doctrinal Command and Control relationships.**

National Defence

Défense nationale

B-GL-303-002/FP-000

OPERATIONAL STAFF PROCEDURES

VOLUME 2

# STAFF DUTIES IN THE FIELD

(BILINGUAL)

**Issued on Authority of the Chief of the Defence Staff
Publiée avec l'autorisation du Chef d'état-major de la Défense**

Canada

National Défense
Defence nationale

B-GL-303-002/FP-000

**OPERATIONAL STAFF PROCEDURES**

**VOLUME 2**

# STAFF DUTIES IN THE FIELD

**(BILINGUAL)**

**(This publication supersedes B-GL-303-002/FP-002 Interim 2 dated Jun 1993 and B-GL-303-002/FP-003 Provisoire 2 dated Juin 1993)**

**Issued on Authority of the Chief of the Defence Staff Publiée avec l'autorisation du Chef d'état-major de la Défense**

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**PREFACE**

**GENERAL**

1.        B-GL-303-002/FP-000, Operational Staff Procedures, Volume 2, Staff Duties in the Field, is issued on the authority of the Chief of the Defence Staff.  It is effective upon receipt.

2.        This manual supersedes B-GL-303-002/FP-002, Interim 2, Operational Staff Procedures, Volume 2, Staff Duties in the Field, dated June 1993 and B-GL-303-002/FP-003 Provisoire 2 dated Juin 1993 which should be destroyed.

**AIM**

3.        The aim of Staff Duties in the Field is to describe procedures for staff work prepared in support of field training exercises and for the planning and conduct of land force operations.

**SCOPE**

4.        Staff Duties in the Field, with its associated supplements, is the primary reference manual for Army officers appointed to the staff.  It explains the role and organization of formation staffs and headquarters in the field and the conduct of routine staff activities prior to and during field deployments.  It provides direction on the preparation of written staff work, including estimates, orders, map marking and abbreviations.  The main volume also sets forth the relationship between branches of the general staff, the special staff and the staffs of the arms and service advisers. The following publications are supplements to Staff Duties in the Field:

   a.   Supplement 1, Military Symbols - B-GL-303-002/FP-Z01;

   b.   Supplement 2, Field Message Formats - B-GL-303-002/FP-Z02;

   c.   Supplement 3, Army Vocabulary - B-GL-303-002/JX-Z03;

   d.   Supplement 4, Field Artillery Vocabulary - B-GL-303-002/FP-Z04;

   e.   Supplement 5, Armour Vocabulary - B-GL-303-002/JX-Z05;

f. Supplement 6, Signals Vocabulary - B-GL-303-002/JX-Z06;

g. Supplement 7, Field Engineer Vocabulary - B-Gl-303-002/JX-Z07; and

h. Supplement 8, Air Defence Artillery Vocabulary - B-GL-303-002/JX-Z08.

**APPLICATION**

5.    The focus of Staff Duties in the Field is the division operating in war; however, its provisions are equally relevant at other formation levels.  Portions of the text provide detail that may be required at unit levels.

6.    Although the words **in the Field** are used in its title, Staff Duties in the Field has equal application to staff activity carried out in garrison.

**CONTEXT**

7.    Staff Duties in the Field should be read in the context of operations outlined in B-GL-300-000/FP-000, The Army; B-GL-301-001/FP-001, Land Formations in Battle; and B-GL-301-002/FP-001, The Battle Group in Operations.

8.    Words are used in accordance with the Concise Oxford Dictionary or B-GL-303-002/JX-Z03, Supplement 3, the Army Vocabulary.  The provisions of this manual are consistent with A-AD-121-C01/FP-000 Staff and Writing Procedures for the Department of National Defence and the Canadian Forces.

**DEFINITIONS**

9.    Throughout Staff Duties in the Field, the following words have particular meanings:

a. **may** is permissive;

b. **shall** is imperative;

c. **should** is informative;

d. **practicable** means physically possible;

e. **practical** means reasonable under the circumstances;

f. **intend** signifies an act that shall be carried out unless countermanded by a higher authority; and

g. **propose** suggests a course of action for consideration by a commander. Unless approved, it will not be carried out.

**INTERNATIONAL AGREEMENTS**

10.     The following international standardization agreements have been wholly or partially incorporated into this volume:

| SERIAL | STANAG | QSTAG | TITLE |
|---|---|---|---|
| 1 | 1001 Ed 1 | | Standardized System of Numbering Days and Hours in Relation to an Operation or Exercise |
| 2 | 1059 Ed 5 | | National Distinguishing Letters for Use by NATO Forces |
| 3 | 2003 Ed 6, Amdt 5 | 502 | Patrol Reports |
| 4 | 2014 Ed 7, Amdt 1 | 506 Amdt 4 | Operation Orders, Warning Orders and Administrative/Logistics Orders |
| 5 | | 243 | Surveillance (Including Night Observation) Plan Annex to an Operation Order |
| 6 | 2017 Ed 3, Amdt 5 | 508 Ed 3 Amdt 1 | Orders to the Demolition Guard Commander and Demolition Firing Party Commander (Non Nuclear) |
| 7 | 2022 Ed 8, Amdt 1 | | Intelligence Reports |
| 8 | 2029 Ed 7, Amdt 2 | 514 | Method of Describing Ground Locations, Areas and Boundaries |
| 9 | 2066 Ed 5 | | Layout for Military Correspondence |

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| SERIAL | STANAG | QSTAG | TITLE |
|---|---|---|---|
| 10 | 2101 Ed 8 | 533 | Establishing Liaison<br>Principles and Procedures for Establishing Liaison |
| 11 | | 163<br>Ed 2 | Military Abbreviations |
| 12 | | 894<br>Amdt 1 | NATO Glossary of Terms and Definitions |

11.     The following international publications are related to this manual and its supplements and are used in conjunction with them:

   a.   AAP 6, The NATO Glossary of Terms and Definitions in English and French;

   b.   APP 6, Military Symbols for Land Based Units; and

   c.   AAP 15, Glossary of Abbreviations used in NATO documents.

**CHANGES**

12.     Proposals for amendments should be forwarded through normal channels to the Secretariat, Army Doctrine and Tactics Board, Headquarters Land Force Command.

**RECORD OF CHANGES**

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# CHAPTER 1

## ROLE AND ORGANIZATION OF THE STAFF

### SECTION 1

### ROLE

**COMMAND AND STAFF**

1.      Command is the authority vested in an individual of the armed forces for the direction, co-ordination and control of military forces.  At all levels, commanders are provided with an appropriate staff and headquarters to assist in the exercise of command.  The staff exists to assist the commander and support subordinate commanders.  It performs a myriad of tasks to fulfil this role.  The purpose of this manual is to describe the functions of the staff and the procedures the staff uses to provide such essential support.

**AUTHORITY**

2.      The staff supports the chain of command but is not a part of it.  It has no authority independent of the commander.   Its influence is derived from the commander and is exercised in the latter's name.  The staff must never interfere with or impede the commander-to-commander relationship between senior and subordinate commanders.  Similarly, the staff shall not reject proposals or requests from subordinate commanders without the commander's authority.

**RESPONSIBILITY**

3.      The staff serves two masters, the commander and the formations and units of the command.  Although its first loyalty is unreservedly to the commander, the staff must work to support subordinate commanders, their staffs and the troops of the formation.

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**SECTION 2**

**ORGANIZATION**

**STAFF CATEGORIES**

1.      There are three categories of staff appointments.  They are:

  a.  **Personal Staff**.  This group includes aides-de-camp (ADCs), and personal and executive assistants (PAs) (EAs).  These staff members assist the commander by making arrangements for the latter's personal needs and work, including visits and other activities.  They co-ordinate appointments, itineraries and transportation and prepare maps and other documents;

  b.  **General Staff**.   This staff assists the commander in meeting responsibilities for overall command.  The general staff is concerned with planning, co-ordinating and supervising the execution of operations and training; it also arranges the combat support, combat service support and liaison required by the formation to accomplish its mission; and

  c.  **Special Staff**.  The special staff provides the commander and general staff with advice and assistance in specific professional or technical areas.  These officers hold designated appointments in general staff branches by virtue of their expertise in specific subjects such as medicine, dentistry, law, religion and public information.  Although they are placed in specific branches of the general staff, the special staff members are equally responsive to any member of the general staff who requires their advice or assistance.  Their staff responsibility is normally limited to their area of professional expertise.

**BASIC ORGANIZATION OF THE GENERAL STAFF**

2.      **Branches**.  The general staff is organized into the following five branches:

  a.  G1 - personnel;

  b.  G2 - intelligence;

  c.  G3 - operations;

d. G4 - logistics; and

e. G5 - civil-military co-operation.

3. **Divisions**. The five general staff branches are grouped into two functional divisions, each directed by a senior staff officer. The operations division consists of the G2 and G3 branches; and the administration division consists of the G1, G4 and G5 branches. In accordance with the principle of operational primacy, the chief of staff (COS) is responsible for the entire staff and heads the operations division, while the assistant chief of staff (administration), known as ACOS (Admin), heads the administration division. The officer holding the senior G3 appointment understudies the COS and assumes the latter's responsibilities when necessary. Similarly, the senior G4 officer understudies the ACOS (Admin) and assumes the latter's responsibilities as required.

## ADVISERS

4. **General**. The senior commander or commanding officer of each combat arm, support arm or service support organization has direct access to the commander through the chain of command, and may provide advice to the commander and the commander's staff on the capability and employment of the formation, unit, arm or service. Although technically these officers are not a part of the formation staff, they provide important advice and assistance. They are therefore designated as advisers.

5. **Access**. Advisers have access to the commander both as subordinate commanders and as advisers. They have access to their counterparts at higher and lower levels of command on technical matters.

6. There are two categories of advisers:

a. **Arms Advisers**. The arms advisers are the commanders of the combat and combat support arms who have the dual task of commanding their troops and providing advice and assistance to the commander and staff. Although the commander may require any subordinate commander, including those of infantry and armour formations or units, to act in this capacity, the requirement is normally restricted to the commanders of the artillery, engineer, signal and aviation units. Usually commanders of the artillery and signal elements are located at the headquarters of the formation they are supporting. Commanders of engineer and aviation

units are normally located at their own headquarters and make frequent visits to the formation headquarters; they also provide liaison detachments that remain with the headquarters. The artillery commander and other selected arms advisers form part of the tactical headquarters; and

b. **Service Advisers**. At all levels, commanding officers of combat service support functional units are located at their units and are responsible to their formation commander. In addition, they are responsible for providing advice to all commanders on the employment of their respective functional personnel and sub-units, whether integral or attached, in support of operations. They offer or provide upon request any assistance necessary, within their area of functional expertise, to effect the efficient and smooth provision of support.

## ORGANIZATION OF THE STAFF

7. Annex A outlines the organization of the staff at a typical division headquarters. The organization of corps headquarters staff is similar. Annex B outlines the organization of a typical brigade/brigade group headquarters staff and permits comparison with division staff.

## DUTIES OF STAFF BRANCHES

8. Most of the duties of specific staff branches at formation headquarters, whether brigade, division or corps, are similar. Typical duties and responsibilities for key appointments at a division headquarters are described in Annex C.

9. Regardless of specific terms of reference, the principle of the primacy of operations has been used in the design of all land force staffs.

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## SECTION 3

## RESPONSIBILITIES OF STAFF AND SIGNALS

**GENERAL**

1.      A formation's signal element is responsible for providing the commander and staff with the personnel, equipment and vehicles required to exercise command over subordinate formations and units, for electronic warfare support and for the administrative support and security of the headquarters.   These responsibilities cannot be met properly unless the efforts of the general staff and signals are complementary.   Each has to know and accept its responsibilities towards the other.

**RESPONSIBILITIES OF THE GENERAL STAFF TO SIGNALS**

2.      **Training**.   The general staff assists in the preparation of training plans. The staff must ensure that these plans direct and facilitate training of all elements of the formation in communication procedures, equipment and facilities.

3.      General responsibilities of the staff are to:

   a.   inform signals as to planned operations at the earliest possible time.  This includes information on tactical plans, e.g., groupings, movement of headquarters and special communication requirements;

   b.   issue orders for the opening, closing and joining of communication nets;

   c.   allocate sites and routes for deployment of communications and electronic warfare elements;

   d.   enforce communication procedures, including discipline on voice nets, use of precedence, security classifications, special handling procedures and measures to reduce traffic, for example;

   e.   enforce policy concerning the distribution and use of codes and encryption devices;

   f.   establish priorities for, and authorize issue of, communication equipment;

g.  establish priority of means to be used in communications and the order of priority for establishing communications to units; and

h.  authorize the use of special dispatch service.

4.  **Electronic Warfare Responsibilities**

a.  **Channel of Communication**.  A formation electronic warfare unit establishes an electronic warfare co-ordination centre (EWCC) at the formation headquarters.  This element provides the link between the general staff and the electronic warfare unit or sub-unit of the formation;

b.  **Planning and Policy**.  The G3 staff, with G2 and signals advice, develops a commander's electronic warfare policy and provides staff direction to the EWCC.  The G3 staff carries out the following specific tasks in this area:

(1)  planning the employment of interception and direction-finding assets based on the priority of intelligence requirements.  The G3 also provides assistance to these elements through the provision of advice on enemy organizations, locations, capabilities and intentions;

(2)  establishing formation policy on the use of jamming;

(3)  preparing electronic deception plans for the formation; and

(4)  establishing communications security policy, namely the application of electronic counter-countermeasures, including policies for emission control, such as rules for the imposition, breaking and lifting of radio or electronic silence; and

c.  **Operations**.  Through the EWCC, the general staff:

(1)  establishes lists of guarded, protected and prohibited frequencies;

(2)  adjusts tasking to intercept and direction-finding elements and disseminates intelligence received; and

(3)  controls the employment of jammers.

**RESPONSIBILITIES OF SIGNALS TO THE STAFF**

5.     **General Responsibilities**.   The formation signal unit has the following responsibilities:

   a.  providing advice on the following communications matters:

      (1)   training;

      (2)   priority of use of communications means; and

      (3)   siting and moving the headquarters;

   b.  drafting the command and signals paragraphs and the communications and electronics annex to operation orders and the preparation of communications and electronics operating instructions;

   c.  managing and allocating the frequency spectrum, including maintaining and disseminating lists of guarded, protected and prohibited frequencies;

   d.  recommending sites and routes for the deployment of communications and electronic warfare elements;

   e.  advising on the state of communications, including information about delays in handling traffic;

    f.  monitoring communications security and reports security breaches; and

   g.  maintaining and disseminating the correct time.

6.     **Responsibilities of the Electronic Warfare Staff**.   The electronic warfare staff has the following responsibilities:

   a.  providing advice on the policy and planning of electronic warfare activities and the allocation of electronic warfare elements;

   b.  adjusting the employment of intercept, direction finding and jamming as directed; and

   c.  controlling the execution of electronic deception tasks.

**STAFF ORGANIZATION OF A DIVISION HEADQUARTERS**

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**STAFF ORGANIZATION OF A BRIGADE GROUP HEADQUARTERS**

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**DUTIES AND RESPONSIBILITIES OF STAFF BRANCHES**

1.     **General**.   The following paragraph outlines the typical duties and responsibilities of staff branches at a formation headquarters.  Terms of reference for specific staff appointments are found in formation standing operating procedures (SOPs).

2.     **Chief of Staff (COS)**.  The chief of staff has the following responsibilities:

    a.  **General**.  The COS:

        (1)  is responsible to the commander for the co-ordination and direction of all staff activities, and is the head of operations division; and

        (2)  deals with routine matters, leaving the commander free to deal with the important issues confronting the division; and

    b.  **Specific Duties**.  The COS:

        (1)  organizes, directs and supervises the staff of the operations division and, through the ACOS (Admin), directs and co-ordinates the activities of the administration division;

        (2)  ensures that there is co-ordination of staff work with higher, lower and adjacent formations;

        (3)  assists the commander in decision making; and

        (4)  assists the commander in directing and co-ordinating the execution of plans and orders.

3.     **Assistant Chief of Staff (Administration) (ACOS (Admin))**.  The ACOS (Admin) is responsible to the COS for organizing, directing and supervising the staff of the  administration division.   The ACOS has direct access to the commander on G1, G4 and G5 matters.  The ACOS usually drafts administrative plans and orders, and supervises and co-ordinates their execution.  The ACOS keeps the COS and the commander advised of combat service support considerations that could affect operations.

4.      **G1 Branch**.

  a.  The G1 is responsible to the ACOS (Admin) for the detailed co-ordination
      and direction of the G1 branch.  The role of the G1 is to assist the
      commander in the personnel administration of the force, namely manning
      and arrangements for the efficient employment, discipline and well-being
      of the soldier as an individual.  There are two components of the G1
      function:

    (1)  **Personnel Management**.  This involves developing policy as well as
         planning, directing, supervising and co-ordinating activities leading to
         the sustainment of personnel levels; and efficiently employing the
         soldier as an individual.  Specific responsibilities include the following:

      (a)  personnel replacements;

      (b)  personnel allocation (in conjunction with G3 requirements);

      (c)  personnel evaluation;

      (d)  enrolment and release;

      (e)  promotions, commissioning and appointments;

       (f)  postings, attachments and secondments;

      (g)  selection of personnel for courses; and

      (h)  personnel records keeping, including individual documentation and
           all personnel states, reports and returns; and

    (2)  **Personnel Services**.  This involves developing policy, as well as
         planning, directing, supervising and co-ordinating activities  leading to
         the discipline and well-being of the soldiers.  Specific responsibilities
         include:

      (a)  administering the Code of Service Discipline, including courts
           martial and crime prevention;

(b) convening boards of inquiry and summary investigations;

(c) administering redress of grievance procedures;

(d) notifying the next of kin of casualties;

(e) administering honours and awards;

(f) administering the leave program, including rest and recuperation;

(g) administering the dress and ceremonial program;

(h) administering the graves registration program;

(i) administering the provision of amenities program;

(j) administering pay, postal, chaplaincy and legal services;

(k) administering medical and dental services, including policy concerning and planning of casualty evacuation and hospitalization;

(l) administering veterinary services;

(m) administering prisoners of war; and

(n) controlling stragglers; and

b. **Divisional Surgeon (Div Surg)**. The Div Surg is responsible for the following:

(1) advising the commander and staff on medical matters;

(2) assisting with developing policy as well as planning, co-ordinating, and controlling the following:

(a) patient evacuation and management;

(b) ancillary services such as lab, blood, and optical;

       (c)   preventive medicine;

       (d)   the provision of medical matériel;

       (e)   medical activities in support of civil-military agreements;

       (f)   medical support to other armed services; and

       (g)   medical training;

   (3)   determining requirements for medical resources and making recommendations for their employment; and

   (4)   co-ordinating medical reports, returns and documentation;

c.   **Divisional Dental Officer (Div Dent O)**.  The Div Dent O is responsible for:

   (1)   advising the commander and staff on dental matters;

   (2)   organizing, directing and supervising the G1 dental sections;

   (3)   co-ordinating the dental care program;

   (4)   establishing priorities for dental care and treatment;

   (5)   ensuring that adequate dental resources are available;

   (6)   collecting, evaluating and disseminating  professional and technical dental instructions, and dental literature and information; and

   (7)   co-ordinating professional training for dental officers and non-commissioned members (NCMs);

d.   **Assistant Judge Advocate General (AJAG)**.  The AJAG is the legal adviser to the division commander.  Although remaining under the command of the judge advocate general (JAG), the AJAG is responsible to the commander and staff for:

(1) advising and assisting with proceedings under the Code of Service Discipline, including the appointment of legal officers at courts martial;

(2) arranging the appointment of judges advocate at general and disciplinary courts martial and for presidents at standing and special general courts martial;

(3) reviewing court martial and summary trial records and proceedings with respect to the legality of findings and sentence, severity of sentence and collateral matters;

(4) advising about international law, including the laws of armed conflict and status of forces;

(5) investigating and processing claims by members of the Canadian Forces; and

(6) interpreting the meaning of regulations, orders and statutes;

e. **Senior Protestant Chaplains and Senior Roman Catholic Chaplain (Sr Chap (P) and Sr Chap (RC))**.  These are responsible for:

(1) advising the commander and staff on chaplaincy matters;

(2) co-ordinating the employment of chaplain resources;

(3) ensuring the provision of religious ministrations;

(4) co-ordinating chaplaincy administration requirements;

(5) co-ordinating ecclesiastical requirements;

(6) collecting, collating and disseminating information and statistics relative to chaplaincy services; and

(7) ensuring burials are conducted in accordance with regulations; and

f. **Public Information Officer (PIO)**.  The PIO is responsible for:

(1)  advising the commander and staff on public information activities;

(2)  establishing security measures that relate to the dissemination of information to the public;

(3)  establishing and operating an information centre that:

(a)  provides advice to officers performing public information duties;

(b)  provides movement control and censorship guidance for media representatives;

(c)  arranges for the transmission of civilian media reports through the military communications network; and

(d)  prepares the public information annex to operation orders; and

(4)  preparing daily public information situation reports; and

(5)  implementing the troop information program.

5.      **G2 Branch**.  The G2 is responsible to the COS for the detailed co-ordination and direction of G2 branch staff activities.  The role of the G2 is to provide the commander with the intelligence required to plan and conduct operations. Although this involves gathering information on the environment of the area of operation, the G2's primary task is the timely determination of the enemy's location, activities, capabilities and intentions.  Specific tasks include:

a.  preparing intelligence estimates, the intelligence annex to operation orders and instructions, intelligence reports and intelligence summaries;

b.  assisting the G3 in the identification of intelligence requirements;

c.  preparing and co-ordinating the intelligence collection plan;

d.  assisting the G3 in preparing surveillance and patrol orders;

e.  co-ordinating requests for air reconnaissance;

    f.   co-ordinating the analysis of incoming information that may be of intelligence value, including information from arms advisers and intelligence staffs;

    g.   directing interrogation of prisoners of war and the exploitation of captured documents and equipment for intelligence purposes;

    h.   disseminating intelligence within the headquarters and to higher, adjacent and lower formations and units;

    i.   liaising with intelligence staffs of higher, adjacent and lower formations;

    j.   preparing and disseminating meteorological information, less artillery ballistic meteorological data;

    k.   planning and co-ordinating counter-intelligence;

    l.   advising the G3 on deception measures;

    m.   providing the G3 with intelligence for psychological operations;

    n.   controlling and allocating code words and nicknames;

    o.   controlling special security lists, material and activities;

    p.   controlling distribution of maps, air photographs and military geographic information; and

    q.   advising G3 on the tasking of electronic warfare (EW) resources.

6.    **G3 Branch**.  The G3 understudies the COS and assumes the latter's responsibilities as necessary.  The G3 is responsible to the COS for the detailed co-ordination and direction of G3 branch staff activities.  The G3 assists the commander to plan, direct, supervise and co-ordinate operations and training.  Because all staff effort must support these activities, the G3 branch is the pre-eminent staff branch.  Specific responsibilities include:

    a.   preparing staff estimates of the situation;

b.   assisting with the preparation of the commander's estimate of the situation;

c.   identifying intelligence requirements in conjunction with the G2;

d.   preparing and distributing operation orders and instructions;

e.   assisting the commander by supervising and co-ordinating the execution of operations;

f.   planning, co-ordinating and supervising in consultation with other staff officers, such specific activities as the following:

   (1)   movement;

   (2)   surveillance;

   (3)   deception and concealment;

   (4)   nuclear, biological and chemical (NBC) defence measures;

   (5)   denial measures;

   (6)   psychological operations;

   (7)   operations in enemy-controlled territory;

   (8)   terrain control; and

   (9)   liaison;

g.   co-ordinating the staffs of the arms advisers to ensure the commander's policies are adhered to, particularly in the following areas:

   (1)   electronic warfare;

   (2)   communications;

   (3)   engineer support;

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(4)  fire support; and

(5)  tactical aviation;

h.  providing the G1 and G4 with forecasts of operations activities and the anticipated support required;

i.  assisting in establishing policy for public information, including censorship;

j.  keeping the other staff branches informed of anticipated operations and the staff of higher, lower and adjacent formations advised of the current operational situation;

k.  planning and directing the deployment and movement of main and alternate headquarters;

l.  authorizing the release or repositioning of controlled stores;

m.  establishing priorities for the allocation of personnel and matériel;

n.  planning, supervising and co-ordinating training;

o.  establishing policies and procedures for the security of information, personnel and matériel;

p.  planning, co-ordinating, and supervising equipment trials and evaluations;

q.  maintaining tables of organization and equipment, and preparing proposals for changes;

r.  establishing safety guidelines for operations and training, and co-ordinating and directing formation safety programs;

s.  maintaining the war diary; and

t.  **Provost Marshal (PM)**.  The PM is responsible for:

(1)  advising the commander, staff, and subordinate formations and units on military police matters;

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      (2)   developing policy regarding military police matters;

      (3)   establishing procedures for the security of information, personnel and matériel;

      (4)   providing technical advice to the G3 and G4 staff on:

         (a)   the capacity and adequacy of routes;

         (b)   the degree and type of movement control required; and

         (c)   requirements for military police (MP) resources; and

      (5)   in conjunction with G1:

         (a)   co-ordinating the enforcement of discipline and criminal investigations;

         (b)   planning and co-ordinating the handling of prisoners of war, stragglers, and refugees;

         (c)   planning and co-ordinating the operation of field detention facilities; and

         (d)   staffing military police reports to and from higher formation headquarters.

7.      **G4 Branch**. The G4 understudies the ACOS (Admin) and assumes the latter's responsibilities as necessary. The G4 is responsible to the ACOS (Admin) for the detailed co-ordination and direction of G4 branch staff activities. The role of the G4 is to assist the commander by arranging the logistical aspects of combat service support, i.e., supply, accommodation, maintenance, transportation and administrative movement. The G4 branch has following areas of responsibilities:

   a.   **General**. The G4 branch:

      (1)   with assistance from other staff branches, prepares staff estimates of the administrative situation;

(2)  with assistance from other staff branches, prepares orders and instructions for combat service support;

(3)  advises the G3 on the assignment of additional logistics support units;

(4)  arranges, with the G3, locations for logistics units and facilities;

(5)  in co-ordination with the G3, determines the locations and times of operation of commodity and delivery points;

(6)  advises the G3 on the grouping, deployment and employment of logistics support elements;

(7)  arranges, through the G5, for the acquisition of matériel and services from local resources;

(8)  determines engineer tasks to be carried out in support of logistical activities and allocates priorities to these; and

(9)  plans and directs the deployment and movement of rear headquarters;

b.  **Supply**.  The G4 branch:

(1)  plans, co-ordinates and supervises the provision of supply services;

(2)  assists in developing supply policy;

(3)  controls the issue of matériel in short supply and not controlled by the G3;

(4)  co-ordinates the issue of controlled matériel as directed by the G3;

(5)  provides technical direction and advice to subordinate units and formations on supply matters; and

(6)  plans, co-ordinates and supervises decontamination services in response to the G3 direction;

c.  **Maintenance**.  The G4 branch:

(1) assists in the development of maintenance policy;

(2) advises on maintenance procedures and the employment of maintenance personnel;

(3) plans and co-ordinates maintenance and repair activities;

(4) plans and supervises recovery;

(5) recommends repair-parts scaling;

(6) provides technical direction, orders and data for maintenance, repair and recovery procedures;

(7) directs and co-ordinates the collection of technical data, defect, failure and misuse reports; and

(8) directs and co-ordinates technical investigations and corrective measures of equipment failures due to battle damage, misuse, technical incapacity and operation in extreme climates; and

d. **Transportation**. The G4 branch:

(1) plans, supervises and co-ordinates the use of transportation resources, including specialist transport and airlift;

(2) assists in the development of transportation policy;

(3) plans and co-ordinates administrative movement in response to G3 direction;

(4) plans, supervises and co-ordinates movement control services;

(5) advises subordinate formations and units on transportation matters; and

(6) provides technical control of transportation activities in subordinate units and formations.

8.      **G5 Branch**.  The G5 is responsible to the ACOS (Admin) for the detailed co-ordination and direction of G5 staff activities.  The G5 assists the commander in developing and executing policies relating to local and national authorities and the civilian population.  Specific G5 branch activities include:

   a.  with assistance from the G2 branch, collecting, interpreting, collating and disseminating information on civil-military matters, such as information on the state of civilian defence and political, psychological and economic factors affecting the civilian population;

   b.  preparing civil-military estimates;

   c.  preparing the civil-military portions of operations and administrative plans and orders;

   d.  advising the G3 on the formation's requirement for civilian-military co-operation elements;

   e.  dealing with liability claims from civilians;

   f.  assisting in establishing military government when required;

   g.  assisting other staff branches and advisers in dealing with activities involving national authorities and the civilian population. Some examples may be:

      (1)  **For the G1 branch** - providing advice and assistance in arranging for the use of civilian labour and local medical facilities, as well as medical assistance to the civilian population;

      (2)  **For the G2 branch** - exchanging information on the effects of friendly and enemy psychological operations, incidents of sabotage, subversion, and espionage, and the maintenance of public order;

      (3)  **For the G3 branch** - providing information or assistance with regard to:

         (a)  terrain;

         (b)  population movement control;

        (c)   rear area security and damage control;

        (d)   movement control;

        (e)   barrier and denial measures; and

        (f)   mutual engineer assistance; and

   (4)   **For the G4 branch** - providing assistance with regard to:

        (a)   procuring accommodation or matériel from local sources; and

        (b)   negotiating mutual logistics assistance.

9.      **Personal Assistant (PA)**.  The PA is responsible to the commander.  PA duties include:

   a.   preparing and maintaining the commander's itinerary, including visits, appointments, inspections, and other functions;

   b.   preparing and distributing correspondence dealing with the commander's schedule;

   c.   making arrangements for the commander's transportation and accommodation;

   d.   briefing the commander on the details of the latter's participation in activities, including location, dress, ceremonies, attending VIPs, transportation and accommodation;

   e.   advising the senior staff, formations and units of the commander's intended visit activities;

   f.   ensuring that the headquarters is aware of the commander's location;

   g.   ensuring that the commander's maps, radio diagrams, codes, and documents are up to date;

   h.   accompanying the commander unless directed otherwise;

i.  keeping the commander informed of the current situation when the commander is away from the headquarters;

j.  keeping the COS advised on the results of the commander's meetings with other commanders if no general staff officers of the headquarters were present; and

k.  supervising other members of the commander's personal staff.

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# CHAPTER 2

## ORGANIZATION, DEPLOYMENT AND MOVEMENT

## OF A FORMATION HEADQUARTERS

### SECTION 1

### COMPONENTS OF A HEADQUARTERS

**GENERAL**

1.	The headquarters is the facility from which the commander exercises his command of the formation.  The headquarters consists of the staff officers, support personnel, vehicles, equipment, communications and automatic data-processing facilities required to plan, direct, co-ordinate and supervise operations.

2.	In the field, a complete headquarters is separated into functional components that are positioned where they are best able to perform their functions.  The bulk of the intelligence and operations staffs are located at the main headquarters, which is sited forward, close to the manoeuvre formations or units.  In addition, a commander requires a small, highly mobile, tactical command post which may be deployed in the immediate area of operations and from which the commander can sense and influence the battle more directly.  The administrative staff may be located further from the forward edge of the battle area (FEBA) at a rear headquarters.  Finally, alternate headquarters for both main and rear headquarters provide a capability to ensure continuity, should the latter be destroyed, lose contact or be moving.

**MAIN HEADQUARTERS**

3.	**Corps and Division**.  At these levels, main headquarters is responsible for the planning, supervision and co-ordination of the tactical aspects of operations.  The COS and most of Operations Division, meaning G2 and G3, as well as selected arms advisers and their staffs, are located here. Other arms and services advisers visit main headquarters as required.  A small administrative co-ordination section from rear headquarters is located with main to assist with tactical and combat service support activities.  The ACOS (Admin) and senior combat service support staff officers make frequent visits to the main headquarters, particularly during the planning of major operations.

4.      **Brigade/Brigade Group**.  At this level, main headquarters is responsible for the planning, supervision and co-ordination of both tactical and combat service support activities.

5.      **Tactical Command Post**.  This consists of selected personal and general staff officers and arms advisers, a signal element and a protective party that may be deployed away from the main headquarters.  From this austere facility, the commander exercises a more direct influence over a critical part of the battle for a limited time.

**REAR HEADQUARTERS**

6.      At corps, division and brigade/brigade group levels, a rear headquarters is formed.  It is responsible for the planning, supervision and co-ordination of the combat service support of the formation.  It consists of the ACOS (Admin) and the bulk of the administrative division, i.e., G1, G4 and G5.  It is administratively self-contained with its own vehicles, communications facilities and support personnel.  Although it is geographically separate from main headquarters, the administrative staff works as part of a single formation headquarters staff.

**ALTERNATE HEADQUARTERS**

7.      An alternate headquarters ensures continuity when the main or rear headquarters is not in operation, either because of enemy action or because the headquarters is moving.  If the main or rear headquarters is destroyed, the alternate headquarters contains the minimum staff, advisers, equipment and vehicles necessary to plan, supervise and co-ordinate tactical activities until it is reinforced or until main headquarters is ready to resume operation in a new location after a move.

8.      To avoid simultaneous destruction or neutralization, alternate headquarters does not co-locate with main or rear headquarters. To minimize the risk of detection when it is not active, the alternate headquarters maintains electronic silence to the maximum extent practicable.

9.      Except when moving, an alternate headquarters is located in a position from which the commander can command the formation.  Although it avoids transmission when not active, the alternate headquarters monitors the tactical situation so it can become fully operational on order.

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**SECTION 2**

**FUNCTIONAL GROUPS**

**GENERAL**

1.      All headquarters are organized into three functional groups:  a command group, an operations group and a signal group.

**COMMAND GROUP**

2.      The composition of a command group varies, but normally it consists of the commander, the commander's personal staff and selected general staff officers and arms advisers.  The group is located where the commander can best exercise command.  Most frequently this is adjacent to the operations group at main headquarters.  On other occasions, the command group deploys as a part of the tactical command post or joins the alternate headquarters.

**OPERATIONS GROUP**

3.      The operations group includes staff sections and communications facilities essential for the supervision and co-ordination of operations.  It consists of the following elements:

    a.  **Operations Centre**.  The operations centre is the focal point of the operations group.  It is the focal point for all staff because it provides the facilities for the overall supervision and co-ordination of operations.  It is manned by the G3 Ops section at main headquarters, and G4 Ops at rear headquarters.  The commander maintains direct contact with the operations centre during operations;

    b.  **Supporting Staff Elements**.  The other staff sections and supporting elements required for the supervision and co-ordination of operations are located either with, or immediately adjacent to, the operations centre.  These staff elements are drawn from one of three sources:

      (1)  **Elements Organic to the Headquarters**.  These are staff sections other than G3 Ops at main and G4 Ops at rear headquarters.  At main headquarters, they consist of the intelligence, plans, staff duties and NBC defence staffs and the administrative co-ordination section.  At

rear headquarters, they consist of personnel administration, logistics and civil-military co-operation staffs;

(2) **Headquarters or Detachments of Arms Advisers**. The arms advisers establish staff elements at main headquarters. They have a dual role: they advise and support the general staff and they provide liaison to their own formations or units. The elements provided include the fire support co-ordination centre (FSCC), which in turn includes air defence, tactical air support and representatives from any other fire support group; engineer and aviation liaison detachments; and the electronic warfare co-ordination centre (EWCC); and

(3) **Adjacent and Higher Formations' Liaison Detachments**. Orders or SOPs include the requirement for liaison detachments from adjacent and higher formations to be attached to main headquarters.

## SIGNAL GROUP

4. **Composition**. The signal group consists of five elements: signal command, communications, communications equipment maintenance, administration, and defence and security. The responsibilities of these elements are as follows:

a. the signal command element advises the commander and staff on signal and automatic data-processing matters, including electronic warfare. It implements signal policy and provides technical control of communications, such as the issue and control of frequencies, communications-electronics operating instructions (CEOI), and cryptographic codes and equipment. The formation signal officer also functions as the commander of the formation signal unit;

b. the communications element provides communications and automatic data-processing services to the headquarters and formation. Communications support includes combat net radio, trunk communications and signal dispatch services. Organic or assigned electronic warfare resources are a part of this element;

c. the maintenance element performs all first-line repairs of formation communications equipment. It also performs second-line repair of cryptographic equipment;

d. the administration element provides logistics and personnel administrative support to the headquarters; and

e. the defence and security element provides protection for the commander when the commander is away from the headquarters and some protection for the headquarters itself. The officer in charge of this element co-ordinates the defence and security of the headquarters on behalf of the commanding officer of the signal group.

5. **Echelons**. Like a combat arms unit, the signal group is organized into echelons. The F echelon consists of the personnel and equipment committed to the command and operations groups. The personnel and equipment required to provide combat service support to the F echelon is the A echelon that, depending on its positioning, may be subdivided into A1 and A2 echelons. An A echelon contains resources or facilities such as spare equipment, repair, medical and feeding facilities. An A echelon may be configured in one of two ways:

a. one configuration co-locates the A echelon with one of the components of the headquarters, either main, alternate or rear. In this case, the A echelon is concealed away from the operations centre, but its defence is included in the overall perimeter defence plan of the headquarters. This option is convenient for support but, since the A echelon requires a large area in which to deploy, the whole headquarters complex becomes larger and therefore more difficult to conceal and move. A small A1 echelon is then deployed to each of the other headquarters components, meaning that if A echelon is with main, A1 echelons will be sent to co-locate with alternate and rear; and

b. in the other configuration, the A echelon may be located separately, several kilometres from the headquarters, with a small A1 echelon attached to each of the headquarters components. The overall size of the headquarters is increased marginally, making its concealment and movement easier than in the first configuration; however, combat service support becomes more complex and the increased movement required between this A2 echelon and each of the A1 echelons could compromise the headquarters components.

**SECTION 3**

**DEPLOYMENT OF A HEADQUARTERS**

**SITING**

1.      When selecting a headquarters location, the following factors are considered:

   a. **Communications**. The location must allow good communications with the formation's subordinate elements. This is especially important for radio park sites. The site should facilitate communications with higher, adjacent and subordinate headquarters;

   b. **Access**. The location must provide easy access to routes and have entrances and exits that permit rapid occupation or evacuation. A helicopter landing site must be available;

   c. **Security**. The selected location must provide cover for concealment and space for dispersion and it must be defensible; and

   d. **Site preparation**. The location should require little signal and engineer preparation or improvement.

**LAYOUT**

2.      Stereotypical headquarters layouts should be avoided for reasons of security. Headquarters reconnaissance officers must consider the factors of enemy and ground as well as the technical aspects mentioned earlier. Annex A illustrates the relative positioning of the major elements of a headquarters.

3.      The following should be considered in laying out a headquarters:

   a. **General**. The first requirement is good communications. The location selected must allow the operations centre to be connected to the various communications systems;

   b. **Operations Group**. This is the hub of the headquarters and should be located centrally. It must be easily accessible to all, especially the command group and those using the visitors' vehicle park. SOPs indicate

the size of area required and specify the arrangement of the operations group;

c. **Command Group**. The command group is situated adjacent to the operations centre. The location selected should provide space for the vehicles of the arms advisers who must remain immediately available to the commander. The commander's tactical command post is located near the main headquarters unless deployed;

d. **Support Facilities**.

    (1) **Signal Command Post**. This facility must be sited close to the operations and signal centres;

    (2) **Signal Centre**. The signal centre includes the communications access node facilities, line detachments, and dispatch rider vehicle park. It must be close to the operations centre and near to the entrance of the headquarters so that it is readily accessible to couriers, liaison officers and visitors;

    (3) **Information Post and Visitors' Vehicle Park**. These should be adjacent to each other near the entrance to the headquarters and en route to the operations group;

    (4) **Landing Site**. There should be covered ground approaches to the helicopter landing site. Ideally, the site should be within easy walking distance of the operations group;

    (5) **Clerical Staff**. The clerical support staff should be readily available to the operations group; and

    (6) **Radio Park**. It is normal to locate the radios and antennas in a radio park some distance from the operations group. The radio park is usually deployed in a remote location several kilometres away from the operations group; and

e. **Administrative Areas**. Administrative areas should be arranged around the operations group to afford it some protection from ground attack, yet be far enough away to avoid crowding. Rest areas should be separate from administrative facilities and activities.

**PROTECTION**

4.      **General**.  Invariably an enemy will attempt to attack its opponent's command and control system.  In doing so, the enemy's efforts focus on the headquarters because the headquarters is the most easily detected and vulnerable part of the system.  The enemy will use all available means to destroy or neutralize the headquarters.  Commanders and their staffs must implement measures to protect the headquarters from this threat.

5.      **Measures**.  Protection is achieved through a combination of the following measures:

   a.  **Concealment**.   The single most important method of protecting a headquarters is to conceal it from enemy visual and electronic observation.  The use of terrain, forests and buildings, supplemented by camouflage and the rigid enforcement of movement, track, light and noise discipline, is essential.   Aircraft traffic to the headquarters must be minimized and visiting aircraft must either be concealed or leave the area while waiting for passengers.  Emission control measures must keep the amount of detectable radiation to the minimum.  Radios should be located in a radio park at a distance from the rest of the headquarters. Alternative methods of communications should be used;

   b.  **Keeping the Headquarters Small**.  There is continual pressure for more and more elements to co-locate with headquarters; however, the larger it is, the more difficult headquarters is to conceal and defend.   The pressure to increase the size of the headquarters must be resisted, even when this entails accepting minor operational risks and administrative inconvenience;

   c.  **Cover**.  Personnel, communications equipment and key vehicles must be dug in or otherwise protected from enemy fire;

   d.  **Dispersion**.  The vulnerability of a headquarters to air and artillery attack is reduced by dispersion; however, this dispersion must be consistent with the need for communications, administration and local defence;

   e.  **Defence and Security**.  Defence and security is achieved through the following measures:

(1) **General**.  The commanding officer of the headquarters and signal unit is responsible for the defence of the headquarters;

(2) **Air Defence**.  A headquarters is defended by air defence elements, either as point defence or as part of an area defence.  Headquarters SOPs should establish measures for both passive and active air defence;

(3) **Ground Defence**.  Although the headquarters defence and security element provides the basis of the defence, it is inadequate for the overall security of the area.  Every member of a headquarters must be prepared to fight in its defence; consequently, clear SOPs for the defence must be developed.  The area occupied by the operations group should be capable of all-round defence.  Elements sited away from it, such as the signal centre or radio park, form their own defensive perimeter; and

(4) **Security in a Headquarters Area**.  Entrances and exits to a headquarters must be concealed and controlled by sentries.  Foot patrols, standing patrols and observation posts watch the perimeter. Access to the operations group area should be controlled; the area should be protected by barbed wire and intrusion devices.  It may be necessary to guard or patrol the ground communication lines between the operations group and the radio park; and

f.  **Movement**.

(1) movement is an important method of avoiding detection or attack.  The frequency of headquarters moves should be determined by operations and signals staff on the basis of enemy threat and the friendly tactical situation; and

(2) upon completion of a move, the next headquarters location is selected and reconnoitred.

**SECTION 4**

**MOVEMENT OF A HEADQUARTERS**

**GENERAL**

1.      Headquarters, particularly brigade and division main headquarters, must be capable of moving quickly between locations.  Movement is necessary, either to keep up with the battle, i.e., to maintain good communication with subordinate formations or units, or to avoid detection or attack.

2.      There are two major hazards associated with movement:

a.  the elements of a headquarters are placed in increased danger of detection or attack; and

b.  the movement may interfere with the continuity of command.

3.      The foremost consideration in planning movement is that there must be a capability to maintain control of the formation at all times.

**SEQUENCE**

4.      The normal sequence of events for a headquarters move is as follows:

a.  a reconnaissance party is sent to the proposed new location well before the move.  This party is normally commanded by a signal officer;

b.  when main headquarters is ready to move, it orders alternate headquarters to assume control of operations.  Alternate headquarters does so and main headquarters ceases transmission.  An advance party moves to the new location and prepares it for operation.  Any staff appointments that are not filled in alternate headquarters move to the alternate headquarters location;

c.  with alternate headquarters controlling operations, the main headquarters moves to its new location, where guides from the advance party lead the various elements into position.  During this period, the main headquarters maintains electronic silence to the maximum extent practicable, but

operations are monitored so that the staff remains abreast of the situation;

d.  alternate headquarters continues operating until directed to hand over to main;

e.  the commander, COS or G3 decides when main or rear headquarters should resume operation. This procedure should be described in formation SOPs; and

f.  following the transfer of operations back to main headquarters, the alternate headquarters returns to radio-listening watch and moves to a new location where it again monitors operations.

## LOCATION OF THE COMMANDER AND STAFF DURING A MOVE

5.      **Location of the Commander**. Normally the commander is at the main headquarters. When the main headquarters passes control to the alternate headquarters, three options are open to the commander. The commander may:

a.  deploy with the tactical command post;

b.  move to alternate headquarters; or

c.  stay at main.

The commander's decision is based on the tactical situation at the time.

6.      **Distribution of Staff**. Under normal circumstances, the staff of the alternate headquarters is capable of supervising and co-ordinating tactical and combat service support activities. If the pace of operations is intense, selected staff officers, typically the COS or G3 and the ACOS (Admin) or G4, with selected members of their staffs, may be required to join alternate headquarters. Not all of the attached elements from the arms advisers have facilities and personnel located at the alternate headquarters. When alternate headquarters begins operation, some of these elements must send detachments to that location. Should the alternate headquarters be required to function as the main headquarters for longer than 12 hours, it will need reinforcement.

# CHAPTER 3

## ORGANIZATION OF STAFF WORK

### SECTION 1

### INTRODUCTION

**CO-OPERATION OF THE STAFF**

1.      The staff cannot work efficiently without full co-operation between all of its branches and members.  Good relations with the staffs of subordinate formations and units and with higher headquarters are also essential.

2.      Each part of the staff must know what the other parts are doing; all branches must be kept informed of events.  Frequent informal briefings and conferences should be held to exchange information, examine problems and co-ordinate policy and procedures.

3.      The staff forms a single whole that is responsible collectively for the quality of advice and assistance provided to the commander, as well as to subordinate formations and units.  The actions of individual staff officers, sections or branches reflect on the credibility of the staff as a whole.  Staff officers visiting other headquarters or units must be prepared to listen to problems affecting other branches of the staff and to take action as required.

**FUNDAMENTALS OF STAFF WORK**

4.      Timely, thorough staff work is dependent not only on the personal qualities of the individual staff officers or the co-operation and team work of the branches of the staff.  It also requires sound staff procedures that are workable and effective in spite of fatigue and frequent changes of staff members due to casualties and adverse working conditions.

5.      The following fundamentals shall be applied consistently:

   a. **Maintain a Sense of Priorities**.  Routine must not delay urgent messages or other priority staff matters.  The staff must respond to each task with an urgency appropriate to the subject;

b. **Establish Simple, Flexible Procedures**. Procedures for staff work must be established to guide both officers and clerical personnel; however, the nature of operations demands that procedures be kept as simple as possible;

c. **Use Standing Operating Procedures**. Comprehensive, proven SOPs are essential. These should outline such matters as individual duties, changes of shifts, drills for the handling of messages, the preparation of orders, the security of information, movement, and the layout of the headquarters, whether located in vehicles or buildings, or dug in. Each member of the headquarters must be familiar with and apply the provisions of these procedures. SOPs are discussed more fully in Annex A;

d. **Minimize Paperwork**. The staff should make a deliberate effort to avoid burdening formations or units with non-essential paperwork. Frequently, arrangements can be made more quickly and easily by use of automated data-processing facilities, telephone, radio, visits or conferences instead of correspondence. The staff must be prepared to give and receive orders and information verbally and without written confirmation. The essential details of important conversations must be recorded in the log; and

e. **Maintain a System of Reliefs**. There must be a system of reliefs which includes everyone from key staff officers to sentries. Senior staff appointments must have understudies. Duty officer rosters must be able to accommodate possible moves and the requirement for liaison officers.

**SECTION 2**

**THE OPERATIONS CENTRE**

**GENERAL**

1.        The operations centre is the nucleus of a headquarters.  It is the source of the most current and accurate information on operations and it passes most orders, directions and information to subordinate formations and units.

2.        The operations centre never closes.  Manning and duties should be described in SOPs.

**RESPONSIBILITIES**

3.        **General**.  The G3 Ops at main and the G4 Ops at rear headquarters are responsible for the functioning of the operations centre.

4.        **Duty Officer**.  The duty officer acts with the authority of the commander and at the direction of the principal staff officers.  Specific responsibilities of duty officers, shift composition and hand-over procedures are detailed in SOPs.

5.        **Chief Clerk**.  The chief clerk is responsible for procedures for the handling of correspondence; control of the registry and acknowledgement registers; arrangements for the production and distribution of orders; and for the training, duty shift roster and supervision of clerks.

**EQUIPMENT**

6.        An extensive but not exhaustive list of the documents, equipment and stores required in an operations centre is set forth in Annex B.

**ROUTINE**

7.        **Information Handling**.  Procedures for the handling of information in an operations centre are outlined in Annex C.

8.        **Registering and Filing Correspondence**.  Correspondence should be managed as follows:

a. an efficient registration system for incoming and outgoing correspondence is essential. A simple system ensures the prompt handling of information. A headquarters has only one registry and it is controlled by the chief clerk. Automated data processing may be used;

b. the range of files is kept to a minimum; and

c. during periods of intense operations, one or two temporary files may be opened for the filing of all documents. Later in a quiet period, these temporary files are integrated into the permanent files.

9. **Acknowledgements**. The procedure pertaining to acknowledgements should be as follows:

a. acknowledgements shall be called for only when they are necessary;

b. acknowledgement of receipt of a document is the responsibility of the staff officer receiving it; it is sent with the same precedence as that of the document being acknowledged; and

c. the chief clerk must establish a method of recording the receipt of acknowledgements from the lower formations or units.

10. **Reports and Returns**. Procedures pertaining to reports and returns should be as follows:

a. the number of reports and returns required shall be kept to the minimum. Frequency and timings for them must be laid down in formation SOPs; and

b. reports and returns shall conform to the standard format detailed in B-GL-303-002/FP-Z02, Supplement 2, Field Message Formats.

11. **Security of Information**. The following procedures pertain to ensuring proper handling and securing of information:

a. **General**. A high standard of information security is required in all headquarters. Personnel should be reminded regularly that lives, including their own, depend on good security;

b.  **Responsibility**.  The G3 Ops is responsible for the security of information in the headquarters; and

c.  **Security Measures**.  Arrangements for the security of information and the responsibilities of individuals should be laid out in SOPs.  SOPs should ensure that:

   (1)  detailed arrangements are made for the receipt, custody, dissemination and destruction of classified documents;

   (2)  headquarters' locations are searched after being vacated to ensure matériels has not been left behind which may breach security;

   (3)  classified information, either displayed or broadcast from radio speakers in the headquarters, is not seen or heard by unauthorized personnel;

   (4)  strict control of access to the operations centre and operations complex is maintained; and

   (5)  provisions are made for the emergency destruction of files, documents, maps and displays.

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## SECTION 3

## BRIEFINGS AND CO-ORDINATING CONFERENCES

### BRIEFINGS

1.    **General**.  Briefings are a normal part of headquarters routine.  They may be used either to pass on information or to seek direction from commanders or senior staff.  The purpose should be clearly stated in the aim.

2.    **Sequence**.  Briefings should conform to the following sequence:

    a.    introduction, including aim;

    b.    enemy situation;

    c.    friendly situation;

    d.    past, current and planned operations;

    e.    supporting arms;

    f.    administration;

    g.    miscellaneous; and

    h.    decision required.

3.    **Format**.  Most commanders expect material contained within briefings to follow a standard format.  For example, the disposition of units should be described LEFT to RIGHT and FRONT to REAR.  This permits commanders to concentrate on the substance of the briefing.

### CO-ORDINATING CONFERENCES

4.    **General**.  Face-to-face meetings at a conference are another means to ensure understanding, to co-ordinate actions or to solve a problem.  In some circumstances, a conference could provide the venue for the commander or a senior staff officer to reach a decision.  Co-ordinating conferences are an important element of battle procedure, particularly at formation level, where a plethora of

detail must be sorted out and co-ordinated.  They should be conducted only when time allows and their need must be balanced against the requirement for the attendees to get on with their own tasks.

5.        **Timing**.  Co-ordinating conferences are most often conducted during the period when subordinate commanders and headquarters are in the heart of their own battle procedure.  If time permits between the issuing of orders and their execution, a commander usually visits his subordinate commanders to discuss their plans, and at these meetings some changes to the original plan are sometimes agreed to.  If changes are made, they must be communicated to all concerned, and this can often be done most effectively by holding a co-ordinating conference.  It is often better, however, to disseminate changes in the operation order by message or liaison officer, except in circumstances when there is ample time.  In short, a co-ordinating conference should only be held when absolutely necessary and when there is sufficient time available.

## SECTION 4

## WAR DIARIES

**GENERAL**

1.      The purpose of war diaries is to provide accurate and authoritative historical records for analyses and official histories. They replace annual historical reports beginning when a formation or unit is warned for operations.

**PREPARATION**

2.      **Level**. War diaries are written and maintained by all units and formations using forms CF 301 WAR DIARY and CF 302 WAR DIARY FORM.

3.      **Responsibility**. In a formation headquarters, the G3 Ops is responsible for drafting entries and assembling the war diary parts and initialling each entry. A junior staff officer, such as a liaison officer, normally assists the G3 Ops in this task. At corps and division headquarters, the G4 Ops drafts, assembles and initials the administrative diary and passes it to the G3 Ops for consolidation. Each periodic diary report is signed by the commander.

**CONTENT AND ORGANIZATION**

4.      **Content**. War diaries form the basis of official accounts of events. These accounts must be coherent, accurate and comprehensive. This is not possible unless war diaries are factual, precise and complete. Diaries record both unusual and routine events of day-to-day operations. They should include not only obvious things such as accounts of combat operations and important combat service support activities, but also commonplace matters such as lower-level training, personnel strength reports and weather reports. Occasional short, informal comments on operational and administrative concerns, problems and activities are valuable. Important events or deeds involving individual soldiers should also be recorded.

5.      **Organization**. Diaries are prepared in duplicate on the War Diary Form. A completed diary is enclosed in the form War Diary CF 301. Diaries consist of two parts:

a. **Narrative**. The narrative contains an account of the events of each day. It supplements and connects the annexes, but need not summarize them;

b. **Annexes**. These are either original significant documents issued or received or copies of them. They are extremely important to the diary. In operations, any piece of paper recording information received or action taken should be preserved as an annex. The following are some examples:

    (1) orders of all types, e.g., operation, administrative, warning, routine;

    (2) important reports, including situation reports, intelligence reports and summaries, personnel and equipment states, and unusual incidents;

    (3) records of operations, including logs, messages and minutes of conferences; and

    (4) documents relating to honours or awards, disciplinary matters or morale;

c. special effort should be given to obtaining documents relating to the commander's estimate of the situation or to recording discussions and decisions at the commander's conferences; and

d. annexes are designated alphabetically, beginning with the letter A at the first of each month. When it is necessary to designate more than 26 documents, the alphabet is repeated, i.e., AA, AB.

6. **Security**. War diaries are classified as SECRET. TOP SECRET information and documents are not included.

**MAINTENANCE AND SUBMISSION**

7. Annexes are assembled and the diary narrative is drafted daily. At the end of each month, the diary is closed, approved and signed by the commander. Both the original and duplicate diaries are forwarded directly to the director of history at National Defence headquarters. The original is to be posted by the tenth day of the following month at the latest. To avoid possible simultaneous loss in the mail, the duplicate is not forwarded until some later time in the following three months.

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**STANDING OPERATING PROCEDURES FOR A HEADQUARTERS**

1.      **General**.  Standing Operating Procedures (SOPs) are used to state the routines and drills for tactical and administrative activities.  SOPs are the means by which doctrine, policy and service-wide operational orders and instructions are adapted to and brought into use by a headquarters.

2.      **Preparation and Management**.  SOPs must be:

   a.   as brief as is practical;

   b.   widely circulated; and

   c.   current.

3.      **Contents**.  The following list of headings, although not exhaustive, may be used as a guide in drafting SOPs for a formation headquarters:

   a.   **Organization of the Headquarters**.  SOPs should include:

      (1)   composition of main headquarters, including the tactical command post and the composition of rear and alternate headquarters;

      (2)   composition of the commander's reconnaissance and orders groups;

      (3)   composition of echelons and vehicle packets for moves;

      (4)   composition and responsibilities of the signal command post;

      (5)   general layout of the headquarters;

      (6)   arrangements for detachments from arms or services and liaison elements arriving to join the headquarters;

      (7)   signalling;

      (8)   vehicle parking; and

      (9)   landing site drills;

b. **List of Duties, Procedures and Drills**.  SOPs should include:

   (1)   responsibilities of staff officers and clerks, including the appointment of understudies;

   (2)   responsibilities of duty officers and duty clerks;

   (3)   maintenance of duty rosters;

   (4)   drills for shift changes;

   (5)   operation centre procedures for receiving and sending messages, registering acknowledgments, filing correspondence, controlling and stripping files;

   (6)   drills for the transfer of main or rear to alternate headquarters;

   (7)   drills for the holding of briefings and oral orders;

   (8)   maintenance of maps;

   (9)   drills for the issue of operation and administrative orders; and

  (10)   standard distribution lists and message address indicating groups;

c. **Communications**.  SOPs should include:

   (1)   normal distribution of communications and automatic data-processing equipment;

   (2)   issue of communications-electronic operating instructions;

   (3)   use of combat net radio, automatic data-processing facilities, area trunk system, signal dispatch service;

   (4)   procedures for emission control;

   (5)   drills for radio-listening watch, radio silence and electronic silence; and

(6)   telephone allocation and numbers;

d.   **Move instructions**.  SOPs should include:

(1)   composition and duties of reconnaissance and advance parties;

(2)   vehicle loads, including personnel;

(3)   grouping of vehicles and appointment of commanders;

(4)   standard order of march;

(5)   route signing and movement control;

(6)   responsibility for manning start and release points;

(7)   march discipline, halts, use of vehicle lights;

(8)   action in the event of enemy attack;

(9)   drill for establishing headquarters on arrival and priority of work;

(10)   responsibility for issue of movement orders for headquarters; and

(11)   inspection of vacated sites for security purposes;

e.   **Defence and Protection**.  SOPs should include:

(1)   responsibility for air and ground defence;

(2)   organization of the headquarters for ground defence;

(3)   wearing or carrying of protective clothing and equipment and the carrying of arms and ammunition;

(4)   digging and overhead protection;

(5)   camouflage, concealment and track, light and noise discipline;

     (6)   sentries;

     (7)   alarms and action on stand-to; and

     (8)   action to be taken in the event of air, ground, NBC, or artillery attack;

  f.  **Security measures**.  SOPs should include:

     (1)   appointment of a unit security officer and list of corresponding duties;

     (2)   security instructions for the handling of classified documents, including destruction of classified waste;

     (3)   control of access to the headquarters' operations complex and operations centre;

     (4)   handling of visitors to the headquarters; and

     (5)   orders for the emergency destruction of documents and equipment to prevent enemy capture; and

  g.  **Administrative Details**.  SOPs should include:

     (1)   administrative responsibilities;

     (2)   functions and operation of the signal command post;

     (3)   discipline;

     (4)   feeding arrangements;

     (5)   orders for the control of transport;

     (6)   arrangements for the provision of mail, rations, petroleum, oil and lubricants (POL), water and ammunition;

     (7)   medical support;

     (8)   burial procedures and grave registration;

(9)   replacement procedures; and

(10)   handling of prisoners of war.

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**DOCUMENTS, EQUIPMENT AND STORES REQUIRED**

**IN AN OPERATIONS CENTRE**

**DOCUMENTS**

1.     The following documents should be kept readily available in an operations centre:

   a. SOPs for the formation, the formation headquarters itself and the next-higher level formation;

   b. formation routine orders;

   c. operation orders, including fragmentary orders and operation instructions of own and higher formations, and those of subordinate and adjacent formations or units;

   d. administrative orders and instructions; and

   e. appropriate doctrinal publications.

**DIAGRAMS, CHARTS AND TABLES**

2.     Diagrams, charts and tables should be available in convenient locations. The following information at least should be displayed:

   a. order of battle and location states;

   b. personnel location board and duty roster;

   c. communications diagrams and states;

   d. lists of call signs, address groups, net identification signs, telephone diagrams and directories;

   e. lists of passwords, code words and nicknames, as well as their meanings and the issuing authority;

f.   signal dispatch service schedule;

g.   diagrams of the headquarters showing locations of the principal staff offices or vehicles and the local defence plan;

h.   list of alarm signals and their meanings;

i.   timings and detail for the receipt and submission of reports;

j.   equipment, gun and armoured fighting vehicle (AFV) states;

k.   NBC level; and

l.   personnel casualty states.

## MAPS, OVERLAYS AND AIR PHOTOS

3.      **Maps**.  Normally the following maps are required:

a.   **Battle Map**.  This is a 1:50,000-scale map at division or a 1:250,000-scale map at corps in the operations centre.  It is used by the senior staff to monitor and co-ordinate operations.  The following information should be displayed on this map on attached overlays:

(1)   formation and unit locations and boundaries of both friendly and enemy forces;

(2)   the forward line of own troops, the forward edge of the battle area and all control measures;

(3)   obstacles, fortifications and heavy weapons;

(4)   locations, times and yields of nuclear strikes;

(5)   areas of nuclear and chemical contamination;

(6)   installations relevant to operations and movement plan details such as landing sites, waiting areas and logistics installations;

    (7)    topographical information which supplements the detail of the map;

    (8)    routes, ferries and bridges showing bridge classifications; and

    (9)    the time at which the map was brought up to date, or the time of the situation it portrays;

b.    **Battle Map, Small Scale**.  This may be a 1:50,000-scale or 1:250,000-scale map, depending on the formations area of responsibility which provides the commander and the principal staff officers with a larger perspective of current operations;

c.    **Duty Officers' Working Maps**.  These are 1:250,000-scale or 1:100,000-scale maps used by duty officers to make the initial record of information, which is later transferred to the master operations map;

d.    **Planning Map**.  This is the map of the G3 plans section.  It is used by the commander, COS or the principal staff officers for planning purposes;

e.    **Terrain Control Map**.  This is a map, usually on a scale of 1:50,000, that is used by the G3 staff for planning the allocation of terrain within the area of responsibility;

f.    **Intelligence Maps**.  The G2 staff maintains a 1:50,000-scale working map and either a 1:100,000-scale or 1:250,000-scale map for use in the information centre;

g.    **Commander's Battle Map**.  This is a portable map for the personal use of the commander.  It is kept current by the commander's personal staff; and

h.    **1:100,000 Maps**.  Maps with a 1:100,000 scale are widely used by US forces but are not available on a normal basis in Canada.

4.    In addition to the foregoing, special maps may be issued or maintained, such as going maps; road and bridge classification maps; terrain analysis maps; maps displaying minefields and prepared demolitions; layer-tinted maps; patrol maps; and map enlargements.

5.       Any or all of these may be embedded in supporting ADP systems.

6.       **Overlays**.  The G3 is responsible for overlays, which may be used to display information such as the following:

    a.  fire plans;

    b.  patrol tasks;

    c.  the barrier plan;

    d.  artillery manoeuvre areas (AMAs);

    e.  the going (terrain);

    f.  contaminated areas; and

    g.  air defence and attack helicopter plans.

**FORMS**

7.       Sufficient blank log sheets, shelling reports, air requests and other field message formats should be kept readily available.

**MISCELLANEOUS**

8.       The following is a suggested partial list of other miscellaneous items that should be readily available:

    a.  copies of completed operations log sheets;

    b.  the reserve demolition list and copies of demolition orders;

    c.  patrol programs and task tables;

    d.  staff data tables;

    e.  ammunition scales, including any restrictions;

  f.   lists of controlled stores;

  g.  standard distribution lists for correspondence;

  h.  the acknowledgement register;

  i.   copies of incoming and outgoing messages, and orders;

  j.   emergency lighting;

  k.  stationery; and

  l.   stores for the emergency destruction of classified documents and equipment.

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## OPERATIONS LOGS

**GENERAL**

1.　　Procedures for handling information in the Operations Centre are established to reduce this activity to a routine.  This minimizes the effort required and the likelihood that important actions will be overlooked.  All information is recorded in operations logs maintained by each element within the headquarters.

**OPERATIONS LOG**

2.　　A sample page of an operations log is provided at Appendix 1 to this annex and should be referred to when reading the next paragraphs.

3.　　The log provides an abridged chronological record of all incoming and outgoing information, actions taken and decisions made.  It provides a continuous story of the operation in progress, a check upon action yet to be taken and a basis for the writing of the war diary.  Because of its importance, a log must be maintained accurately and thoroughly.

4.　　The following information is recorded in the log:

　　a.　the pertinent details of all incoming and outgoing radio messages and reports, such as contact reports;

　　b.　incoming and outgoing written messages and reports (lengthy messages and reports may be paraphrased in the log or they may be merely noted and reference made to the location of the files holding the documents);

　　c.　information and verbal messages from visiting commanders, liaison officers, other visitors, patrols, prisoners, agents and friendly civilians;

　　d.　the location of the commander and principal staff officers;

　　e.　the issue of operational and administrative orders, and the time of dispersal of orders groups and conferences;

　　f.　the interruption or loss of communication facilities and their restoration; and

g.  other information which enables situation reports and the war diary to be written from the log.

5.      It is important that log entries accurately record the date and time of events.  The source of origin and time of receipt of information must also be recorded.  A duty officer must initial in the appropriate column that action has been taken, if required, so that people can refer to the duty officer if clarification is necessary.

6.      Below division level, operations and intelligence matters may be recorded in one log if the G2 and G3 are co-located in the headquarters.  If separate logs are maintained, the officers responsible must ensure that the other staff branch is fully informed of any new information within minutes of its receipt. The G1 and G4 maintain separate logs.

7.      Copies of the log are circulated to the commander and to the other branches of the staff.  Log sheets must be closed off frequently and circulated to the principal staff officers while the information they contain is still current.

8.      Eventually ADP systems may replace manual logs.

**EXAMPLE OF AN ANNOTATED OPERATIONS LOG SHEET**

# CHAPTER 4

## STAFF CO-ORDINATION OF OPERATIONS

### SECTION 1

#### WARNING FOR MOVEMENT

**GENERAL**

1.        Prior to an operation, staffs must ensure that units are kept well informed and that appropriate degrees of warning are provided.  The provision of such information is an essential element of battle procedure.

**WARNING PROCEDURE**

2.        To give subordinate elements sufficient direction as to when they can expect to be involved in further operations, warning orders issued by the staff must state a time before which there is to be no move of at least the main body of the formation or unit, e.g.,**no move of main body before 181800Z OCT 95**.  When this order has been given, a further order must be issued before 1800Z 18 October, giving the timings for the move, or extending the period during which there will be no move.

3.        It is better for the units if the**no move before** order is coupled with a second order placing the units at a degree of notice to move, as in the following example:

   a.   **No move of main body before 181800Z OCT 95**; and

   b.   **30 minutes notice to move from 181800Z OCT 95**.

This order not only indicates that there is to be no move for the majority of personnel before 1800Z 18 October, but also that these personnel will have 30 minutes warning before having to begin the move.  This permits continuation of administrative activities which would be impossible if units had to be 100 per cent ready to move at 1800Z.

4.        Upon receipt of a**notice to move** warning time, commanders must assess whether the full time may be made available to subordinate elements.  It may be

necessary to reduce this because of time required to pass the order to move, i.e., if radio silence has been imposed and the order to move must be passed by dispatch rider or liaison officers.  This must, however, be weighed very carefully with the requirement to give subordinates the maximum time possible, i.e., if each commander down the chain of command reduces the move warning time, the fighting soldiers at section level will be placed at a very short **notice to move** time.

## SECTION 2

## CONTROL OF DEMOLITIONS

**GENERAL**

1.      This section describes the measures used to control the firing of demolitions.  The objective is to ensure that the control measures pertaining to all aspects of demolitions are simple, clear and well understood.  Doctrine for the tactical employment of demolitions is contained in B-GL-301-001/FP-001 Land Formations in Battle.

**DEFINITIONS**

2.      **Demolitions**.  A demolition is the destruction of structures, facilities or matériel by use of fire, water, explosives, mechanical methods or other means.  Unless otherwise noted, this section deals with demolitions carried out using explosives.  There are two types of demolition targets:

  a.  **Reserved Demolition Target**.   This is a target for demolition, the destruction of which must be controlled at a specific level of command because it plays a vital part in the tactical or strategical plan, because of the importance of the structure itself, or because the demolition may be executed in the face of the enemy.  Any demolition affecting movement on a reserved route is a reserved demolition.  Reserved demolitions play such an important part in the tactical plan that they are guarded until the demolition has been completed, unless the commander directs otherwise; and

  b.  **Preliminary Demolition Target**.  This is a target other than a reserved demolition target. It is earmarked for demolition and the demolition order can be executed as soon as preparation is complete, provided prior authority has been granted.  A preliminary demolition seldom requires a demolition guard or written demolition orders and is normally fired as soon as it has been prepared; however, it must still be protected until it has been fired.  Consideration should be given to the preparation and issue of written orders for the demolition firing party only when political constraints or factors of tactical deception are affected by the times of firing.

3.      **Demolition Order**.  DND 913 Demolition Order is the only document to be used to control the firing of reserved demolitions.  It is in a bilingual format. Instructions for its completion are printed on the reverse side of the form and are to be followed exactly.  The demolition order is not to be used for the passage of information.  Proper and secure control of demolitions demands that distribution of the forms be restricted.  Normally, copies are prepared in limited quantities only for those appointments directly involved in the task.  The required distribution is listed on the form.  Copy Number 1 is to be held by the demolition guard commander and Copy Number 2 is to be held by the demolition firing party commander.  One copy is to be retained by the authorized commander, but provision should be made for copies to be kept at Alternate and Rear Headquarters.

4.      **States of Readiness**.  There are two states of readiness.  A demolition at State 1 (SAFE) has all charges in place, but detonators are not installed and the firing mechanism is not connected.  At State 2 (ARMED), detonators are attached and the firing mechanism is connected.  The demolition can then be fired as soon as the order is given.  The length of time taken to change from State 1 (SAFE) to State 2 (ARMED) must be determined by the commander of the firing party and communicated to all concerned.

**DUTIES AND RESPONSIBILITIES**

5.      **Key Appointments**.  There are several key appointments with interest in the control of demolitions:

   a. **Authorized Commander**.  This is the officer who classifies a demolition target as preliminary or reserved and who is empowered to order its firing.  The officer's staff prepares and issues the demolition order over the officer's signature.  The authorized commander may delegate the responsibility for ordering firing as the tactical situation develops;

   b. **Engineer Adviser**.  The senior engineer of a formation advises on the technical aspects of a demolition.  Of particular interest is the estimate of time and resources required to prepare the target and the expected results of the demolition.  The senior engineer assigns engineer units to prepare the target and to provide the demolition firing party.  The senior engineer assumes responsibility for the security of the target until the demolition guard arrives;

c. **Demolition Guard Commander**. The Demolition Guard Commander receives orders on the demolition order form DND 913. This officer commands all troops at the demolition site, including the demolition firing party. The officer must ensure that the target is not captured by the enemy before it has been demolished. The officer is also responsible for transmitting the order to fire the demolition to the demolition firing party and reporting results to the authorized commander;

d. **Demolition Firing Party Commander**. Once the target has been prepared, the Demolition Firing Party Commander is responsible for all technical aspects of the demolition and for firing it upon receipt of the order from the Demolition Guard Commander; and

e. **The Staff**. The staff is responsible for the development and co-ordination of the barrier plan. It considers political, geographical and tactical factors in order to advise the commander on the selection of demolition targets, both reserved and preliminary. Once decisions are made and plans finalized, the staff must ensure that orders are issued and reach all concerned, that actions are properly co-ordinated, and that troops are assigned to the tasks. The staff prepares and distributes the demolition order as necessary.

**PLANNING CONSIDERATIONS**

6.      To ensure that demolitions are successful, the following are considered during the planning stage:

a. provision to delegate the authority to fire the demolition allows more tactical flexibility at lower levels. Such provisions are included in the demolition order;

b. demolitions should remain at State 1 (SAFE) for as long as possible to prevent premature detonation. The decision to change from State 1 (SAFE) to State 2 (ARMED) must be balanced against the time it takes to carry out the change. This varies with the target size, distance from the firing point to the target, and enemy activity, but should not exceed twenty minutes;

c. the size of the demolition firing party varies with the size and complexity of the task. Should mining and cratering be included in the demolition

plan, more troops are needed, and the target needs to be guarded for a longer time after firing. Use of scatterable mines should be considered;

d. secure and reliable communications must be established between the authorized commander and the Demolition Guard Commander; and

e. the authorized commander should consider placing a liaison officer at the site. Further redundancy can be ensured through use of combat net radios, including those of guard units, artillery, engineers and aviation. Line should be laid.

**SEQUENCE FOR FIRING A RESERVED DEMOLITION**

7. The following sequence is normally followed:

a. the Demolition Guard Commander reports to the authorized commander that the demolition is at State 1 (SAFE). The Demolition Guard Commander also provides an estimate of the time required to change to State 2 (ARMED), based on advice from the Demolition Firing Party Commander;

b. the authorized commander orders the state of readiness to be changed to State 2 (ARMED). The Demolition Guard Commander completes the applicable paragraphs on Copies Number 1 and 2 of the demolition order;

c. the authorized commander orders the firing of the demolition through one of the channels spelled out on the demolition order;

d. the Demolition Guard Commander orders the Demolition Firing Party Commander to fire the demolition by signing the necessary paragraph on Copies Number 1 and 2 of the demolition order;

e. the Demolition Firing Party Commander fires the demolition, ensures that the firing is successful, reports the results verbally to the Demolition Guard Commander, completes any mining or booby trapping, and completes Copy Number 2 of the demolition order, which is then forwarded to the engineer commander; and

f.   the Demolition Guard Commander reports the results of the demolition to the authorized commander and returns Copy Number 1 to the latter after properly completing the applicable paragraphs.

8.        A specimen demolition order for a reserved demolition with notes is attached at Annex A.

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**SECTION 3**

**CO-ORDINATION OF PATROLLING**

**GENERAL**

1.    Patrolling is an important part of operations.  It assists the commander in retaining the initiative, gaining information and providing security to the formation. The success of a well-planned and executed patrol can raise the morale of forward units.  Conversely, an unsuccessful or costly patrol may affect morale adversely.

2.    Staff officers responsible for the planning and co-ordination of patrolling must bear in mind that it is a dangerous and exacting task.  The success and the safe return of the patrol depends heavily on the thoroughness of staff work.

**RESPONSIBILITIES**

3.    The commander's policy establishes the aim, level and frequency of patrol activities.  Within this guidance, the following responsibilities are assumed:

   a.  **G2**.  The G2 staff assumes the following duties:

      (1)  providing information on enemy locations, strengths, procedures and terrain, including obstacles;

      (2)  developing a patrol task table as part of a surveillance and target acquisition plan that is thoroughly co-ordinated with the G3 staff; and

      (3)  providing assistance in briefing and debriefing patrols, depending on the type of patrol conducted;

   b.  **G3**.  The G3 staff plans, directs and co-ordinates patrols, and may brief and debrief them; and

   c.  **Units**.  Units carry out patrols in accordance with the formation patrol plan. In addition, depending upon the commander's policy, commanding officers may order patrols in their area of responsibility.

**PLANNING**

4.      **Extent of Staff Planning**.  The staff should limit its planning to matters essential to the development and co-ordination of the formation patrol plan. Beyond these matters, patrol commanders are left maximum scope to plan their patrols as they see fit.    The amount of direction provided by formation headquarters varies with the circumstances.  Planning should include the following:

     a.   the staff should develop a comprehensive patrol plan covering the formation area.  This designates the essential arrangements required to ensure co-ordination and avoid conflict, e.g., number and type of patrols, their missions, time of departure and approximate time of return.  The patrol plan is incorporated into a patrol task table; and

     b.   in fast-paced operations, there may be insufficient time or information on the ground or enemy to permit the planning of individual patrols.  In such cases, units may only be given the commander's policy for patrolling.

5.      **Warning Units**.  The most frequent error of the staff is failure to provide sufficient warning to units.   Thorough liaison and co-ordination are essential. Patrol commanders must have time to study the terrain, prepare their plan, co-ordinate all aspects, brief and rest their troops, and conduct a rehearsal.  Units should be warned of patrol tasks at least 48 hours in advance.  Even a simple short-range reconnaissance patrol cannot be prepared with less than four daylight hours.

6.      **Co-ordination of Plans**.   The staff is responsible for co-ordinating the following plans:

     a.   **Support to Patrols**.  This may include aviation troop lifts, fire support or deception measures by adjacent units; and

     b.   **Co-ordination with Adjacent Units**.  The operations of flanking units must be co-ordinated with patrol plans to ensure that activities such as harassing fire or illumination tasks do not interfere with patrols.  Co-ordination also alerts units in contact to anticipate possible enemy counter-action in response to patrol activity.

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information is submitted to the G2 for intelligence processing. The format for a patrol report is contained in B-GL-303-002/FP-Z02, Field Message Formats.

# SECTION 5

## RELIEF OF COMBAT TROOPS

**INFORMATION REQUIRED**

1.     The G3 staff of the headquarters controlling a relief in place or a passage of lines operation must determine:

   a. the specific timings within which the relief will be conducted or the detailed timings for the passage of lines;

   b. the detailed control measures, including specific routes, axes and holding areas;

   c. details of the traffic control plan and traffic organization to support the operation;

   d. the allocation of tasks for the operation;

   e. the sequencing of the operation;

   f. the outline of the reconnaissance plan, including the size of and timings for reconnaissance parties and arrangements for the exchange of combat intelligence;

   g. the outline of the liaison plan, including the size of and timings for reconnaissance parties and arrangements for the exchange of combat intelligence;

   h. the outline of security, deception and other protective measures to be instituted during the period leading up to and including the operation;

   i. confirmation of arrangements made for the exchange of combat information;

   j. any direction necessary for arranging the passage of command or assumption of responsibility during the operation;

k.  details for the co-ordination of all fire support and tactical air support available for the operation;

l.  details for the co-ordination of all engineer or other combat support available for the operation;

m.  direction and co-ordination of details pertaining to barriers and field fortifications that may affect movement of friendly forces;

n.  the confirmation of all communications to be established or maintained during the operation, including frequencies, codes, passwords and any electronic support measures available;

o.  details for the co-ordination of all combat service support for the operation, including a detailed movement plan and associated traffic control organization; and

p.  the confirmation of policies and direction regarding the exchange of compatible equipment and supplies between the forces involved.

**CONTROL**

2.      The G3 staff of both headquarters involved in executing the relief or passage of lines must, whenever possible, co-locate control elements and provide direction as to:

a.  the confirmation of timings for the relief or passage of lines operation;

b.  the confirmation of all control measures and features and the signing and marking of them, including the provision of guides where required;

c.  the establishment of the traffic control plan and siting and accommodation of the traffic control organization;

d.  the detailed groupings and tasks for the operation;

e.  the confirmation of and, if required, the adjustment of the sequencing of a relief operation;

f. the detailed co-ordination of the reconnaissance plan, including arrangements for the reception;

g. the detailed co-ordination of the arrangements required for the exchange of liaison personnel, guides and sentries;

h. the detailed co-ordination of security, deception and local protection measures in effect to support the operation;

i. the detailed arrangements to be made for the exchange of combat information;

j. confirmation as to when command responsibility will pass between the commanders of the units involved;

k. details as to any personal contact and/or co-location on the part of the commanders involved in the operation;

l. the detailed co-ordination of all fire support and tactical air support available for the operation and the hand-over of existing fire plans;

m. arrangements to effect airspace control and to co-ordinate air defence activities;

n. for relief in place, the hand-over of all barriers and field fortifications affected by the relief operation;

o. the detailed co-ordination of NBC defence assets, including reconnoitred or prepared decontamination sites and NBC survey and observation posts;

p. the detailed co-ordination of all combat service support, including local traffic control, guides, feeding, rest, and holding areas, and other administrative arrangements; and

q. the detailed co-ordination and confirmation of compatible equipment and supplies to be exchanged between forces.

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## SECTION 6

## TERRAIN CONTROL

**GENERAL**

1.        Terrain control, defined as the allocation and control of the use of terrain for the purposes of movement, deployment and manoeuvre, is a key aspect of the command and control of operations.

**RESPONSIBILITY**

2.        The G3 is responsible to the COS for the planning, co-ordination and supervision of terrain control activities.  The G3 is assisted in the execution of this responsibility by the G3 Staff Duties.  Authority to exercise terrain control in a formation rear area may be shared with the G4 staff located at the formation rear headquarters.

**ALLOCATION OF TERRAIN**

3.        The initial allocation of terrain is determined by the commander's estimate and plan, and is promulgated in the division operation order.  Notwithstanding the priority that must be given to meeting the needs of the combat arms, this allocation reflects the co-ordinated requirements of all terrain users.  It includes:

   a.   routes and assembly areas;

   b.   sectors, areas of responsibility and zones of action of subordinate formations;

   c.   deployment areas for division troops, including artillery manoeuvre areas (AMAs) and the division administration area (DAA);

   d.   deployment areas for **in location** elements;

   e.   areas reserved for future use; and

   f.   division headquarters locations.

4.        During the co-ordination of the initial allocation of terrain, it is particularly important to consult the Commander Division Artillery (CDA) and Commander Division Engineers (CDE) with respect to the impact of AMA and barrier planning.

5.        At the brigade level, initial allocation of terrain is similarly determined and promulgated.

**CONTROL OF TERRAIN USAGE**

6.        Effective control of the usage of terrain depends upon a thorough knowledge of the commander's concept of operations and plan; an accurate and up-to-date database of locations and movement; and an understanding of the special terrain requirements of specific arms and services.  Control is facilitated by ADP applications.

7.        The operations staff branch at division collates brigade and division troops locations and manages reserved areas and routes.  Detailed control of terrain is executed by the operations staff branch at brigade level.

8.        Once terrain is allocated to a formation or unit, the formation or unit commander becomes the authority for terrain control within the boundaries of that area of responsibility, less any areas or routes reserved by a superior commander for specific uses.

9.        Permission to enter, exit or transit an area of responsibility on other than a predesignated or reserved route must be obtained from the controlling headquarters.  Similarly,**in location** elements must co-ordinate their intentions with the headquarters of the formation or unit in whose area of responsibility they are required to deploy.

**RESOLUTION OF TERRAIN USAGE CONFLICTS**

10.        Terrain usage conflicts will be rare when the requirements of all users are carefully co-ordinated prior to the initial allocation of terrain.  Should a dispute occur, it is the responsibility of the users in conflict to make every attempt to resolve the problem at the lowest level possible.  This may involve an adjustment of boundaries or an agreement to share or co-occupy the terrain in question.  When the conflict cannot be resolved locally, it shall be referred to the first level of the common superior headquarters for arbitration.  Changes to terrain allocation

arising from the resolution of a conflict must be made known quickly to all concerned.

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## SECTION 7

### SCATTERABLE MINES

**GENERAL**

1.       This section discusses and sets out the procedures for the employment and control of scatterable mines (SMs).

**CHARACTERISTICS OF SMS**

2.       Scatterable minefields differ from conventionally laid minefields in two regards:  they take considerably less time to lay and, unlike conventionally laid minefields, they can be placed directly in the face of the enemy or in the depth of enemy positions.

3.       SMs may be:

    a.   anti-tank, anti-personnel or a mix of both;

    b.   Delivered by a launching system to produce a surface-laid, random-pattern minefield;

    c.   remotely detonated or neutralized after emplacement;

    d.   emplaced more quickly by fewer personnel than placed mines;

    e.   fitted with anti-disturbance devices;

    f.   blast resistant; and

    g.   capable of discriminating amongst targets.

**LAID LIFE OF SMS**

4.       SMs are designed so that their explosive capability may be automatically terminated after a specified period.  The length of this period may be set by the manufacturer or by the user.  Lives of laid mines are categorized as:

    a.   **Short**.  Less than 24 hours;

b. **Long**.  24 hours or more; and

c. **Adjustable**.  From a minimum of three hours to a maximum of 96 hours (current technology).

5.  Lives of laid mines are terminated by:

a.  self-destruction;

b.  self-neutralization; or

c.  self-sterilization.

**EMPLOYMENT**

6.  Scatterable minefields may be planned in anticipation of an enemy action or quickly improvised in the face of an unexpected tactical development.  They may also be laid in enemy-occupied areas as an offensive measure.  In all cases, they are used to cause attrition to the enemy as well as to create obstacles.  Employment of SMs is either situation-oriented or target-oriented.

7.  **Situation-Oriented Emplacement**.  The intent of situation-oriented emplacement is to reinforce existing obstacles as dictated by the tactical situation.  Such emplacement is considered during the operation planning process to:

a.  lay minefields forward of the forward line of own troops (FLOT) to impede the deployment and movement of enemy elements;

b.  reinforce minefields in the covering force area and main defence area;

c.  mine areas trafficable by tanks but which are not suitable for placed mines;

d.  close areas between obstacles;

e.  close gaps (normally 100 metres or wider) or lanes (normally eight metres or less) in a placed minefield or obstacle; and

 f.  improve the effectiveness of other obstacles.

8.      Short-notice planning and execution of situation-oriented scatterable minefields may also be required to:

a.  protect the front or flanks of friendly positions when attack is imminent; and

b.  impede obstacle breaching operations by the enemy.

9.      **Target-Oriented Emplacement**.  The intent of target-oriented emplacement is to directly engage identified enemy forces.   Such emplacement may be authorized to:

a.  block and cause early attrition to attacking forces, especially echelons in depth;

b.  increase the effectiveness of artillery engagements and air attack by delaying enemy forces or forcing them to concentrate;

c.  fix forces in assembly areas and firing positions, especially command and combat service support facilities;

d.  engage enemy airborne or airmobile forces in drop or landing zones; and

e.  harass the enemy (if in accordance with the formation commander's SM policy).

**PLANNING CONSIDERATIONS**

10.     Planning the use of SMs must take into account the aim of the barrier plan and the following additional considerations:

a.  **Type of Mine**. SMs complement rather than replace laid mines. They are only used if the situation does not allow the employment of laid mines or if their emplacement is the sole means of meeting the tactical requirement;

b.  **Target Type and Desired Effect**.  The targets to be engaged and the effects desired will determine the nature of the mining to be undertaken;

c.  **Delivery Systems**.  There are four types of SM delivery systems:

(1) **Ground Dispensers**. These are best suited for situation-oriented minefields, as the location of the minefield can be accurately controlled;

(2) **Artillery Systems**. Artillery delivery systems, utilizing both field guns and rocket launchers, may be selected for situation-oriented or target-oriented minefields in areas where friendly forces will not be endangered;

(3) **Helicopter Systems**. Helicopter systems are normally used to lay all situation-oriented minefields; however, if the situation permits, they may also lay target-oriented minefields; and

(4) **Aircraft Systems**. Aircraft may deliver SMs during close air support (CAS) or interdiction missions;

d. **Minefield Location and Size**. The location and size of scatterable minefields are determined primarily by the number of delivery systems available and the need to achieve the maximum disruptive effect on the enemy;

e. **Effective Date and Time**. The date and time at which a scatterable minefield is to be effective must be specified. Scatterable minefields should be laid as late as the situation allows to preserve freedom of manoeuvre for friendly forces and to utilize their full laid life; and

f. **Laid Life**. The laid life chosen should be that which minimally restricts friendly manoeuvre. It must also be remembered that the expiration of a scatterable minefield may be noticed by the enemy, encouraging the enemy to manoeuvre over that terrain. For these reasons, the use of self-sterilizing or remotely-neutralised mines is preferable to self-destructing mines.

**CONTROL**

11.    Authorization to use SMs is a command decision that is not delegated to staff or advisors. No mines may be placed in a commander's area of responsibility without the commander's request, authorization or order.

12.     SMs provide a commander the flexibility to react quickly to tactical developments; their use, however, may also affect the conduct of operations by friendly forces. Commanders, therefore, must have an intimate knowledge of their superiors' tactical plans and the current situation of adjacent or other potentially affected formations and units.

13.     Guidance for the use of SMs shall be issued at the highest level at which plans may be affected by their use. This is generally the corps level. Based on corps guidelines, divisional commanders must determine which of their subordinates shall be authorized to employ SMs. Such authorization is normally delegated to those commanders already authorized to emplace mines in their areas of responsibility. Authority to emplace a minefield with a life exceeding 24 hours shall not normally delegated below division.

14.     A commander authorized to emplace all types of minefields is known as an **authorized commander** and is responsible for the planning and execution of scatterable minefield strategy. The authorized commander co-ordinates and obtains siting concurrence with friendly countermove forces, and may impose time and location limitations to ensure that the use of SMs does not interfere with the conduct of planned operations.

15.     The engineer commander is responsible for advising the authorized commander and for producing the minefield record.

16.     Commanders of the delivery means should be included in the planning phase. They lay the minefields on orders from the authorized commander and are responsible for reporting completion of the delivery task.

**EMPLOYMENT AND CONTROL RESPONSIBILITIES**

17.     The flexibility of SMs make them a powerful battlefield tool but raises the potential for catastrophe if co-ordination between operations staffs and engineers is not maintained. Specific responsibilities pertaining to the use of SMs are detailed below:

    a.  the division or brigade G3 staff has overall co-ordination responsibility for the employment of SMs. The staff resolves conflicts and sets priorities to ensure adherence to the commander's plan;

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b. the CDE at division level or the engineer unit commanding officer at brigade level advises the commander on the employment of SMs. The engineer adviser recommends siting composition, laid life and delivery means in consultation with artillery, air and aviation advisers;

c. locations of minefields, as part of the barrier plan (which includes SMs), are jointly co-ordinated by manoeuvre commanders and their engineer advisers at all levels. Engineer staffs at each level then prepare inputs for the barrier plan. This plan is passed to G3 staffs for final approval by the commander;

d. engineer, artillery, air or aviation units lay the minefields;

e. the engineer group liaison officer at the formation headquarters maintains information on all scatterable minefields and ensures that division staff has accurate and current information. The staff also completes and updates applicable minefield records for the emplacing element; and

f. the division G3 staff promulgates information on SMs as appropriate.

18. **Scatterable Minefield Marking**. The following guidelines apply:

a. SMs laid in enemy areas, in the path of the enemy, or in contested areas are not marked;

b. SMs laid in friendly areas are marked where possible in the same way as placed minefields; and

c. SMs laid within existing marked minefields need no additional marking.

**WARNING, REPORTING AND RECORDING**

19. Because of the rapid decision and implementation cycle for executing scatterable minefields, the need to warn troops, report delivery and record the minefield is of the utmost importance. Staffs at all levels must be diligent in this matter. Reporting during offensive operations is critical.

20. **Report Formats**. When scatterable minefields are laid, or are about to be laid, they shall be reported using the Scatterable Minefield Report format. This

report also serves as a scatterable mine record (SCATMINREC).  The format is presented and explained in Annex C of this chapter.

21.      **Report Responsibilities**.  The following staff organizations are responsible for producing SM reports as per the format:

   a.   G3 - SCATMINWARN;

   b.   mine laying organization or unit - SCATMINREP; and

   c.   engineer staff at higher headquarters - SCATMINREC.

22.      SM map traces showing relevant information on the type and laid life of the minefields should be disseminated in accordance with formation SOPs.

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**NOTES FOR THE PREPARATION OF A DND 913 DEMOLITION ORDER**

1.      **General**.  This order is normally prepared by the formation G3 staff with advice from the formation engineer commander or the engineer liaison officer. Once completed, this order constitutes a direct order from the authorized commander to the commander of the demolition guard.  It is normal for the G3 staff to contact the unit tasked in orders to provide the demolition guard and determine the name and sub-unit of the demolition guard commander.  Additional copies of the demolition order should be considered for issue to the parent units of the demolition guard and the firing party.

2.      **Specific Details**.

   a. **Serial**.  This is a sequential folio number assigned by the G3 in accordance with formation SOPs for the control and dispatch of orders;

   b. **From**.  The full appointment of the authorized commander;

   c. **Para 1.a**.  A short, crisp description that conveys a mental picture of the demolition target;

   d. **Para 1.b**.  Includes a map sheet series number, alphabetic universal transverse Mercator (UTM) grid indicator, and six-figure grid reference;

   e. **Para 1.c**.  The demolition NICKNAME and/or the target serial number (Engr) are entered here.  They should be exactly the same as those given in the formation orders and the barrier plan;

   f. **Para 2.a**.  Include the full designation of the unit tasked with providing the Demolition Guard Commander.  The sub-unit and/or the name of the sub-unit commander may be included if known;

   g. **Para 2.b**.  Include the full designation of the engineer unit tasked with providing the firing party.  The engineer commander normally provides this;

   h. **Para 3.a**.  This is written in the date-time group format.  Care must be taken to ensure that the time zone indicated is exactly as specified in the initial formation order.  Ensure that the non-applicable state of readiness is struck out;

i. **Para 8 - CODE**.  Internationally the code could be a word, a number, or a serial of letters.  Canadian procedure is to use CODEWORDS which can be obtained from the formation nickname and code word custodian, usually the G2 or G3; and

j. **Para 9**.  The order is normally signed by the authorized commander personally.  In unusual circumstances, it could be authenticated by the formation COS; however, this situation should be avoided.

## AIDE-MÉMOIRE FOR LIAISON OFFICERS

**PREPARATION**

1. **Operations**:

    a. consult current maps;

    b. familiarize yourself with tactical solutions;

    c. stay informed of current operations;

    d. be aware of future plans;

    e. be familiar with all applicable locations;

    f. know what information is required by both gaining and parent headquarters;

    g. visit operations and message centres for outgoing material or information prior to departure;

    h. become as familiar as possible with host formation order of battle (ORBAT), doctrine, recent actions and key personalities; and

    i. know appropriate passwords, security arrangements, etc.

2. **Communications**:

    a. draw required days' worth of communications-electronics operating instructions (CEOI);

    b. draw ADP remote-entry device if available;

    c. obtain necessary radios, spare parts, batteries, antennas, etc.;

    d. confirm emission control state in effect; and

     e.   discuss alternate communications arrangements with support signals staff.

3.    **Administration**:

     a.   arrange draw and mechanical check of vehicle;

     b.   obtain emergency rations;

     c.   brief driver and other liaison team members; and

     d.   have the driver and/or radio operator draw and inspect required kit, weapons, etc.

## IN LOCATION

4.    **Operations**:

     a.   contact gaining formation or unit operations staff;

     b.   pass on and seek appropriate information;

     c.   carry out instructions as briefed; and

     d.   continue to monitor situation, reporting information back as necessary.

5.    **Communications**:

     a.   confirm emission control measures or state in effect at gaining headquarters;

     b.   re-establish communications on primary and alternate means; and

     c.   supervise communications activity.

6.    **Administration**:

     a.   confirm gaining headquarters routine, meals, shift changes, briefing times, etc.;

b.   ensure knowledge of gaining headquarters camouflage, light, weapons policies, local defence SOPs, etc.; and

c.   establish routine within liaison detachment.

**UPON RETURN**

7.   **Operations**:

a.   return with the same type of information as per preparatory stage; and

b.   brief G3, G4, COS, and commander as applicable, including views of headquarters staff and intentions and perceptions of the commander of the host unit.

8.   **Communications**:

a.   update all information obtained during preparatory stage; and

b.   resolve any communications problems noted.

9.   **Administration**:

a.   carry out maintenance; and

b.   resolve any administrative problems noted.

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**SCATTERABLE MINEFIELD REPORT, RECORD AND WARNING FORMAT**

SCATMINREP ( )
SCATMINREC ( )      Indicate type of report
SCATMINWARN ( )

Line Information/Data Required

A. APPROVING AUTHORITY

B.   TARGET/OBSTACLE NUMBER

If the minefield is part of a barrier plan, enter the name of the engineer unit and the engineer obstacle number.

If the minefield is not part of the barrier plan or does not have an artillery target number, then leave blank or enter non-applicable.

C. EMPLACING SYSTEM TYPE

Enter the type of system that laid the minefield.

D. TYPES AND NUMBERS OF MINES

Enter **AP** for anti-personnel mines, **AT** for anti-tank mines, and **AT/AP** for a mix of both.  Enter the number and density of each type.

E.   SELF-DESTRUCT/SELF-STERILIZE/SELF-NEUTRALIZE

Enter the time period in which the minefield will self-destruct, self-sterilize or self-neutralize.

F.   AIM POINT/CORNER POINTS OF MINEFIELD

If the system used to emplace the minefield employs a single aim point to deliver the mines, enter that aim point. If the system requires

more than one aim point, enter the left and right aim points.  If the system has distinct corner points, enter those corner points.

The delivery unit uses this information to determine the necessary centre line and the aim points.  When multiple aim points are required, that data is provided in SCATMINWARN, SCATMINREC or otherwise and is originated by the delivery unit.

G.    SIZE SAFETY ZONE FROM AIM POINT/CORNER POINTS

If an aim point is given in Line F, enter size of  safety zone from that aim point.  If corner points are given in Line F, enter size of safety zone from these corner points.

H. UNIT EMPLACING MINE REPORT NO.

Reports should be numbered consecutively by each unit.  Enter the emplacing unit and their report number.

I.    PERSON COMPLETING REPORT

Enter rank and name of individual who completes the report.

J.    DATE-TIME GROUP OF REPORT

Enter the date-time group (DTG) based on information provided by the delivery unit for SCATMINWARN.

K.    REMARKS

Enter any other items that may be considered important by the reporting unit or that are required by the authorized commander.

**CHAPTER 5**

**AUTOMATION SUPPORT TO STAFF DUTIES**

**SECTION 1**

**INTRODUCTION TO ACIS**

(To be published)

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## CHAPTER 6

## MILITARY WRITING

## SECTION 1

## INTRODUCTION

**GENERAL**

1.       Commanders depend upon the staff to transmit their intentions and plans to subordinates in the most effective manner possible.  Since this is often done in writing, it is clear that staff officers must be able to write well.

2.       This chapter outlines the major and most relevant characteristics, conventions and formats used in operational military writing.  It is consistent with A-AD-121-C01/FP-000, Staff and Writing Procedures for Department of National Defence and the Canadian Forces, and amplifies those areas of military writing dealing specifically with army operation and administrative orders and plans.

**CHARACTERISTICS**

3.       Military writing must be:

    a.  **Clear**.  Each word, phrase, sentence and paragraph must have a clear and unambiguous meaning.  The sense of the text must be easily understood at first reading;

    b.  **Accurate**.  Facts and figures must be correct;

    c.  **Concise**.  Ideas must be expressed as concisely as possible, consistent with the requirement for clarity, completeness and accuracy;

    d.  **Relevant**.   Only ideas germane to the topic should be included. Digressions and extraneous ideas impede the examination of the actual subject; and

    e.  **Logical**.  Ideas must be developed in an orderly sequence so that each deduction or conclusion is preceded by the facts or premises upon which it is based.

**OFFICIAL LANGUAGES**

4.        The language used in correspondence is determined by the language designation of a unit or formation.  Replies from units and formations should be sent to other units and formations of equal status in the recipient's language of work.  All correspondence from a superior headquarters shall be in the language of work of the receiving unit or formation.

## SECTION 2

## CONVENTIONS

**WORD USE**

1.      **Spelling**.   English spelling is in accordance with the Concise Oxford Dictionary and French spelling is in accordance with Le Petit Robert.  Where two spellings are given, the first is used.

2.      **Hyphenation**.  The hyphen is an aid to understanding and should be used when it is necessary for clarity.  Specifically, it is used:

   a.  to indicate that two or more words are read together as a single word with its own meaning, e.g., off-the-shelf item;

   b.  in compound nouns, e.g., counter-attack; and

   c.  in compound modifiers, e.g., close-in protection, tank-heavy formation.

3.      **First Letter Capitalization**.  Capital letters are used for the first letter of:

   a.  a proper noun;

   b.  the opening word of a sentence; and

   c.  each word of the title of a specific formation, unit, or appointment, e.g., Brigadier General Q.R. Smith, Commander 12 Canadian Mechanized Brigade.

4.      **Full Capitalization**.  Capital letters are used for every letter of:

   a.  code words;

   b.  nicknames;

   c.  messages;

   d.  lettergrams;

e. security classifications and annotations to classification or designation, e.g., "(<u>UNPROTECTED LESS ATTACHMENTS</u>)", "(<u>CONFIDENTIAL AFTER 3 APRIL 1996</u>)";

f. additional restrictions to security classifications such as "(<u>CANADIAN EYES ONLY</u>)";

g. message precedence;

h. acronyms;

i. names and classes of ships;

j. the designation of annexes and appendices;

k. centre, subject, and group headings;

l. the term **URGENT** when used to speed up the staffing of correspondence; and

m. in accordance with everyday practice, such common abbreviations as **NATO** and **UN**.

5. **Orders and Plans Capitalization**. In operation and administrative orders and in plans and their attachments, every letter is capitalized for:

a. paragraph headings, i.e., 1. SITUATION;

b. place names;

c. cardinal points of the compass, i.e., NORTH, SOUTH, EAST and WEST;

d. directions LEFT, RIGHT and CENTRE; and

e. the names of rivers, mountain ranges and other prominent features on a map.

6. **Abbreviations**. Abbreviations help save time. Abbreviations authorized for CF use are detailed in A-AD-121-F01/JX-000 Canadian Forces Manual of Abbreviations.

**MARKING OF OPERATIONAL CLASSIFIED DOCUMENTS**

7.        **Classification**.  The drafter of an operational document is responsible for determining whether or not it contains information requiring a security classification. When protection is required, the document is marked with the appropriate security classification, that is, <u>CONFIDENTIAL</u>, <u>SECRET</u>, <u>TOP SECRET</u> or <u>UNCLASSIFIED</u>; or, when a document is addressed to a NATO agency,<u>NATO RESTRICTED</u>, <u>NATO CONFIDENTIAL</u>, <u>NATO SECRET</u> or <u>COSMIC TOP SECRET</u>.

8.        **Warnings**.  Where necessary, additional restrictions such as<u>CANADIAN EYES ONLY</u> or <u>CANADIAN-UK EYES ONLY</u> may be added in brackets to the security classification, e.g.,

<u>SECRET (CANADIAN EYES ONLY)</u>

9.        **Marking Pages and Documents**.  Each page of a document containing classified information shall be conspicuously marked, top left margined and bottom margined, with the appropriate security classification.  The first page shall bear the grading of the highest classification of the information in the document. Succeeding pages are marked with the grading of the most sensitive information on that page.   Pages that do not contain sensitive information are graded <u>UNCLASSIFIED</u>.  Marked maps, overlays and other documents that are folded are also marked with a security classification left margined top and bottom.

10.        **Marking Subject Headings and Paragraphs**.  The subject heading and each paragraph of a classified document shall be classified if the document is to be retained and used over a period of time.  This procedure is unnecessary in fast-paced tactical operations when events quickly outdate documents such as operation orders.    When this procedure is adopted, the subject and each paragraph shall be graded as either <u>UNCLASSIFIED</u> or classified at a level appropriate to the information contained.  This designation is indicated by use of the letters (U), (C), (S), and (TS); or, in documents for use in NATO, the letters (NU), (NR), (NC), (NS), or (CTS) (<u>COSMIC TOP SECRET</u>).  The abbreviated indicator is placed after the text of the subject heading, e.g.,

DEEP FORDING OF LEOPARDS (U)

and after the number at the beginning of the paragraph, e.g.,

10.(NS)    Text ....

11.    **Subparagraphs**.  The classification of subparagraphs may be designated at the discretion of the writer.

12.    **Covering Documents**.  Covering letters, memos and receipts are classified at the level of the most highly classified information covered.  When it is possible to do so, the classification includes instructions for downgrading or declassification of the document when separated from the sensitive enclosure or attachment, e.g.,

SECRET (UNCLASSIFIED WITHOUT ENCLOSURE)

Where a document bears a cover, the front and back outside surfaces shall be marked conspicuously with the highest classification therein.

13.    **Automatic Downgrading and Declassification**.    Whenever practical, drafters of classified documents should include directions for automatic downgrading or declassification.  Downgrading instructions appear at the top and bottom of the first page.  Downgrading or declassification can be related to either an event or a date, e.g.,

SECRET (CONFIDENTIAL AFTER ENDEX)

SECRET (UNCLASSIFIED AFTER 0800 HOURS 3 APRIL 1996)

CONFIDENTIAL (UNCLASSIFIED AFTER 3 APRIL 1996)

14.    **Exercise Security Classification**.  Documents relating to an exercise where simulation of real operations is intended  may be classified by the author in the normal fashion and, if applicable, declassified after ENDEX.  Alternatively, where documents are reused, as happens in training establishments, a locally adopted format may be used where the real classification is placed centred top and bottom and a dotted line separates the exercise material.  See Figure 6-2-1.

**USE OF NUMBERS**

15.    Numbers are normally expressed using figures, e.g., 15 Mar 96 and VP174329.  However, written words are used instead when:

a.   numbers from zero to nine are used in the text of a document;

b.   numbers appear at the beginning of a sentence;

c.   two related numbers appear together, in which case both are expressed in words, e.g., nine or ten ammunition vehicles will be needed;

d.   one numerical expression directly follows another, e.g., sixteen 14mm bolts;

e.   fractions stand alone or modify words that are not units of measurement, e.g., one quarter of the contents and one-quarter full; and

f.   monetary amounts of less than one dollar are represented, e.g., twenty-five cents.

CONFIDENTIAL (UNCLASSIFIED AFTER 3 APRIL 1996)

Annex A
4500 (COS)
15 Mar 96

---------------------------------------------------------------------------------------------------------------
EX SECRET


EXERCISE LIGHTNING BOLT

GENERAL IDEA

1.        ...............................................................................................

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2.        ...............................................................................................

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3.        ...............................................................................................

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EX SECRET
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A-1/1

CONFIDENTIAL (UNCLASSIFIED AFTER 3 APRIL 1996)


Figure 6-2-1  Exercise Security Classification

**PAGE NUMBERING**

16.      **Documentation**.  All pages shall be numbered in sequence with Arabic numerals in the style of 1/15.  The number preceding the oblique indicates the page; the number following the oblique indicates the total page count in the document.  The number shall appear at the bottom left of each page, 25mm (1 inch) from the bottom, or two spaces above the classification or designation.  The numbering of a single-page document is at the originator's discretion.

17.      **Annexes**.  Annex pages are numbered with a combination of the annex letter and the page number at the bottom left margin on each page, 25mm (1 inch) from the bottom, or two spaces above the classification or designation.  Example:

   a.   A-1/2 (first page of Annex A, a two-page attachment); and

   b.   B-2/4 (second page of Annex B, a four-page attachment).

18.      The page numbering of a single-page document is left at the originator's discretion.

19.      **Appendices**.  Appendix pages are numbered with a combination of the annex letter, the appendix number and the page number at the bottom left margin on each page, 25mm (1 inch) from the bottom, or two spaces above the classification or designation.  Example:

   a.   A2-1/4 (first page of Appendix 2, a four-page attachment to Annex A); and

   b.   B4-3/3 (third page of Appendix 4, a three-page attachment to Annex B).

20.      The page numbering of a single-page appendix is left at the originator's discretion.

**ADDRESSING CORRESPONDENCE**

21.      Official correspondence is normally addressed to an individual by appointment, not by name.  If correspondence is intended for only one individual or agency, it is directed to the receiving unit or formation using an address in the heading of the document.  Correspondence to more than one agency is addressed

using a distribution list.  A distribution list may include both action and information addresses, each of which may include internal and external agencies.

22.      Correspondence to a formation is addressed to either the commander or the headquarters.  If it is addressed to the headquarters, it is normally directed to a particular staff appointment by the use of an attention line, e.g.,

Attention: G3 Ops

23.      Correspondence to a unit is addressed to the commanding officer.

**URGENT MARKING**

24.      Correspondence that requires immediate attention may be marked URGENT above the address.

**COPY NUMBERING**

25.      Copy numbering permits the control of documents containing classified information.  TOP SECRET documents shall be copy numbered; less highly classified documents may be copy numbered.  Copy numbers shall be shown as Copy No....of.... in the upper right hand corner of Page 1 of the document. Distribution to the various addressees shall be recorded by copy numbers, either in the text of the covering correspondence or in the distribution list.

**DATES, TIMES AND TIME ZONES**

26.      **Dates**.  Dates are written in the order of day-month-year, e.g., 15 March 1996.  Abbreviated dates are used in memoranda, messages and orders.  When abbreviated, the first three letters of the month and the last two digits of the year are used; the first letter of the month is capitalized, e.g., Mar 96. A zero is not used to precede the digits 1 to 9 in dates except in the date-time group of messages, e.g., 151630Z MAR 96.  In operational correspondence, the year is not repeated once established in the date-time group, unless the operation is to be conducted in a different year than that shown in the date-time group of the document heading.

27.      **Night**.  A night is described by both dates over which it extends, e.g., night 15/16 Mar 96 or night 31 Mar/1 Apr 96.

28.     **Time**.  Time is expressed in four figures using the 24-hour clock, followed by the word **hours**, i.e., 0230 hours or 1955 hrs.  The first moment of the day shall be expressed as 0000 hours and the last moment as 2400 hours.

29.     **Date-Time Groups**.  Date-time groups are used in messages and in the headings of orders, instructions and plans.  They always consist of six numbers followed by a suffix.  The first two numbers represent the day of the month.  Single-digit days are preceded by a zero.  The next four numbers are the time expressed on the 24-hour clock, e.g.,**2200 hrs on 05 Mar** is expressed as**052200 hrs**.  The suffix following the six numbers in a date-time group can be any one of the following:

   a.   the abbreviated word for hours, i.e., 011229 hrs;

   b.   the time zone expressed as a capital letter, i.e., 152359Z;

   c.   the abbreviated month or month and year, i.e., 071943 Mar or 071943 Mar 96; or

   d.   a combination of time zone letter and abbreviated month, or time zone, abbreviated month and year, i.e., 291427Z Jul or 291427Z Jul 96.

30.     **Time Zones**.  Variations of local mean time from Greenwich Mean Time (GMT) shall be indicated by a letter suffixed to the date-time group.  GMT is indicated by the suffix Z.  The chart at Figure 6-2-2 contains all time zone suffixes and their relationship to GMT.  When the local time is a one-half hour increment ahead of or behind GMT, a two-letter suffix is used, e.g., using the chart, 1500 hours at a location where local mean time is 3-1/2 hours behind GMT would be indicated by 1500 PQ.  When a time zone suffix is not stated, it is assumed that local time is used.

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| PART 1 | | | | PART 2 | | |
|---|---|---|---|---|---|---|
| Number of Hours | | | | Number of Hours | | |
| Serial | Local Mean Time is Ahead of GMT | Zone Suffix | | Serial | Local Mean Time is Behind GMT | Zone Suffix |
| (a) | (b) | (c) | | (a) | (b) | (c) |
| 1 | 1 | A | | 1 | 1 | N |
| 2 | 2 | B | | 2 | 2 | O |
| 3 | 3 | C | | 3 | 3 | P |
| 4 | 4 | D | | 4 | 4 | Q |
| 5 | 5 | E | | 5 | 5 | R |
| 6 | 6 | F | | 6 | 6 | S |
| 7 | 7 | G | | 7 | 7 | T |
| 8 | 8 | H | | 8 | 8 | U |
| 9 | 9 | I | | 9 | 9 | V |
| 10 | 10 | K | | 10 | 10 | W |
| 11 | 11 | L | | 11 | 11 | X |
| 12 | 12 | M | | 12 | 12 | Y |

Figure 6-2-2  Time Zone Suffixes

**NOTES**

31.    Notes may be used to amplify points in text, tables or figures. Attention is drawn to the relevant note by inserting an Arabic numeral in parenthesis in the text or diagram at the appropriate location.  The amplifying information is provided either at the foot of the page or at the close of the

E.R. Spinnt
Major
for Commander

c.  when an officer signs for a commander or commanding officer, it is frequently desirable advise the reader of the appointment of the officer signing the document, e.g.,

E.R. Spinnt
Major
G2 Estimates
for Commander

d.  signature blocks may be abbreviated in accordance with CF policy on the use of abbreviations, e.g.,

| T.D. Snow | E.R. Spinnt | E.R. Spinnt |
|-----------|-------------|-------------|
| MGen      | Maj         | Maj         |
| Comd      | for Comd    | G2 Est      |
|           |             | for Comd    |

e.  Orders should be closed by the signature of a commander or the COS at division and corps levels, or G3 at brigade level. It is permissible for the ACOS or the G4 at brigade level to sign administrative and movement orders over the commander's signature block, as long as it has been co-ordinated with the COS or G3. When these officers are not available to approve an order, it may be authenticated by a staff officer's signature and signature block; however, the commander or the commander's specifically authorized representative must sign the original copy (No. 1) as soon as possible.  If the original is signed and reproduced for distribution, the authentication block is not used.  The authentication signature block appears as follows:

Ack Instrs:

T.D. Snow
MGen
Comd

Authentication:


V. Ramsbottom
Maj
G3 Plans

**SUPPLEMENTARY DOCUMENTS**

34.     **Attachments**.  The term **attachment** refers to annexes and appendices. The conventions governing annexes and appendices are as follows:

   a.  **Annexes**.   An annex is an addition to a document or piece of correspondence; it contains details which amplify or explain any part of that document or correspondence.  An annex is always referred to in the body of the parent document.  Annexes are subject to the following conventions of form:

      (1)  left margin headings are capitalized and underlined;

      (2)  annexes are designated by a capital letter beginning with A and a reference to the parent document.  In all correspondence, plans and orders, this information is placed in the top left corner of each page, and is written all in capital letters, e.g.,

Annex B
2810-1 (1 CDN Div)
15 Mar 96

      (3)  in plans and orders, parent documents are designated and identified in their annexes by an underlined, left-margined heading in capitals. See page 9D1-2 for an example; and

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      (4)   annexes are copy numbered if their parent document is copy numbered. The distribution of annexes may be different from that of the parent document; and

   b.  **Appendices**. An appendix is an addition to an annex; it contains detail which amplifies or explains any part of that annex. An appendix is referred to in the body of the annex it supports. The following conventions apply to appendices:

      (1)   left margined headings are capitalized and underlined;

      (2)   appendices are designated by an Arabic number beginning with 1 and a reference to the parent annex and parent document. In all correspondence, plans and orders, this information is placed in the top left corner of each page, e.g.,

Appendix 1
Annex B
2810-1 (1 CDN Div)
15 Mar 96

      (3)   in plans and orders, appendices are designated in the same manner as annexes on the first page with an underlined, left-margined heading in capitals.

35.    **Method of Indicating Annexes, Appendices**. The heading "Annex(es):" appears at the bottom left corner of the last page; it immediately follows the signature blocks and precedes the distribution lists of the main document or piece of correspondence to which the annexes and appendices belong. This heading is followed by a list of annexes and appendices showing their letter and numeral designations and titles. Appendices are listed immediately after the annex to which they refer, e.g.,

Annexes:

Annex A  Locations and Boundaries

Appendix 1  Minefields

Annex B  INTSUM

36.     **References**.  When referring to another document.  The identification shall include the file number, file suffix and date.  Regulations shall be identified by number, e.g., QR&O 1.02.  The term "Reference(s)" or "Ref(s)" will be used to introduce the list of referenced document(s), and each document listed is identified by an uppercase letter e.g., "A".  Any reference not available to all addressees shall be suffixed "(NOTAL)" - (not to all).  References included with the document shall be suffixed "(enclosed)" or "(encl)", e.g.,

Refs:  A.  11 CMB 5200-1 (G1) 15 Mar 96 (NOTAL)
B.  QR&O 202.8 (encl)

**DESCRIPTION OF LOCATIONS, DIRECTIONS, AREAS AND BOUNDARIES**

37.     **Identification of Maps**.  Documents that state locations with reference to a map shall clearly identify the specific map used.  Map identification is shown at the top of the document as follows:

   a.  map series number (and country or geographic area, if required);

   b.  sheet number (and name, if required);

   c.  edition; and

   d.  scale (if required).

38.     **Example**.  Paragraph 37 information can be shown as follows:

          Map series numbers          1501 EUROPE
          Sheet                        NM 32-1 ESSEN
          Edition                      3-DMG
          Scale                        1:250,000

or as it would appear in the references of a document, e.g.,

Ref: A. 1501 EUROPE, Sheet NM 32-1 (ESSEN), Edition 3-DMG, 1:250,000

39.     **Place Names**.  Names of places are spelled exactly as they appear on the map used.  In operation and administrative orders, plans, annexes and enclosures, the place name is written in capital letters.  In other correspondence, normal capitalization is used.  The first time at least that a place name is used in an order or plan, the location of the place shall be indicated; the name is followed by two capital letters to indicate its 100-km square and a four-figure reference to its grid square, e.g., YEROLAKKOS DF 1535.  If there are two places of the same name in the grid square, a six-figure grid co-ordinate shall be used to identify them. Latitude and longitude should be used if the map does not have the military grid system of eastings and northings.  The name of a river shall be preceded by the word **River**, e.g., River ALTMUHL.

40.     **Designation of Locations and Points on the Ground**.  Locations and points on the ground may be described by:

   a.  military grid reference co-ordinates;

   b.  longitude and latitude, if the maps available do not have the military grid system; or

   c.  their distance and direction from a reference point, e.g., Crossroads 1,000 metres SW of the church tower in NAPIERVILLE NV 6235.

41.     In written orders and reports, grid co-ordinates or geographic co-ordinates shall always be given the first time a location is referred to.  Thereafter, co-ordinates should be given only when repetition is necessary for clarity or convenience.

42.     **Roads, Tracks and Railways**.  These shall be described by the names of places located along them.  Enough places shall be named to ensure that the correct feature is identified.  The words **road**, **track** or **railway** shall precede the place names, e.g., road LAPRAIRIE-DELSON.

43.     **Routes**.  Routes are described in the same way as are tracks, roads and railroads, i.e., by a series of place names along the route.  Where movement is not involved, the sequence of place names is indicated either:

a.   from LEFT to RIGHT (when viewed facing the direction of enemy); or

b.   REAR to FRONT (when viewed facing the general direction of enemy).

44.   If movement is involved, places are named in the same sequence as the movement.  Points of the compass may be added if required, e.g., The route is NW along the road LAPRAIRIE-DELSON; and, if a route has already been allocated a nickname (e.g., LAME DOG), the route may be referred to using only that designator.

45.   **Directions**.  A direction may be indicated in one of four ways by using:

a.   a point of the compass, e.g., NORTH, NE;

b.   two locations or places, e.g., direction ECKENTAL PV 6690-PEGNITZ PA 6851;

c.   a magnetic, grid or true bearing in either degrees or mils; the type of bearing and the unit of measure must be stated, e.g., a magnetic bearing of 85 degrees; or

d.   UP or DOWN in the definitions of directions reflecting common labelling of main supply routes (MSRs), where UP refers to a direction toward the FEBA and DOWN refers to a direction away from the FEBA.

46.   **Boundaries**.  Boundaries between units or formations are designated by military grid, geographic co-ordinates or named terrain features, e.g., a river.  The locations or features selected should be easy to identify on the ground. Boundaries are described:

a.   from REAR to FRONT during an advance to contact, attack, or pursuit;

b.   from FRONT to REAR in a withdrawal, delay or defence; or

c.   from LEFT to RIGHT, facing the enemy when the boundary is parallel to the front.

47.   The designation of a boundary shall state specifically which of the adjacent units or formations has responsibility and authority for the place, feature or location referred to in the description.  This is done by stating that each location

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is either inclusive or exclusive to one or other of the adjoining forces. This indication is made before the designation of place or location, e.g., exclusive road LAPRAIRIE-DELSON.

48.     The following is an example of the application of these conventions. 11 Brigade and 12 Brigade are advancing together. Because the manoeuvre is an advance, the inter-brigade boundary is described from REAR to FRONT. The most concise way of listing the various locations to establish the boundary is to link them with one of the units or formations concerned. Thus, the boundary between these two brigades could be described by linking it to 11 Brigade, i.e., 11 Brigade, your boundary is exclusive LAPRAIRIE LB 6134, exclusive crossroads LB 621352, inclusive wood LB 624366, and exclusive road LAPRAIRIE-DELSON LB 6238.

49.     **River Banks**.  River banks are identified:

   a.  as NEAR or FAR in crossing operations; or

   b.  as cardinal points of the compass if there is a possibility of confusion; or

   c.  as RIGHT or LEFT from the point of view of an observer facing downstream (not authorized for Canadian use; however, this method of identification may be used by some allied forces).

50.     **Areas**.  Areas are normally described by naming the northernmost location first, i.e., at the 12 o'clock position, and giving additional locations in a clockwise order.

51.     **Positions**.  Both friendly and enemy positions are described from LEFT to RIGHT and FRONT TO REAR as one faces the enemy.  To avoid confusion, cardinal points of the compass should be used to describe flanks, rather than RIGHT or LEFT.

52.     **Security of Information on Location**.  Information on the location of headquarters, units, installations, facilities or dumps shall be safeguarded from the enemy.  Such information shall not be included in the address on documents unless:

   a.  it is essential to delivery; and

   b.  the method of transmission provides appropriate security.

**DESIGNATION OF FORMATIONS AND UNITS**

53.      The designation of formations, units and attachments or detachments is as follows:

   a. **Abbreviations**.  Names are normally abbreviated, e.g., RCR rather than The Royal Canadian Regiment, and QOR of C rather than the Queen's Own Rifles of Canada;

   b. **Use of Numbers**.  The following conventions apply when a numeric indicator is essential to the identification of a specific unit or formation:

      (1) **At Corps Level**.  At corps level the numeric designator is written in upper case Roman numerals, e.g., II Corps (Second Corps) and VII Corps (Seventh Corps); and

      (2) **Other Levels**.  At all echelons above and below corps level, the designation is written as an Arabic numeral, e.g., 1 RCR, 11 CMB, 5 Div and 1 Army; and

      (3) **Quantity**.  When indication of the quantity of formations, units or sub-units is necessary, the number is written in words, e.g., two infantry battalions, three field squadrons.

54.      **Attachments and Detachments**.  When a formation or unit has a unit or sub-unit temporarily assigned away from it, it is described as being less the detached element, e.g., 3 Fd Sqn less one troop, 1 RCR less two companies, 11 CMB less one battalion.  The detached element is described with reference to its parent formation or unit, e.g., one troop 3 Fd Sqn, two companies 1 RCR, one battalion 11 CMB.  After reinforcement, the gaining formation or unit is referred to as plus the additional element, e.g., RCD plus two companies 1 RCR, 12 CMB plus one battalion 11 CMB.  A unit with unspecified elements detached or attached is referred to by use of the words minus, or plus, e.g., B Sqn minus or 1 PPCLI plus.

**NATO AND ABCA NATIONAL DISTINGUISHING LETTERS**

55.      In combined operations there may be more than one formation with the same numeric designation and name.  Confusion is avoided by the use of national

distinguishing letters. The following national distinguishing letters are used in NATO and ABCA:

| | | | |
|---|---|---|---|
| Australia | AS | Italy | IT |
| Belgium | BE | Luxembourg | LU |
| Canada | CA | Netherlands | NL |
| Denmark | DA | New Zealand | NZ |
| France | FR | Norway | NO |
| Germany | GE | Portugal | PO |
| Spain | SP | Turkey | TU |
| Greece | GR | United Kingdom | UK |
| Iceland | IC | United States | US |

56.     When used to identify a formation, national distinguishing letters are placed in parentheses immediately following the numeric designation, e.g., 1 (NO) Div (First Norwegian Division), 12 (GE) Div (Twelfth German Division), VII (US) Corps (Seventh US Corps).

57.     National distinguishing letters are used only when necessary to avoid confusion. They are not normally used when referring to formations or units below division level and should not be necessary in identifying Canadian army units that have the word Canadian in their official designation.

## DESIGNATION OF DAYS AND HOURS

58.     **General**. Normally it is advantageous to control operations by designating a commencement day (D day) and/or hour (H our). This provides a reference point from which other timings of the operation can be organized, e.g.,

EX BRAVE ARCHER - D day, OP CRUSADER - H hour.

Days, hours or minutes before or after the designated time are expressed as plus or minus the reference day or hour. The words **hour(s)** or **minute(s)** must be used in conjunction with H designations. Examples are:

D+2, D-3, H-1 hour, H-30 minutes.

59.     **Specific Designations**.

a.  **C Day**.  The day on which the deployment for an operation commences or is due to commence;

b.  **D Day**.  The day on which an operation commences;

c.  **E Day**.  The day on which a NATO exercise commences;

d.  **G Day/Hour**.  The day on and/or time at which an order (normally national) is given to deploy a unit or formation;

e.  **M Day**.  The day on which mobilization commences or is due to commence;

f.  **T Day**.  The day and time of Transfert of Authority;

g.  **F Hour**.  The time designated for the start of cross-FLOT aviation operations;

h.  **H Hour**:

(1)  the specific time at which an operation or exercise commences or is due to commence.  It is also the time at which the line of departure is crossed by the leading elements in an attack; and

(2)  in amphibious operations, the time at which the first water-borne wave of an amphibious assault touches down;

i.  **L Hour**.  In amphibious and airmobile operations, the time at which the first helicopter of the helicopter-borne assault wave touches down in the landing zone;

j.  **P Hour**.  In airborne operations, the time at which the lead parachute element is to arrive over the parachute impact point to begin assault operations; and

k.  **Y Hour**.  In airmobile operations, the time at which the first helicopter in the first wave departs the pick-up-point (PUP).

60.  **Reservations**.  Further to the above, the following letters shall not be used:

a. K, this letter has a special meaning in NATO;

b. I, O and Z, as these letters may cause confusion; and

c. J (in English) and D (in French) to avoid confusion in document translation.

61.     **Free Letters**.  The letters A, B, N, Q, R U, V, W, and X are available for allocation to operations or exercises.

## CODE WORDS AND NICKNAMES

62.     **General**.  Code words and nicknames may be used to provide either security of information or ease of reference to operations, plans, exercises, projects or geographical locations.

63.     **Selection**.  In the selection of code words and nicknames, care should be taken to avoid words or phrases that might provoke an adverse public reaction.

64.     **Code Words**.

a. **Meaning**.  A code word is a word that has been assigned a classification and a classified meaning to safeguard intentions and information regarding a classified plan or operation;

b. **Use**.  A code word is used in place of an actual name.  It may be applied to a plan, project, operation, trial, exercise or location.  Because in itself the code word is meaningless, it protects the information of fundamental importance inherent in the real name.  At the same time, the less important aspects of the project can become as widely known as is necessary for detailed planning and co-ordination;

c. **Security Classification**.

(1) the meaning of a code word, i.e., the project or subject it conceals, is classified as appropriate in light of its information value to the enemy;

(2) code word itself may be classified at the same or a lower level as its meaning or it may be unclassified.  Classification provides better security for the project or subject, but reduces the usefulness of the

code word. As a result, code words themselves are normally not classified;

    (3)    code word and its meaning may be linked as long as the combination is classified appropriately; and

    (4)    available but unallocated code words are classified <u>CONFIDENTIAL</u>;

d.  **Selection**.

    (1)    a code word shall not suggest or allude to the project or nature of the project it conceals; and

    (2)    families of words, such as names for birds or trees, should not be used for similar or related activities or locations that constitute objectives because the obvious association makes decoding easier; and

e.  **Issue**. Code words are provided by the G2.

65.    **Nicknames**.

a.  **Meaning**. A nickname is a designator consisting of two short, easily pronounced words used as a substitute for the full or proper name of a location, place, event, project, operation, exercise or other activity. Nicknames afford no security; they are used only for convenience and simplicity;

b.  **Use**. Nicknames are used where the local commander or the commander's staff find it convenient to use simple, easily pronounced and easily remembered English or French language names in place of the real names, e.g.,

    AYIOS ERMOLAOS might become MARTINS MOUND;

c.  **Security Classification**. Neither nicknames nor their meanings are classified. They should not be used to identify personalities, units, formations or operations where these might be of intelligence value to the enemy;

d. **Issue**. Nicknames are selected and issued by the unit or formation that requires them. To avoid confusion due to duplication, it may be necessary to use names beginning with an allocated letter. Care must be exercised when allocating set letters as this makes enemy signals intelligence analysis and identification of units that much easier; however, set letters can be used as part of a deception plan if they are interchanged prior to a critical stage of an operation. Control and co-ordination of nicknames is the responsibility of G2; and

e. **Selection and Construction**.

(1) nicknames consist of two words, not a hyphenated word;

(2) words chosen should not be capable of being run together inadvertently to become a single word, e.g., PIG and SKIN - PIGSKIN;

(3) neither of the words selected may be a colour or a code word; and

(4) the words **exercise**, **operation**, **project**, and **route** shall not be used.

## SHORT TITLES AND ACRONYMS

66.     Short titles and acronyms may be used instead of nicknames. They consist of a combination of letters or letters and figures, usually a contraction of the name to which they refer. Typical short titles or acronyms are ABCA and NATO.

## COVER PLANS

67.     A cover plan is a false or deceptive explanation of a classified project, operation, exercise, trial, facility, unit or other subject. It is used when the existence of real activity cannot be concealed and security considerations prevent disclosure of the facts.

## FORMATS FOR CORRESPONDENCE

68.     The use of standard formats for military correspondence save time and trouble. They should be used whenever practical.

69.     Standard formats are available for all commonly used types of correspondence. A comprehensive examination of these is found in

A-AD-121-C01/FP-000 Staff and Writing Procedures for Department of National Defense and the Canadian Forces.

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## CHAPTER 7

## MESSAGE PREPARATION

## SECTION 1

## INTRODUCTION

**GENERAL**

1.        A comprehensive examination of procedures involved in preparing and releasing messages is found in Part 5 of A-AD-121-CO1/FP-000, Staff Writing Procedures for Department of National Defense and the Canadian Forces.  This chapter provides a brief review of key points to be considered when employing message traffic in operational field staff work.

**RESPONSIBILITY**

2.        The originator of a message is the authority, usually a commander or commanding officer, in whose name the message is being transmitted. Originators are responsible for drafting the message and releasing it for transmission.

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## SECTION 2

## TYPES OF MESSAGES

**SINGLE AND MULTIPLE ADDRESSES**

1.      A single-address message is directed to one address.  A multiple-address message is sent to two or more addressees; every recipient knows who the other recipients are.

**EXERCISE**

2.      Messages sent during exercises or relating to them are designated as exercise messages to avoid confusion with real operational and administrative traffic.  The word **EXERCISE**, followed by the name of the exercise, shall appear early in the text, if it has not been used in the subject.  The expression **EXERCISE EXERCISE EXERCISE** shall appear as the last line of the text.

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**SECTION 3**

**ADDRESSING**

**GENERAL**

1.      The address portion of a message shall contain:

   a.   the originator on the FROM line;

   b.   the action address(es) on the ACTION and successive lines; and

   c.   the information address(es) on an INFO and successive lines, when applicable.

2.      Each unit or formation address shall begin on a separate line.

**APPOINTMENT DESIGNATORS**

3.      To facilitate delivery, one or more appointments may follow an address. These are separated from the address by two oblique strokes.  When more than one appointment is used, they are separated from each other by a single oblique stroke and the last appointment is followed by two oblique strokes, e.g.,

      TO  MAIN HQ 1 CDN DIV WAINWRIGHT//G2/G3//

4.      The same procedure can be used to designate the appointment of the officer releasing the message, e.g.,

      FROM  MAIN HQ 1 CDN DIV WAINWRIGHT//PM//

5.      The same address may appear in both the action and information portions of a message when the message is directed to one or more appointments for action and to one or more different appointments for information, e.g.,

FROM  HQ 11 CMB CALGARY//G3//

TO  MAIN HQ 1 CDN DIV WAINWRIGHT//G3 OPS//

INFO  MAIN HQ 1 CDN DIV WAINWRIGHT//G2//

6.        The term ZEN is used to indicate to all recipients that other appointments at the originator's location will receive a copy of the message.  The term ZEN is placed one space after the second set of two oblique strokes after appointment designators, e.g.,

FROM  MAIN HQ 1 CDN DIV WAINWRIGHT//G3//

TO  LFCHQ ST HUBERT//DCOS OPS//

INFO  REAR HQ 1 CDN DIV WAINWRIGHT//G4// ZEN

In this procedure, the agency preparing the message, not the message centre, is responsible for making arrangements for its local delivery.  This procedure shall not be used in lieu of internal distribution.

**ADDRESS-INDICATING GROUP**

7.        An address-indicating group (AIG) is a convenient, short identification of a frequently used standard list of five or more message addresses.  The following points should be noted:

   a.  each AIG is numbered for identification, e.g., AIG 2659;

   b.  formation SOPs state the identification and composition of formation AIGs;

   c.  two or more AIGs may be used together;

   d.  addresses may be added to an AIG as required, e.g.,

TO  AIG 2659

   1 PPCLI CALGARY

   3 RCR WINNIPEG

e.   addresses may be deleted by use of the letters XMT, e.g.,

TO  AIG 2659

XMT 1 CDHSR KINGSTON

**NOTE**:  All addresses appearing after the XMT are exempted.

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**SECTION 4**

**PRECEDENCE**

**GENERAL**

1.      A system of precedence exists to permit messages to be handled in the order of their importance to current or impending operations.  There are four categories of precedence; each category has a maximum handling time objective from acceptance at the message centre to delivery to the recipient.

| Serial | Precedence Category | Delivery Time Objective |
|--------|---------------------|-------------------------|
| (a) | (b) | (c) |
| 1 | ROUTINE | by the start of next working day |
| 2 | PRIORITY | within six hours |
| 3 | IMMEDIATE | within 60 minutes |
| 4 | FLASH | as fast as humanly possible, within 10 minutes |

Figure 7-4-1  Categories of Message Precedence

**MISUSE**

2.      Originators shall guard against the unnecessary use of high precedence. The decision to communicate by message, rather than letter, is in itself an escalation of precedence.

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**SECTION 5**

**REDUCTION OF MESSAGE TRAFFIC VOLUME**

**GENERAL**

1.      During operations or field training, the volume of message traffic may overload facilities so that vital messages are unacceptably delayed.  Message traffic volume may be reduced by imposing control procedures.

2.      Controls are adopted only when they become essential.  The decision to impose controls is made by the commander upon advice from the COS or G3 and the formation signal officer.

3.      The three procedures for controlling message volume are:

   a. **Minimize**.  **Minimize** means that normal message traffic must be drastically reduced by originators.  This is achieved by reduction of the amount of traffic being prepared for electronic transmission;

   b. **Vetting**.  **Vetting** means that, at a selected choke point in the message system, traffic is examined manually by operations staff to remove non-urgent and non-operational traffic from overloaded circuits; and

   c. **Screening**.  **Screening** means that, at a selected choke point, message traffic is examined and reduced by the removal and destruction of duplicate messages, outdated weather reports and messages that have exceeded their cancellation time.

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**SECTION 6**

**DRAFTING**

**MESSAGE FORMAT**

1.      Detailed instructions for the completion of a message format are to be found within A-AD-121-CO1/FP-000, Staff and Writing Procedures for Department of National Defense and the Canadian Forces.

**ORIGINATOR'S NUMBER**

2.      In Canadian staff work, the originator's number and the date-time group are the primary methods of identifying a message.  The originator's number normally consists of two parts:

    a.  a prefix from either the short title of the originator's appointment, e.g., COMD; organization, e.g., 8 CH; or the abbreviation of a function, e.g., LOG; and

    b.  a serial number allotted by the originator.

**MESSAGE HANDLING INSTRUCTIONS**

3.      In certain cases, diplomacy, security, discipline or other considerations may require that a message be seen only by specified individuals or groups.  The special handling instruction is normally stated as:

    a.  **"EXCLUSIVE ..."**. This expression means that the message is to be delivered only to the person named or a person nominated by the person named;

    b.  **"... EYES ONLY"**.  This expression is used to restrict the release of a document or information to personnel of indicated nationalities; or

    c.  **"CRYPTOSECURITY"**.  This term is used in messages containing cryptographic information.

4.　　　In addition to appearing in a message format for the benefit of message centre personnel, the special handling instruction must also appear in the opening of the text for the benefit of the recipient.

## SUBJECT INDICATOR CODES

5.　　　Messages addressed to NATO agencies or to Maritime Command Headquarters, naval units or establishments include a subject indicator code (SIC) for purposes of automated distribution. Instructions on the use of the SIC are contained in A-AD-133-003/AG-000, Canadian Forces Message Subject Indicator Codes.

## REPETITION

6.　　　Words may be repeated to ensure understanding, e.g., GEUNYELI REPEAT GEUNYELI. Abbreviations, short titles, letters, numbers and fractions are spelled in full, not repeated, when added clarity is necessary.

## ACKNOWLEDGEMENTS

7.　　　Where confirmation of receipt is essential, the originator may require recipients to provide an acknowledgement by closing the text with:

a. **ACK**, meaning action addresses must acknowledge not only the receipt, but also the understanding of the message;

b. **ALL ACK**, meaning both action and information addresses must acknowledge receipt and understanding of the message; or

c. **ACK IMMEDIATELY**, meaning action addresses must acknowledge receipt and understanding even if this requires breaking radio silence.

## SECTION 7

### ADDITIONAL PROCEDURES

**CANCELLATION**

1.        Only the originator can cancel a message.  Cancellation of a message is effected by a second message.

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## CHAPTER 8

## THE OPERATION PLANNING PROCESS, ESTIMATES AND STAFF CHECKS

## SECTION 1

## THE OPERATION PLANNING PROCESS

**GENERAL**

1.      At higher levels of command, one individual or staff section cannot hope to gather and consider all material relevant to effective planning and decision-making.  A formal operation planning process is therefore required to assist in determining what has to be done and how to do it.  This involves a logical sequence of collective reasoning leading to the "best" solution to a problem.

2.      The operation planning process can be defined as "the process by which a commander, assisted by his staff, carries out the analysis of a given situation, decides on a plan of action, issues orders to his subordinates, controls the execution of his plan and prepares for further contingencies and actions".  The operation planning process involves action by the commander, his staff and his subordinates.  The overall process includes other processes such as mission analysis, estimates of the situation, staff checks, modelling or wargaming, orders and battle procedures.

**STEPS IN THE OPERATION PLANNING PROCESS**

3.      The operation planning process can be broken down into eight major steps:

    a.  Step 1 - Receipt or assumption of a mission or task;

    b.  Step 2 - Analysis of the mission or task received and determination of what has to be done (commencement of the estimate process/selection of the aim).

    c.  Step 3 - Issuance of the Commander's planning guidance to the staff;

    d.  Step 4 - Preliminary staff checks (course of action development and information briefing);

e.  Step 5 - Final staff checks (refine courses of action and commencement of administrative estimate process);

f.  Step 6 - Selection by the Commander of a course of action (decision briefing, and an articulation of the concept of operations, including the Commander's intent);

g.  Step 7 - Preparation and issue of orders; and

h.  Step 8 - Execution of orders and changes to those orders made by the Commander in light of events, and anticipation of subsequent tasks.

4.      **Step 1**.  Tasks are normally received in the form of an order from a higher commander or headquarters.  The higher the level the more broad the tasks are apt to be.  Tasks may be anticipated through personal contact by commanders or contained in a warning order.  The planning process may also be conducted to examine a specific contingency and the task involved may, of necessity, be vague.

5.      **Step 2**.  The mission analysis varies little from that required for an individual estimate.  The purpose remains the same; to determine the mission of an operation and the Aim paragraph of the estimate.  It is conducted by the commander in conjunction with his key staff.

6.      **Step 3**.  The "what" of the mission, having been determined, must be articulated to the staff and subordinate commanders.  The Commander, possibly aided by key staff officers, would issue planning guidance including the initial intent, and possibly a broad concept for operations.  This may include some thoughts on possible courses of action, deception, use of major resources, acceptable risks, and a preliminary time estimate.  A warning order and a planning directive could be issued at this time.  Annex B provides an outline for a planning directive.

7.      **Step 4**.  Based on the Commander's planning guidance the various staff cells initiate a series of staff checks or full staff estimates to determine if the preliminary concept is feasible and supportable.  Possible enemy and friendly courses of action are also identified and analyzed.  These are then presented at an information briefing where the Commander is briefed on the staff's progress and the tentative courses of action.  The Commander would then focus the staff on specific courses of action to be refined or developed further.

8.        **Step 5**.  The final staff checks phase would involve the further refinement of staff branch estimates and finally bring them together into an overall estimate package where the courses of action would be modelled and compared in preparation for the decision briefing.  This step also involves the majority of the administrative estimate where administrative options and concepts are developed for each of the operations courses of action.

9.        **Step 6**.  The formal decision briefing would involve a presentation and comparison of the proposed operation courses of action and the administrative courses available to support each.  It would also include recommendations by the Chief of Staff and ACOS (Admin) as to the preferred course of action.  It will conclude with the Commander's decision on the course to be followed, and the Commander's articulation of the intent and concept of operations for the operation.

10.       **Step 7**.  The preparation and issue of orders or instructions will involve continued co-ordination and consultation between staff branches to ensure consistency and the ability for efficient adjustment as necessary during execution.  Back-briefs by subordinate commanders, after they have completed their own planning process, will ensure all elements are similarly focussed on the Commander's intent.

11.       **Step 8**.  During execution, the staff must continue to monitor the implementation of the Commander's plan in order to resolve conflicts and uncertainties and make adjustments where necessary.  The Commander and staff must also anticipate and begin again the planning process for the next phase of operations, even during the execution of the current plan.

12.       Annex A provides a detailed flowchart (including notes) of the Operation Planning Process.

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## SECTION 2

## MISSION ANALYSIS

1.      Of all the steps in the operation planning process, defining and selecting the correct aim is the most important (the meanings of "mission" and "aim" are somewhat synonymous in this respect).  At lower levels of command the mission may be readily obvious in the superior commander's orders.  However, at higher levels, the mission might not be clear or readily evident and a careful examination of the available information will be required before the definition and selection of aim/mission are possible.  Under such circumstances, commanders will have to give full attention to a proper mission analysis.  This will ensure that a commander fully understands the mission assigned by a superior commander and the concept of operations of the commander two levels higher. In other words, the subordinate commander understand no only the tasks he has been given, but also the purpose behind them.  Mission analysis allows the subordinate commander to:

    a.   identify any secondary tasks implicit in carrying out his superior's orders;

    b.   exploit a situation in the way in which the superior commander would intend if were present, without waiting for further orders; and

    c.   react to a changed situation of which the superior commander may not be aware.

2.      The mission analysis normally involves the following sequence to ensure the full understanding of the framework within which the aim is to be achieved:

    a.   study of the higher commander's analysis of enemy intentions;

    b.   study of the higher commander's concept of operations including any political, operational, or administrative limitations;

    c.   deduction of own assigned and implied tasks; and

    d.   definition of own aim, including the limitation as required.

3.      The mission analysis should put in context the task(s) assigned by the immediate superior commander by identifying:

a. the intentions of the superior commander;

b. the essential requirements leading to success in the assigned mission;

c. the constraints limiting one's own actions; and

d. whether the situation has changed fundamentally since the mission was given and what conclusions can be drawn from this.

**SECTION 3**

**ESTIMATES OF THE SITUATION**

**GENERAL**

1.　　　The estimate of the situation (estimate), is the orderly analysis of a problem leading to a reasoned solution.  The procedure involved in preparing the estimate is an aid to clear thinking.  By its use, a commander or staff officer considers what must be done and the circumstances affecting how it is to be done in order to arrive at a sound course of action.  As the estimate is primarily an orderly thought process, it is applicable to all operations and administrative activities.

2.　　　In operations there are often many problems which have no single correct answer.  To solve these, all relevant factors must be considered and all feasible courses of action identified.  The solution reached may not be the only practical one, but if the thought process has been logical and thorough, it will be more workable than one selected by hunch or intuition.

3.　　　An estimate may be prepared by the commander or on his behalf by a staff officer.  If the latter, the commander will give the officer preparing the estimate direction on how to proceed, particularly the aim and any constraints or limitations on it.

4.　　　The operation estimate format provides a basis for all types of estimates. The preparation of an estimate involves the following major steps:

    a.　a study of the situation (mission analysis) to decide on the aim to be attained and to define imposed limitations;

    b.　identification and consideration of the relevant factors and drawing deductions from these;

    c.　consideration of possible course of action including advantages and disadvantages of each;

    d.　selection of the best course of action; and

    e.　translation of the best course of action into a plan.

5.        An estimate prepared for a commander or senior staff officer may be presented in written or oral form.  Even if given verbally, notes are required.

6.        A standardized format is used insofar as it is relevant to the problem at hand.  This format helps to ensure that all aspects of the problem are considered. Notes on the format of an estimate of the situation are attached at Annex C.

7.        The four principle parts of an estimate are the aim, factors, courses and the plan.

**AIM**

8.        Mission analysis is the initial step in the estimate process by which a subordinate commander translates the tasks received from a higher commander into the aim (including limitations) for the estimate.

9.        The purpose of mission analysis is to ensure a full understanding of a mission and to identify those tasks that are essential to the accomplishment of that mission.    To fully understand the mission, a commander must thoroughly understand the mission of the immediate superior commander and the concept of operations of the commander two levels higher.  The commander must identify what must be accomplished, preferably in sequence, to trigger the necessary chain of events which will logically lead to accomplishing the mission.

10.       The higher commander may state additional tasks or constraints that will have an important influence on the statement of the aim.  Where there is no practical alternative to these they must be included as stated limitations to the aim. Where alternatives exist they are considered as factors. There can be a single aim only and mission analysis ensures the correct one is selected.

11.       The aim of an estimate is expressed in the infinitive beginning with the word "to".  The verb used must be carefully chosen because it will reflect the essence of the commander's intent.  Negative verbs such as "prevent" or "stop" should be avoided whenever possible.  Other words to avoid in the aim are "if", "by" (except as a time limitation) and "in order to" because they imply a qualification that should be treated as a stated limitation or factor.  Once the aim has been selected it must be kept in mind throughout the estimate and all reasoning must be directed to its attainment.

**FACTORS**

12.      A factor is defined as a circumstances, fact or influence contributing to a result.   In an estimate it is an element in a situation which will influence the execution of the operation.   These are usually discussed in sequence - enemy, ground, forces and resources available, time and space.

13.      In preparing an estimate, it is essential that all relevant factors be identified and examined.   All pertinent information is collected and considered. When factors have been selected, they are arranged in a logical order.

14.      Each factor is examined in relation to the aim.   Examination should lead logically to one or more deductions or reasonable assumptions which are relevant to the attainment of the aim.   An initial deduction often yields other deductions.   If a factor produces no deductions, or if it does not bear upon the aim, it is discarded.

15.      If the discussion of factors is lengthy, or if there are a large number of deductions, it is useful to summarize major deductions before considering courses.

16.      A more detailed examination of factors to be considered in the preparation of various types of estimates is to be found within the appropriate annexes to this chapter.

**COURSES**

17.      Based on the deductions, one or more feasible courses of action will be evident.   A combination of courses is also possible.   Courses are stated in the infinitive and identify the major forces or resources involved.

18.      New factors or deductions should not be introduced at this stage.   If they are, it is necessary to go back to the appropriate point in the factors step, revise this and then review all subsequent arguments to determine what effect the new consideration may have on the estimate.

19.      The advantages and disadvantages are outlined for each course of action.

20.      Each course open to the enemy is also analyzed to determine the likelihood of it being adopted and the effect that its use might have on the attainment of the aim.   A judgement must then be made as to both the likelihood

of a particular enemy course of action and its danger to friendly forces. Because this judgement is often subjective, care must be taken to ensure that unexpected enemy courses of action can be countered.

21.     If the enemy has the initiative, their courses open are considered before deciding on own courses. If the friendly forces have the initiative, one's own courses should be considered first to exploit this advantage. If neither side has the initiative, own courses open should be considered first as a step toward seizing the initiative.

22.     Selecting the best course is the culmination of the estimate procedure. To do so, a careful comparison of opposing courses is necessary. The comparison should be developed logically so that the best course becomes obvious. An estimate prepared on behalf of the commander stops here. The commander will then select the appropriate course and then give direction on the development of a plan to support it.

**PLAN**

23.     The plan must be the logical outcome of the consideration of the relevant factors and the various courses. It should not introduce any matter that has not been considered in the estimate, and must make use of previous deductions. Lastly, it must fully achieve the aim. It need not be in the form of a draft execution paragraph of an operation order, however, this form is a convenient and easily understood method of explaining a plan.

24.     The plan must be in sufficient detail to allow a trained staff officer to draft the operation order from it, but it need not include routine details. The plan portion of a tactical estimate should include:

    a.   the mission stated in full, less any limitations, except time;

    b.   general outline;

    c.   grouping and tasks;

    d.   reorganization and exploitation details;

    e.   command and control arrangements for any special or contingency tasks;

    f.   essential coordinating instructions; and

    g.   essential service support and command and signal items.

**REVIEW**

25.      After completion an estimate, it should be reviewed to ensure that:

    a.   it will achieve the aim;

    b.   all the aim's limitations are catered for;

    c.   all the major deductions arrived at in the estimate are reflected in the plan;

    d.   all courses open have been considered and the plan will cater to likely enemy actions or reactions;

    e.   the principles of war relevant to the situation are not being violated or, if they are, the possible consequences have been carefully appreciated; and

    f.   the overall plan includes sufficient details of the relevant sub-plans.

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## SECTION 4

## TYPES OF ESTIMATES

**GENERAL**

1.        The estimate procedure may be used to solve any operation problem, e.g., tactical, administrative, intelligence, electronic warfare, psychological operations or communications.  They all make use of basic concepts presented in Section 3, albeit from a particular perspective.  Their formats may vary, however they will endeavour to consider all things relevant in logical manner.

2.        This section provides some detail on tactical, intelligence and administrative estimates.  Annex C provides considerable detail on the format of the generic estimate, while Annex D provides detail on the operations or tactical estimate.  All other types of estimates are explained in their applicable branch or specialist manuals.

**TACTICAL ESTIMATE**

3.        **General**.  A tactical estimate is made to produce a plan for an operation. It requires consideration of tactical and administrative factors.  These are two methods of preparation:

    a.  **Written**.  When time is available, a written estimate is prepared.

    b.  **Combat**.  A combat estimate is made at lower echelons when a force is in contact with the enemy or when time available does not permit preparation of a written estimate.

4.        Additional notes on tactical estimates, and in particular written tactical estimates, are at Annex D.

**INTELLIGENCE ESTIMATE**

5.        **General**.  The intelligence estimate is the end product of the G2's Intelligence Preparation of the Battlefield (IPB) process, either in response to the commander's priority intelligence requirements, or by personal initiative. Its primary purpose is to determine the courses open to the enemy and, if possible, the enemy course most likely to be adopted.  A commander may then use this information in

planning. An intelligence estimate may also be used to disseminate information and intelligence, on both the area of operations and the enemy, to the commander, the staff, higher and adjacent formations, lower formations and units; and to determine information requirements for an Intelligence Collection Plan.

6. The basic intelligence estimate is done in the same manner as a tactical estimate, but from the enemy point of view. The G2 staff must have the knowledge and experience to think as the enemy thinks. The estimate is usually made with the assumption that the enemy is aware of our capabilities and intentions, but not our deception plan. The estimate must be reviewed and corrected as information is received. This is a continuous process which may lead to a complete revision of deductions, probable order of enemy courses, information requirements and the collection plan.

7. **Intelligence Preparation of the Battlefield**. This is a four step process leading to the intelligence estimate. It includes defining and describing the battlefield, evaluating the enemy, and determining enemy courses of action. IPB is a systematic and continuous process by which enemy capabilities, vulnerabilities and probable courses of action are determined for a specific area. The purpose of IPB is to define information requirements and help the staff answer these requirements. This in turn provides the commander with intelligence necessary to synchronize combat power on the battlefield.

8. Additional notes on IPB and the intelligence estimate are provided at Annex E and in B-GL-315-002/FT-001 Security and Intelligence, Volume 2, Combat Intelligence.

**ADMINISTRATIVE ESTIMATE**

9. **General**. An administrative estimate is done by the ACOS (Admin) staff. Such an estimate results in a plan that enables the most effective use to be made of the matériel resources available and ensures that the commander's ultimate plan has been formulated with due consideration for administration, and will not be limited or delayed by the lack of essential combat services support CSS). An administrative estimate takes into account both tactical and administrative factors. It must be completed in ample time to have a considered impact on the operations or tactical estimate and the operations plan. It will allow the most effective application of available CSS resources, and will ensure any risks undertaken have been calculated. The consideration of the administrative estimate, in conjunction with the operations or tactical estimate, ensures that all staff effort is focused on

reaching the best overall plan. Additionally, it will provide for adequate planning and preparation time for CSS elements to execute their tasks.

10. **Factors**. In general, the factors considered are similar to those in a tactical estimate although they may appear in a different order and are analyzed from an administrative perspective. In considering factors, account must be taken of CSS requirements, priorities, restrictions and availabilities.

11. Additional notes on the administrative estimate are provided at Annex F.

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**SECTION 5**

**STAFF CHECKS**

**GENERAL**

1.　　A staff check is a calculation to confirm, within limits, the feasibility of tentative courses of action. Various staff checks will be conducted throughout the operation planning process and, in particular, during the early portions of the staff branch estimates. Numerous staff checks will be required during the process of developing a single plan, and more will be required to support adjustments to the plan once issued. Staff checks are crucial to the administrative consideration in the planning process and equally important for other staff branches. The artillery and the engineers in particular, need to perform early and continuous staff checks, as their functions are heavily dependent on the support of other branches.

2.　　In a staff check all pertinent factors must be considered, using known facts and limitations. Absolute accuracy is not necessary, as detailed confirmation may take place later in the planning process; however, speed and timeliness, in order to contribute to decision-making, are paramount. Examples of areas to be staff checked are transport availability and allocation, material consumption rates crucial for artillery and engineer planning), matériel availability, road movement, dumping, repair resources allocation, and medical resources allocation. A staff check is the most rudimentary of estimates and may involve automated calculations, manual calculations, or simply interpersonal queries.

**METHODOLOGY**

3.　　The essence of the staff check is to determine requirements and compare them against resources available. This will allow the staff to determine the feasibility of some portion of a course of action in planning or some adjusted task during execution. Where a course of action or task proves unfeasible, it may be discarded, adjusted to allow effective execution, or prioritization effected to cover conflicts. Any resolution must be coordinated with all staff branches and affected formations.

4.　　The information required to conduct a staff check may come from a myriad of sources. These include: data bases, other staff branches, higher and lower headquarters, and units. Timeliness is the key consideration.

5.        A staff check may be somewhat simplified by reducing a unit of measures to a common denominator like tonnes, truckloads, standard pallets, or standard maintenance loads.

6.        An example of a typical dumping programme staff check is at Annex G.

## NOTES TO THE OPERATION PLANNING PROCESS

1.    Commander may have already received warning order from higher headquarters.

2.    Results in Commander's mission statement.

3.    Operations estimate process begins.

4.    Intelligence preparation of the battlefield process begins.

5.    The Commander's planning guidance will include an initial intent and a broad concept for operations (If the Commander has formed one).

6.    G3 issues preliminary warning order if not done previously.

7.    COS issues planning directive (including planning tasks and timetable), with input from other key staff, as appropriate.

8.    Staff identifies key issues, resolving them as appropriate.

9.    Staff checks are initiated as required to support analysis of factors, and to rule out unsupportable courses.

10.    Detailed administrative planning commences.

11.    A staff co-ordination meeting will preceded the briefing where the commander and staff exchange information.

12.    The staff identify issues requiring resolution from agencies outside the formation.

13.    Commander identifies courses for further development and issues additional guidance.

14.    Staff checks result in modifying courses of action.

15.    Staff resolves issues identified in info briefing.

16.     Administrative estimate process beings, identifying and analyzing administrative options for each operations course.

17.     Comparison of courses of action produces branches and sequels.

18.     All staff monitor wargaming (CFCSC model is US JCS Theatre Analysis Model (TAM), overseen by DLOR).

19.     COS briefs the outcome of the comparison and is assisted by the ACOS (Admin) in recommending the administrative and operations courses.

20.     Commander decides on administrative and operations courses of action, and articulates his concept of operations, including a statement of intent and a deception concept.

21.     Commander and staff resolve outstanding issues.

22.     The ACOS (Admin) staff now match available resources to the identified tasks.

23.     The Commander will most likely issue his orders orally to his subordinate commander in a group.

24.     Back briefs resolve issues among subordinate formations.

25.     During the execution phase the commander, COS and staff begin the planning process for subsequent operations.

## PLANNING DIRECTIVE OUTLINE

(SECURITY CLASSIFICATION)

Copy No ____ of ____

(Issuing Headquarters)
(Place of Issue)
(Date-Time Group)

ESTIMATE OF THE SITUATION (for Operation, OPLAN, or a number)

Refs: A.  Maps or charts; and
B.  Pertinent documents.

1.    MISSION

    a.  Aim.  A clear and concise statement of the mission; and

    b.  Tasks

        (1)  Assigned Tasks,

        (2)  Implied Tasks.

2.    COMMANDER'S ANALYSIS

    a.  This paragraph contains the Commander's analysis of the mission and, in broad terms, the expected conduct of the mission.

    b.  Outline, in broad terms, the phases of the operation.

1/3

(SECURITY CLASSIFICATION)

(<u>SECURITY CLASSIFICATION</u>)

3.      <u>ASSUMPTIONS</u>

    a.  State the assumptions necessary to continue planning.  They should be treated as facts by the staff and subordinate commanders.

    b.  The list is not final; assumptions may be added, dropped or changed during the planning.

4.      <u>FORCES APPORTIONED</u>.    Provides information on the type and availability of assigned and augmentation forces.

5.      <u>GUIDANCE</u>.    Any special or specific planning guidance should be provided in this section.  A commander might specify some of the following:

    a.  centre of gravity and vital ground;

    b.  any special orders or direction for specific operations or administrative actions or activities that must be completed as a matter of priority prior to or during the operation;

    c.  critical timings (for phases, etc);

    d.  any special operations or weapons policies, including appropriate information or direction on nuclear and chemical usage, warning or protective measures;

    e.  limitations on preparations or preliminary movement; and

    f.  administrative requirements or arrangements.

2/3

(<u>SECURITY CLASSIFICATION</u>)

(SECURITY CLASSIFICATION)

6.      TASKS.  This paragraph outlines the staff responsibilities which are peculiar to this particular iteration of the planning process.  If the tasks do not change from well established operating procedures, there is no need to dwell on them or alter the routine.

7.      CO-ORDINATION

    a.   Planning Schedule

        (1)   planning conferences scheduled (Information and Decision Briefings), and

        (2)   planning completion times (Wng O, outline plan, supporting annexes, Flag O, etc.).

    b.   Other key timings.

    c.   Liaison.  Outline any special co-ordination that must occur between staff cells, and between the staff and subordinate formations and units.

3/3

(SECURITY CLASSIFICATION)

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**NOTES ON THE FORMAT OF AN ESTIMATE OF THE SITUATION**

1.     **Layout**.  The layout for a complete written estimate of the situation is attached as Appendix 1 to this annex.  A split-page layout suitable for most estimates is attached as Appendix 2 to this annex.  The following points are applicable to layout:

   a.   **Copy Numbers**.  These are used only if distribution is required.

   b.   **Originator**.  The rank, name and appointment of the originator are stated to indicate the level and scope of the estimate.  If a staff officer makes the estimate on behalf of a superior, the superior is still identified as the originator; however, the originator is stated as **for** rather than **by** ... (rank, name, appointment).

   c.   **References**.  All maps, charts, air photographs and other documents from which information is obtained are identified.

   d.   **Courses**.  Courses are numbered sequentially commencing with 1; listing all courses for the first side selected (enemy or friendly), then continuing the sequence for all courses for the other side.

   e.   **Plan**.  The sequence of the plan is mission, general outline, grouping and tasks.  Important aspects of co-ordinating instructions, service support, and command and signal are included.  The plan is stated in sufficient detail that a staff officer can prepare an order or instruction from it.  A marked map, sketch or overlay is helpful and saves time.

   f.   **Grouping and Tasks**.  A commander may name specific formations and units to particular tasks.  Staff officers recommend types of formations and units.

   g.   **Signature**.  The signature block and signature are required only if the estimate is written for a superior.

2.     **Conventions**.  The argument must be clear, concise and logical.  It must be presented in a sequence which allows the reader to follow the train of thought.  Certain conventions are observed:

a. Subparagraphs and further subdivisions are written with unnecessary words omitted.

b. Abbreviations are used to the maximum.

c. The aim, courses and mission are expressed in the infinitive.

d. When considering factors and courses, it is normal to use the conditional tense, e.g., would, might, could. The present and future tense **can** and **will** are used only when stating facts.

3.       **Presentation**.   Often a staff officer is required to present an estimate verbally.  Brief notes are required and the sequence and content should follow the format of a written estimate.  Normally the presentation of a tactical estimate will include the use of a graphic portrayal such as a map overlay to explain the plan.

**LAYOUT OF A COMPLETE WRITTEN ESTIMATE OF THE SITUATION**

(SECURITY CLASSIFICATION )

Copy No ___ of ___

ESTIMATE OF THE SITUATION

by (or for)

(Name)
(Rank)
(Appointment)

at ..............(location) at ..........(time) hours on ..........(date)

Refs: A. .....
B. .....
C. .....

Time Zone: ..........

1. AIM. To ................. with the following limitations:

    a. ..................; and

    b. ...................

2. FACTORS.

    a. (Applicable Factor).

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      (1)   ..... (Discussion)

      (2)   .....

      (3)  <u>Deductions</u>.

         (a)   .....

         (b)   .....

   b.   ..... (as for sub-paragraph 2a)

   c.   .....

   d.   .....

   e.  <u>Summary of Major Deductions</u> (necessary only if estimate is long or complicated).

      (1)   .....

      (2)   .....

3.      <u>COURSES</u>.

   a.  <u>Own</u> (This will be sub-paragraph 3b if enemy courses are considered first).

      (1)  <u>Course 1</u>.

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        (a)   To ..... (Description).

        (b)   Likelihood.

        (c)   Effect(s).

        (d)   Deductions.

    (2)   Course 2 (as for sub-sub-paragraph 3a(1)).

    (3)   Most Probable Course (or Priority of Courses .....).

  b.   Enemy (This will be sub-paragraph 3a if enemy courses are considered first).

    (1)   Course 3.

        (a)   To ..... (Description).

        (b)   Advantages.

        (c)   Disadvantages.

    (2)   Course 4 (as for sub-sub-paragraph 3b(1)).

    (3)   Course 5.

    (4)   Best Course.

  c.   Comparison of Opposing Courses.


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       (1)   <u>1 vs 3</u>.

           (a)   <u>Advantages</u> (Own).

           (b)   <u>Risks</u> (Own).

           (c)   <u>Deductions</u>.

       (2)   <u>1 vs 4</u> (as for sub-sub-paragraph 3c(1)).

       (3)   etc.

       (4)   etc.

       (5)   etc.

       (6)   <u>2 vs 5</u>.

   d.   <u>Decision</u> (or <u>Recommendation</u> if estimate made for a superior.)   .....
(Identify course chosen).

4.      <u>PLAN</u>.

   a.   <u>Mission</u>.  To .....

   b.   <u>Execution</u>.

       (1)   <u>General Outline</u>.

       (2)   <u>Grouping and Tasks</u>.

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       (3)    <u>Co-ordinating Instructions</u>.

   c.   <u>Service Support</u>.

   d.   <u>Command and Signal</u>.

Ack Instr:
(if required)

(Signature) (if required)
(Name)
(Rank)
(Appointment)

DISTR:
(if required)

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**LAYOUT OF A SPLIT-PAGE ESTIMATE OF THE SITUATION**

(<u>SECURITY CLASSIFICATION</u>)

Copy No ____ of ____

<u>ESTIMATE OF THE SITUATION</u>

by (or for)

(Name)
(Rank)
(Appointment)

at ...............(location) at ..........(time) hours on ..........(date)

Refs: A. .....
B. .....
C. .....

Time Zone: ..........

| PART | FACTS/DETAILS | DEDUCTIONS/REMARKS |
|------|---------------|--------------------|
| **(a)** | **(b)** | **(c)** |
| <u>AIM</u> | 1. Review the situation.<br><br>2. Review the stated and implied tasks. | - Identification of some factors<br><br>- Aim and limitations |

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| PART | FACTS/DETAILS | DEDUCTIONS/REMARKS |
|------|---------------|---------------------|
| **(a)** | **(b)** | **(c)** |
| FACTORS | 1.  Definition and Selection. (Group and list factors in sequence of consideration.) | -  AIM.  To.....with the following limitations:<br><br>a. .........., and<br><br>b. ........... |
| | 2.  (Factor).<br><br>   - (Discussion)<br>   -<br>   - | -<br><br>-<br>-<br>- |
| | 3.  (Factor). | -<br>-<br>- |
| | 4.  (Factor). | -<br>- |
| | 5.  (Factor). | - |

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(<u>SECURITY CLASSIFICATION</u> )

| PART | FACTS/DETAILS | DEDUCTIONS/REMARKS |
|---|---|---|
| **(a)** | **(b)** | **(c)** |
| <u>COURSES</u> | 6. <u>Summary of Major Deductions</u>. (Or the major deductions above could be underlined.)<br>-<br>-<br>-<br>-<br>-<br><br>1. <u>Enemy</u>. (This will be paragraph 2 if own courses are considered first.)<br><br>  (a) <u>Course 1</u>.<br>    - ...... (Description)<br>    - <u>Likelihood</u>. ........<br>    - <u>Effect(s)</u><br>      -<br>      -<br>      -<br><br>  (b) <u>Course 2</u>.<br><br>  (c) <u>Most Probable Course</u> (or <u>Priority of Courses</u>) | <br><br><br><br><br><br><br>-<br><br><br><br>-<br>-<br><br><br><br><br><br>-<br><br>- |

(<u>SECURITY CLASSIFICATION</u> )

(SECURITY  CLASSIFICATION )

| PART | FACTS/DETAILS | DEDUCTIONS/REMARKS |
|:---:|:---:|:---:|
| **(a)** | **(b)** | **(c)** |
| | 2.   Own.  (This will be paragraph 1 if own courses are considered first). | |
| |     (a)   Course 3.<br>      - ..... (Description)<br>      - Advantages<br>      - Disadvantages<br>        -<br>        - | -<br>-<br>- |
| |     (b)   Course 4. | |
| |     (c)   Course 5. | |
| |     (d)   Best Course. | |
| | 3.   Comparison of Opposing Courses. | |
| |     (a)   1 vs 3.<br>      - Advantages (Own)<br>        -<br>        -<br>      - Risks (Own)<br>        -<br>        - | <br>-<br>-<br><br>-<br>- |
| |     (b)   1 vs 4. | |

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| PART | FACTS/DETAILS | DEDUCTIONS/REMARKS |
|------|---------------|--------------------|
| **(a)** | **(b)** | **(c)** |
| | (c)    etc.<br><br>(d)    etc.<br><br>(e)    etc.<br><br>(f) <u>2 vs 5</u>.<br><br>     or:<br><br>4.    <u>Comparison of Opposing Courses</u>: | |

| OWN | 3 | | 4 | | 5 | |
|-----|---|---|---|---|---|---|
| ENEMY | + | - | + | - | + | - |
| 1 | | | | | | |
| 2 | | | | | | |

| PART | FACTS/DETAILS | DEDUCTIONS/REMARKS |
|------|---------------|--------------------|
| | 5.    <u>Decision</u>.  (Or <u>Recommendation</u> if estimate made for a senior officer.) | |

5/6

(SECURITY  CLASSIFICATION )

(<u>SECURITY  CLASSIFICATION</u> )

| PART | FACTS/DETAILS | DEDUCTIONS/REMARKS |
|------|---------------|--------------------|
| **(a)** | **(b)** | **(c)** |
| <u>PLAN</u> | 1.   <u>Mission</u>.  To.... <br><br> 2.   <u>Execution</u>. <br><br>     a. <u>General Outline</u>. <br><br>     b. <u>Grouping and Tasks</u>. <br><br>     c. <u>Co-ordination Instructions</u>. <br><br> 3.   <u>Service Support</u>. <br><br> 4.   <u>Command and Signal</u>. | |

(Signature) (if required)
(Name)
(Rank)
(Appointment)

DISTR:
(if required)

(<u>SECURITY  CLASSIFICATION</u> )

## NOTES ON TACTICAL ESTIMATES

### DETERMINING THE AIM

1.      **General**.   The validity of an estimate depends upon the correct determination of the aim.  In some cases, particularly at lower levels of command, the aim can be taken directly from the task allotted by the superior commander.  At higher levels, it is normally necessary to conduct mission analysis to be certain it has been correctly determined.

2.      **Definition**.  The aim is a concise statement of what is to be achieved.  The aim comes from those tasks or constraints that are imposed by the higher commander and to which there is no practical alternative.  Other considerations to which there are clear alternatives are not a part of the aim; they are factors.

3.      There can only be one aim and this is expressed as a single task.  When there are multiple tasks or conditions, the aim is the one undertaking that is indispensable to the fulfilment of all others.  For example, a corps commander may give a divisional commander orders that the division will:

> Establish a bridgehead over the River SOUTH SASKATCHEWAN by 0600 hrs 11 Jul using no more than one brigade.  The bridgehead must be large enough to accommodate a second brigade while it prepares to break out.

All of these requirements are fixed, being corps commander's orders, but only one is indispensable to the others:  the establishment of a bridgehead.  This is the aim.

4.      **Aim**.  The aim must be within the bounds of immediate planning.  Often when there are several sequential tasks, there is insufficient information available to plan beyond the first or second of these.  In this situation, the aim is limited to an earlier task and subsequent tasks become limitations for consideration later.  This is true even when a subsequent task is the more important or final objective.  A further estimate will be prepared to achieve this task when the necessary information is available.  As an example, a corps commander may give a division commander orders to:

> Advance to the CHIN LAKES.
> Establish a bridgehead over the CHIN LAKES.

Capture STERLING junction.

All of these are essential tasks and the capture of STERLING junction may ultimately be the more important, but initially only the advance to CHIN LAKES is within the bounds of immediate planning and this becomes the aim of the tactical estimate. The other tasks are recorded as constraints for subsequent consideration.

5. **Constraints**. Usually there are, as in the preceding example, other conditions affecting the aim, such as the time by which the task is to be completed, the choice of terrain, forces available for commitment, method of operation and subsequent tasks. Where these constraints are imposed by the higher commander and there is no practical alternative to them, they must be expressed with the aim. This may be done in two ways:

   a. constraints can be stated as limitations to the aim. Thus in the first example above the complete aim might be stated as: To establish a bridgehead over the River SOUTH SASKATCHEWAN, with the following limitations:

      (1) the bridgehead must be established by 0600 hrs 11 Jul;

      (2) not more than one brigade shall be used; and

      (3) the bridgehead must be large enough to accommodate a second brigade while it prepares to break out; and

   b. the aim statement can be extended by the inclusion of additional tasks through use of such terms as **... and permit ...**, **... with a view to**, **... or**, **... in order to ...**. Thus in the preceding example, the aim statement might have been extended as:

      To advance to CHIN LAKES with a view to crossing the lakes and capturing STERLING junction.

6. **Expressing the Aim**. The aim statement always begins with the word **to**. It must be expressed in simple unequivocal language. It must not contain the uncertainty suggested by words such as **if**.

7.      **Role**.  The aim constitutes the tactical problem that the estimate must solve.  The aim answers the questions regarding who has to do what, where and when.  The remainder of the estimate provides the answer to the question of how.

**DETERMINATION AND ANALYSIS OF THE FACTORS**

8.      **General**.  After selecting the aim, it is possible to determine the factors to be considered and the order in which they will be analyzed.  It is essential to analyze all the factors that will affect the execution of the aim.

9.      **Approach**.  Once all available information has been collected from all possible sources, it must be organized under logical headings and in an appropriate sequence to allow for its systematic analysis.

10.      The estimate must follow a clear and logical sequence; the consideration of one factor must lead naturally to the next.  Two important guidelines to follow are:

   a.  identifying the key factor - probably enemy, possibly ground; and

   b.  when organizing factors that ensure the sequence, providing for a logical flow of ideas to aid the thought process.

11.      Included within Appendix 1 to this annex is an example of an estimate; it includes key factors to be considered and a series of potential deductions that could be drawn from an examination of them.

12.      **Sequence**.  Usually the sequence of consideration is as follows:

   a.  the ground:  this includes ground general, vital ground, approaches, key terrain, obstacles, including built-up areas, and weather;

   b.  enemy or own forces capabilities, depending on which side should be examined first (normally the side with the initiative is considered first);

   c.  time and space, when the analysis of both forces' capabilities is completed; and

d.   assessment of tasks, two levels down the chain of command, deducing those tasks that must be done to achieve the aim and the forces required to carry them out.

13.     Additional points may be particularly relevant to a specific problem, e.g., refugees. They may be considered under one of these basic headings or have a group heading of their own.

14.     **Level of Thinking**.  A commander examines the tasks to be allotted two levels down to ensure subordinates will not be tasked beyond their resources. This procedure is followed at each level of command.  Allied with two-down planning is one-up consideration.  Both friendly and enemy forces one level up from the planner's level should be examined to determine if they have a bearing on the estimate.

15.     **Deductions**.  Deductions must result following an examination of the factors.  Deductions are not simply restatements of principles and fundamentals. They must lead to decisions and concrete actions.  In other words, deductions lead to decisions that will appear in the plan.  They will influence the grouping, tasks, fire plan, etc.

16.     **Ground**.  This factor should be subdivided or it will become unwieldy.  The suggested breakdown and sequence of analysis is **ground general**, **vital ground**, **approaches**, **key terrain**, and **obstacles**.  To avoid cumbersome descriptions and use of grid references, an overlay or marked map should be used.   Terrain features are identified by numbers; approaches are identified alphabetically and by arrows.

a.   **Ground General**.  The entire area of responsibility should be examined to obtain an overall assessment of the terrain.  Size and shape, lie of the land, going, soil conditions, cover, vegetation and major obstacles should be examined from both own and enemy point of view;

b.   **Obstacles**.  Built-up areas, steep slopes, large water courses and large woods disrupt movement.  They present obstacles that should be avoided or overcome, or which may be developed as part of a barrier plan;

c.   **Approaches**.  The lanes or gaps between the major disruptive features must be identified.  The useable width of each lane must be determined

accurately in order to estimate the strength and type of force that could move along or through it. Approaches should be described from LEFT TO RIGHT as one faces the enemy. In defensive operations, consider enemy approaches to and through the covering force area, across the FEBA, through the defence area to the enemy's estimated final objectives. In offensive operations, consider approaches from assembly areas, through attack positions, across the line of departure to final objectives. Approaches are examined from the attacker's point of view; they are analyzed for going, cover, concealment, observation, fire positions and time to travel;

d. **Key Terrain**. Terrain overlooking the approaches and, if applicable, objectives, is identified. From this it is possible to identify possible defence, delay and ambush positions; possible killing zones; terrain that should be occupied, controlled or obscured; intermediate objectives; and terrain that is suitable for surveillance, communications and electronic warfare facilities;

e. **Vital Ground**. The vital ground should be identified. In the defence, this is the terrain that must be retained or controlled for the success of the mission. In the offence, the enemy's vital ground must be identified;

f. **Populated areas**. The size and behaviour of the population as well as the characteristics of built-up areas must be assessed for their effect on the operation. At brigade level and below, this factor may have limited application; and

g. **Meteorology**. The influence of weather on terrain and on the capabilities of both sides must be assessed. Changes in weather or light conditions can result in different capabilities on the same terrain. This may be particularly critical for air operations and operations in an NBC environment.

17.     **Forces Capabilities**. It is essential to have a thorough understanding of the capability and limitations of both the enemy and own forces in order to arrive at a reasonable deduction of courses open to both sides and to make a logical decision on own best course of action. Forces should be examined relative to one another. A deduction drawn about the enemy should result in an activity that our own troops should or must carry out in order to counter or defeat the enemy action

or capability.  Normally the side that has the initiative, i.e., the attacker, is examined first.  If neither side has the initiative, own courses are considered first. In general, the forces of each side are examined in the following sequence:

a.  **Level of Command**.  Decide on the level of command to be examined and used to express units of strength;

b.  **Intention**.  Examine the intentions of the commander.  This may have been done while defining and selecting the aim;

c.  **Disposition**.  Examine the general disposition of troops under command, adjacent and flanking forces;

d.  **Order of Battle**.  Examine the forces available from the point of view of identity, type, armament, strength, in position, in reserve, reinforcements available and ammunition.  Examine them in the following sequence:

(1)  security forces (reconnaissance, surveillance, protection);

(2)  manoeuvre units;

(3)  fire support units;

(4)  mobility and counter-mobility units;

(5)  command and communications units (headquarters, communications, EW); and

(6)  combat service support and medical units;

e.  **NBCW/NBCD**.  Examine capabilities and activities;

f.  **Doctrine**.  Examine effects on own operation if there should be divergence from accepted doctrine;

g.  **Activities**.  Examine recent, present and foreseeable activities;

h.  **Morale**.  The state of troop morale will have an effect on the capability of forces and on the psychological operations plan;

i. **Leadership**. The quality of leadership at all levels impacts greatly on combat effectiveness. The personal strengths, weaknesses and habits of opponents are relevant in deducing their capabilities; and

j. **Weaknesses and Vulnerabilities**. Consider those that can be readily exploited.

18.     **Enemy Capability**. Once enemy capabilities have been examined as outlined above, they should be related to the ground. This analysis should take into account time and space factors.

19.     **Own Capability**. This factor should be analyzed in the same manner as for the enemy. Only compare capabilities if they yield worthwhile deductions relative to the aim.

20.     **Time and Space**. The characteristics of the ground and the possible time limitations or considerations affecting the aim will have a definite influence on the capabilities of opposing forces. These effects must be defined prior to assessing tasks.

21.     **Assessment of Tasks**. The purpose of this factor is to consolidate all the deductions made from the study of the other factors and to draw appropriate conclusions as to the nature and scope of tasks that may have to be accomplished to achieve the aim. From this, it is possible to establish the type and size of the forces that may have to be assigned to each task. The procedure is as follows:

a. possible tasks are normally expressed in numbers and types of organizations two levels down the chain of command. No attempt to task specific units should be made at this stage;

b. although military plans must take note of enemy intentions, they should be based primarily on enemy capabilities. A plan based on defined capabilities can reasonably be expected to counter all enemy intentions. It is therefore normally best to complete the assessment of tasks prior to defining and analysing courses open to the enemy. This decreases the chance of situating the estimate by giving too much emphasis to a particular enemy course and of losing sight of the primacy of your aim; and

c.    after the tasks have been assessed, the number and scope of major tasks should be confirmed, and those that are mandatory or optional, simultaneous or sequential, should be identified as such.

**DETERMINATION AND ANALYSIS OF COURSES OPEN**

22.      **Sequence of Analysis**.  After analysing both enemy and own intentions and capabilities, it is now possible to arrive at and analyze courses open to each side.  Since, to this point, undue weight has not been given to enemy intentions, it is usually best to determine and analyze enemy courses first.  This ensures that enemy courses influence the determination and analysis of own courses.  This sequence should permit assigning an appropriate degree of precedence to each of own courses.

23.      **Determination of Courses**.  Potential courses of action are determined in terms of **why** (purpose of the action), **what** (attack, defend, withdraw), **where** (area of responsibility, objective), **when** (timings) and **how** (fire plan, movement). Potential courses should not be so narrow in concept as to cause an unmanageable number of course options to be considered; nor should a course be so broad as to offer no distinguishable features worthy of analysis.

24.      **Enemy Courses**.  Enemy possible courses are determined and analyzed as follows:

a.    list all possible and reasonable courses of action open to the enemy to meet enemy goals.  These must stem logically from deductions made during consideration of factors;

b.    make deductions as to the advantages and disadvantages to the enemy of each course; base these deductions on previous analysis of the factors.  By comparing the advantages and disadvantages of each course, it should be possible to deduce the most likely enemy course or, if that is not possible, the course most dangerous to the accomplishment of own aim; and

c.    draw conclusions that will influence the definition of own courses.

25.      **Own Courses**.  Own courses are defined and analyzed as follows:

a.   all possible and reasonable courses open for the accomplishment of own aim should be listed.  If it is concluded that only one course is open, a review of previous steps should be made to ensure that feasible options were not hastily or arbitrarily dismissed;

b.   own courses should be analyzed in the sequence that best responds to the threat posed by enemy courses.  For each course, deductions are made as to the advantages and disadvantages to own troops relative to achieving the aim, in light of the degree of risk involved; and

c.   the comparison of advantages and disadvantages for each course should permit the deduction of the best of own courses.

26.      **Comparison of Opposing Courses**.  This step is necessary to ensure that the estimate has not been "situated."  The comparison involves checking whether own courses can stand the test of all foreseeable enemy courses.  It should also clearly bring out the advantages and risks of each of own courses in the face of each enemy course.  At the end of the comparison, it should be possible to:

a.   assess possible enemy reactions during each phase of a course;

b.   assess flexibility of own courses in the face of enemy reactions;

c.   identify critical areas and possible changes, either in the planning or execution phases; and

d.   confirm the best course of action open to own troops.

27.      **Selection of the Best Course of Action**.  This is a simple statement of the choice of course selected and a summary of the main reasons that led to it.  If this is prepared by the staff for the commander's approval, the choice is a recommendation, not a decision.  The selected course of action must:

a.   follow logically from the earlier parts of the estimate;

b.   accomplish the aim within imposed restraints;

c.   be flexible enough to deal with potential enemy reactions; and

     d.   provide the least risk, or else an accepted degree of risk.

**PLAN**

28.      The estimate is complete when the selected course of action has been translated into an outline plan that is sufficiently detailed to enable a staff officer to prepare an order or instruction.  The plan must answer the following questions: **why?** (the overall purpose of the action); **what?** (the mission); **how?** (the general outline); **by whom?** (specific tasks and groupings); **where?** (areas of responsibility); and **when?** (time constraints).

**TYPICAL DEDUCTIONS DRAWN
FROM CONSIDERATION OF MISSION AND
FACTORS IN A TACTICAL ESTIMATE**

| FACTS/DETAILS | DEDUCTIONS/REMARKS | | |
|---|---|---|---|
| MISSION/TASK RECEIVED<br><br>- Analysis and understanding of superior commander's intentions and desires.<br>- Review superior commander's analysis of enemy intentions.<br>- Review superior commander's concept of operations, including political, operational and administrative limitations.<br>- Examine own assigned and implied tasks. | - Superior commander's intentions<br>- Enemy objective(s) in own area of responsibility<br>- Enemy concept of operations for defensive operations<br>- Identification of some factors<br>- Priority intelligence requirements, information requirements<br>- Determination of own aim and limitations | | |
| FACTORS<br><br>1. Definition and Selection.<br>   - Determine which are applicable, including those determined from definition and selection of aim. | - Group and list factors in a logical sequence of consideration | | |
| 2.Ground General.<br>-Enemy and own point of view<br>-Size and shape<br>-Lay of the land<br>-Dominant features<br>-Major obstacles<br>-Going<br>-Cover<br>-Major communication networks | - Strength and composition of forces required<br>- Terrain favourable for offence, defence, delay, withdrawal<br>- Mobility and counter-mobility tasks<br>- Key terrain<br>- Form of manoeuvre<br>- Movement (method, speed)<br>- Combat Service Support<br>- Security (surveillance, reconnaissance, camouflage, digging, dispersion)<br>- Command and control (communications, location of HQ)<br>- Tasks | | |
| | Offence<br><br>- Assembly areas<br>- Exploitation<br>- Intermediate objectives<br>- Phasing<br>- Frontage<br>- Waiting areas<br>- Landing zones<br>- Flight routes<br>- Drop zones<br>- Tasks | Defence<br><br>- Digging requirements<br>- Depth<br>- Frontage<br>- Hides<br>- Tasks | Withdrawal<br><br>- Routes and alternates<br>- Waiting areas<br>- Tasks |
| 3. Obstacles.<br>  - Built-up areas<br>  - Steep slopes<br>  - Large water courses and bodies on water e.g., lake<br>  - Large wooded areas<br>  - Marshes and swamps<br>  - Deserts and sand dunes | - Mobility and counter-mobility tasks<br>- Time and space<br>- Fire plan<br>- Combat Service Support<br>- Reconnaissance tasks<br>- Plan for manoeuvre<br>- Approaches<br>- Air defence | | |
| | Offence<br><br>- Movement plan<br>- Control measures<br>- Strength and composition of forces<br>- Bridgehead<br>- Crossing area<br>- Landing zones<br>- Flight routes<br>- Drop zones | Defence<br><br>- Priority of work<br>- Strength and composition of forces<br>- Anti-armour plan<br>- Reserved demolitions<br>- Defence and delay positions<br>- Countermoves plan<br>- Demolitions guards | Withdrawal<br><br>- Delay positions<br>- Reserved demolitions<br>- Routes and alternatives<br>- Movement plan<br>- Control measures<br>- Demolition guards<br>- Intermediate positions |
| 4. Approaches.<br>  - Described from LEFT to RIGHT as facing enemy and in direction of movement; considered as an entity.<br>    - Width<br>    - Going<br>    - Cover<br>    - Concealment<br>    - Observation<br>    - Fire positions<br>    - Time to travel | - Key terrain<br>- Mobility and counter-mobility tasks<br>- Strength and composition of protective elements<br>- Surveillance tasks<br>- Fire plan<br>- Plan for manoeuvre<br>- Time and space<br>- Combat Service Support<br>- Control measures<br>- Communications<br>- EW<br>- Deception<br>- Air defence<br>- Other tasks | | |

| FACTS/DETAILS | DEDUCTIONS/REMARKS | | |
|---|---|---|---|
| | Offence | Defence | Withdrawal |
| | - Frontage<br>- Strength and type of manoeuvre units<br>- Assembly areas<br>- Attack positions<br>- Line of departure<br>- Assault formation<br>- Exploitation<br>- Location and movement of HQ<br>- Waiting areas<br>- Phasing<br>- Consolidation<br>- Bridgehead<br>- Crossing area | - Reconnaissance tasks<br>- Anti-armour plan<br>- Priority of work<br>- Reserved demolitions<br>- Countermoves plan<br>- Demolition guards<br>- Hides | - Routes<br>- Reserved demolitions<br>- Delay positions<br>- Intermediate positions<br>- Waiting areas |
| 5. <u>Key Terrain</u>.<br>- Ground dominating approaches and objectives<br>- Choke points | - Fire plan<br>- Surveillance tasks<br>- Communications<br>- EW<br>- Vital ground<br>- Mobility and counter-mobility tasks<br>- HQ location<br>- Air defence<br>- Strength and composition of protective elements | | |
| | Offence | Defence | Withdrawal |
| | - Enemy defence, delay, ambush positions<br>- Plan for manoeuvre<br>- Phasing<br>- Objectives<br>- Consolidation<br>- Exploitation<br>- Strength and composition of attack forces, main body<br>- Bridgehead<br>- Landing zones<br>- Flight routes<br>- Drop zones | - Defence, delay, ambush positions<br>- Killing areas<br>- Anti-armour plan<br>- Blocking positions<br>- Countermoves plan<br>- Priority of work<br>- Reserved demolitions | - Delay, ambush positions<br>- Priority of work<br>- Reserved demolitions<br>- Intermediate positions |
| 6. <u>Populated areas</u>.<br>- Nature/type<br>- Movement<br>- Attitude | - Frontage<br>- Plan for manoeuvre<br>- Fire plan<br>- EW<br>- Communications<br>- Time and space<br>- Morale<br>- Combat Service Support<br>- Psychological operations<br>- Grouping and tasks<br>- Control measures<br>- Security<br>- Surveillance tasks<br>- CIMIC<br>- Form of manoeuvre<br>- Air defence | | |
| 7. <u>Meteorology</u>.<br>- Weather<br>- Temperature and humidity<br>- Light data (hours of darkness, phase of moon) | - Fire plan<br>- Recce<br>- Time and space<br>- Grouping | | |
| 8. <u>Enemy Capability</u>.<br>- Intentions<br>- Disposition<br>- Order of battle (identity, type, weapons)<br>- Strength (in position, reserves, reinforcements, ammunition, logistics)<br>- NBCW<br>- Air situation<br>- Doctrine<br>- Activities (recent, present, foreseeable)<br>- Morale<br>- Leadership | - Force ratios required<br>- Reconnaissance tasks<br>- Surveillance tasks<br>- Priority, intelligence requirements, information requirements<br>- Weaknesses that can be exploited<br>- Form of manoeuvre<br>- Plan for manoeuvre<br>- EW<br>- Combat Service Support<br>- Time and space<br>- Fire plan<br>- Control measures<br>- Mobility and counter-mobility tasks<br>- Deception<br>- Security measures<br>- Protective measures<br>- Air defence<br>- Countermoves plan<br>- Reserves | | |

| FACTS/DETAILS | DEDUCTIONS/REMARKS | | |
|---|---|---|---|
| | <u>Offence</u> | <u>Defence</u> | <u>Withdrawal</u> |
| | - Objective(s)<br>- Movement plan<br>- Assembly areas<br>- Attack positions<br>- Line of departure<br>- Fire plan<br>- Bypass policy<br>- Assault formation<br>- Strength and composition of attack forces, main body<br>- Consolidation<br>- Exploitation<br>- Bridgehead<br>- Crossing area<br>- Landing zones<br>- Flight routes<br>- Drop zones | - Dispersion<br>- Depth<br>- Frontage<br>- Fire plan/FPF<br>- Obstacle plan<br>- Security/Early warning | - Movement plan<br>- Sequence of withdrawal<br>- Delay positions<br>- Intermediate positions<br>- Fire plan<br>- Other tasks |
| 9. <u>Own Forces</u>.<br>- Intentions<br>- Disposition<br>- Order of battle (identity, type, weapon)<br>- Strength (in position, reserves, reinforcements, ammunition)<br>- NBCW<br>- Administration and logistics<br>- Morale<br>- Readiness<br>- Air situation | - Strength and composition of forces<br>- Mobility and counter-mobility tasks<br>- Form of manoeuvre<br>- Reconnaissance tasks<br>- Surveillance tasks<br>- Timings<br>- Fire plan<br>- Countermoves plan<br>- Weaknesses<br>- Security<br>- EW<br>- Control measures<br>- Plan for manoeuvre<br>- Combat Service Support<br>- Passage of lines<br>- Liaison<br>- Reserves | | |
| | <u>Offence</u> | <u>Defence</u> | <u>Withdrawal</u> |
| | - Bypass policy<br>- Exploitation<br>- Assembly areas<br>- Attack positions<br>- Line of departure<br>- Location and move of HQ<br>- Movement plan<br>  - Assault formation<br>  - Strength and composition of attack forces | - Anti-armour plan<br>- Reserved demolitions<br>- Frontage<br>- Security/Early warning | - Sequence of withdrawal<br>- Movement plan<br>- Intermediate positions |
| 10. <u>Time and Space</u>.<br>- Hours of daylight, darkness, moonlight<br>- Movement conditions<br>- Deployment distances<br>- Imposed time restrictions | - Movement timings and rates<br>- Time available for planning and preparation<br>- Time required for planning and preparation<br>- Degree of preparation possible<br>- Priority of work<br>- Location, strength and composition of protective elements<br>- Location, strength and composition of countermove forces<br>- Delay required of covering forces<br>- Ability of enemy and own troops to reinforce<br>- Time of contact/H hr<br>- Control measures | ▆▆▆▆▆▆▆▆▆▆<br>(include time required for alternate positions and deception measures.)<br>▆▆▆▆▆▆▆▆▆▆ | |
| | <u>Offence</u> | <u>Defence</u> | <u>Withdrawal</u> |
| | - Form of manoeuvre | - Frontage<br>- Delay positions | - Intermediate positions<br>- Delay positions |

| FACTS/DETAILS | DEDUCTIONS/REMARKS |
|---|---|
| 11. <u>Assessment of Tasks</u>.<br>- Identification of combat functions or tasks (from previous deductions)<br>- Security tasks (covering forces, advance guards, demolition guards, reconnaissance, surveillance)<br>- Manoeuvre tasks (attack forces, defence at the FEBA, defence in depth, reserves, countermove forces, anti-armour plan)<br>- Fire support tasks (artillery, mortar, air defence, air, nuclear)<br>- Mobility and countermobility tasks<br>- Communications tasks<br>- Combat service support tasks (transport, supply, maintenance, police, medical) | - Group and list in sequence of consideration<br>- For each task and for each approach, determine from previous deductions the forces which the enemy can bring to bear<br>- Deduce, in terms of elements two down, the minimum type and strength of own forces required to achieve the aim<br>- Deduce - possible surplus and deficiencies<br>    - scope and number of major tasks<br>    - possible phasing requirements<br>    - significant strengths and weaknesses on both sides |

| FACTS/DETAILS | DEDUCTIONS/REMARKS |
|---|---|

This could be done in tabular form:

| Serial | Tasks | Approach A | Priority | Approach B | Priority | Approach C | Priority |
|---|---|---|---|---|---|---|---|
| 1 | | | | | | | |
| 2 | | | | | | | |
| 3 | | | | | | | |
| 4 | | | | | | | |
| 5 | TOTAL | | | | | | |

## NOTES ON INTELLIGENCE ESTIMATES

1.      **Format**.  The format of an intelligence estimate follows that shown in Annex A to this chapter as far as is practical.  The body of the estimate is developed around nine main paragraph headings:

    a.  mission and intentions of own forces;

    b.  review of the enemy situation;

    c.  enemy aim;

    d.  factors affecting enemy capabilities, including ground and meteorology;

    e.  possible enemy courses of action and analysis;

    f.  enemy's most probable course;

    g.  probable enemy plan;

    h.  enemy vulnerabilities and potential for friendly exploitation of these; and

    i.  information requirements.

2.      **Review of the Enemy Situation**.  This provides a record of the situation at the time the estimate was completed and the background for subsequent assessments of enemy capabilities.  Most importantly, the review assists in the determination of the enemy aim and allows for a review of the information on which the remainder of the intelligence estimate is based.

3.      **Enemy Aim**.  This should be the enemy's immediate aim, as it will affect the friendly forces' commander.

4.      **Factors**.  The definition and analysis of factors is made as for any tactical estimate as described in Annex D.  The following are also pertinent:

    a.  every attempt must be made to consider factors objectively from the viewpoint of the enemy commander;

b. the courses open to own commander and the effects of any feasible deception plan are considered as factors;

c. some factors will be based on existing intelligence and may be treated as fact. Full consideration must be given to the reliability of information and, where necessary, an estimate of the reliability of any associated deduction should be noted; and

d. in the examination, some enemy vulnerabilities will be exposed. These should be noted under deductions.

5. **Possible Enemy Courses of Action**. Where possible, these courses should be listed in decreasing order of probability and should include an assessment of the forces likely to be involved. The advantages and disadvantages are considered from the enemy's point of view.

6. **Enemy's Most Probable Course**. The reasons for the selection of the most likely course are stated.

7. **Probable Enemy Plan**. The probable plan or plans for the course or courses selected are stated.

8. **Enemy Vulnerabilities**. Vulnerabilities deduced while making the estimate are summarized.

9. **Information Requirements**. The G2, after consultation with the G3, recommends information requirements in order of priority. These are presented to the commander for approval. Requirements are listed in the following priority:

a. items critical to the commander's plan;

b. items which confirm or deny the adoption of specific enemy courses; and

c. items required to further develop the intelligence picture.

## NOTES ON ADMINISTRATIVE ESTIMATES

**FORMAT**

1.      The format of an administrative estimate follows the one set out in Annex A to Chapter 8.

2.      **Selecting the Aim**.  The aim must be clear, concise, simple and directly related to the operational plan.  It is usually stated in one of the following forms:

   a.  To maintain ... (formation) during ... (name or description of operation);

   b.  To build up stocks to ... (number of) days by ... (date); or

   c.  To determine the date by which stocks can be brought up to ... (number of) days.

3.      **Consideration of Factors**.  The most frequently considered factors are:

   a.  **Own Troops**.  Considerations include:

      (1)  concept of operations;

      (2)  tactical groupings; and

      (3)  boundaries;

   b.  **Enemy**.  An assessment of the enemy's capabilities and intentions as they pertain to administrative planning;

   c.  **Ground**.  All ground, including that within the friendly area of operations, is considered.  Special note may be taken of built-up and populated areas;

   d.  **Personnel**.  This factor should include resources, capabilities, casualties and replacements;

   e.  **Logistics**.  This factor should contain all resources available including local civilian capabilities;

f. **Meteorology**. In addition to weather conditions, this factor includes hours of light, atmospheric phenomena and related environmental considerations;

g. **Time and Space**. The time allotted in which to complete the task and the physical limitations extant or imposed, such as capacity of roads, are very important factors. Unlike a tactical estimate, where time and space are considered as limitations on the aim, in administrative estimates, time and space become separate and unique factors unto themselves.

h. **Assessment of Tasks**. Assessment of tasks is done in a manner similar to that for tactical estimates. From this assessment, conclusions are drawn with regard to the nature and scope of what must be done to accomplish the aim.

4. The following additional considerations are then examined:

a. the tactical phases and tasks, so as to identify the related or corresponding administrative phases and tasks; and

b. for each administrative phase and task:

   (1) detailed requirements, including replenishment, repair, recovery, traffic control, casualty evacuation and treatment, security and protection, and routes;

   (2) support priorities, particularly those established by G3;

   (3) any restrictions; and

   (4) availability of resources and routes.

5. The consideration of factors leads to deductions as to requirements, including supplies, repair, recovery, traffic control, casualty evacuation and treatment, engineer tasks, security and protection, civil-military co-operation (CIMIC), and air and land routes. Typical factors and deductions in an administrative estimate are contained in Appendix 1.

6.        Requirements for supplies, particularly combat supplies and defence stores, are normally expressed in terms of tonnage to be lifted. Requirements for other services may be expressed in terms of the numbers and types of organizations required to execute tasks.

7.        Priority should be related to the order in which supplies should be brought forward or to the relative importance of the various components that make up the total requirement.  Priorities should be assigned by the G3 staff.

8.        **Consideration of Courses**.  When consideration of factors is complete, courses open are identified and analyzed for advantages and disadvantages. The feasibility of courses should be adjusted by the reconciliation of competing requirements where this is practical.

9.        At any stage it may become clear that the administrative requirements to support the operation cannot be met.  The officer preparing the estimate must then explain to the COS and the commander what cannot be done and to what extent the operational plan cannot be supported.  The commander may then request additional resources, change or modify the plan, or accept the administrative support risk.

10.        **Drafting the Plan**.  When a course of action has been selected, it becomes the basis of the outline administrative plan.  The plan is stated in sufficient detail to permit preparation of an administrative order or instruction, the service support annex of an operation order or the administration/logistics paragraph of an operation order.

11.        The following example illustrates the identification of administrative phases and tasks:

   a.    **Tactical Phases and Tasks**.

      (1)    **Phase 1**.

         (a)   1 Division advance to River STYX; and

         (b)   3 Brigade secure bridgehead across River STYX by 251200Z SEP 95;

      (2)  **Phase 2**.

          (a)  1 Division continue advance to AWESOME HILL;

          (b)  1 Division capture AWESOME HILL by 272359Z SEP 95; and

      (3)  **Phase 3**.  1 Division defend AWESOME HILL for until 012359Z OCT 95; and

b.  **Administrative Phases and Tasks**.

      (1)  **Phase 1**.

          (a)  build up stock levels in preparation for the advance;

          (b)  bring equipment to battle-worthy condition;

      (2)  **Phase 2**.

          (a)  support 1 Division advance to River STYX;

          (b)  support 3 Brigade securing bridgehead across River STYX;

          (c)  replenish 3 Brigade after securing bridgehead;

      (3)  **Phase 3**.

          (a)  support 1 Division advance to AWESOME HILL;

          (b)  support 1 Division attack on AWESOME HILL;

          (c)  replenish 1 Division after attack; and

          (d)  recover damaged vehicles and equipment;

      (4)  **Phase 4**.  Provide defence stores, mines and combat supplies for 1 Division defence of AWESOME HILL; and

      (5)  **Phase 5**.

(a)  restore equipment to battle-worthy condition; and

(b)  provide daily replenishment to 1 Division during defence phase (four days).

12.     Restrictions that must be considered when developing the administrative plan include:

a.  **Operational**.  Restrictions on administrative movement and use of terrain and airspace, requirements for certain resources, e.g., helicopters for operational tasks;

b.  **Enemy**.  Capability to attack, interdict or sabotage by conventional and unconventional forces;

c.  **Road**.  Surface, number of lanes, defiles, fords, road and bridge classification;

d.  **Speed**.  Night move, cross-country movement, state of equipment, weather and route conditions;

e.  **Vehicles and equipment**.  Time required for servicing, restrictions on the use of equipment forward of a certain line, driver availability;

f.  **Turnaround Times**.  Availability of matériel handling equipment and labour; and

g.  **Weather**.  Effects of weather and environment on payload and on availability of air and aviation resources.

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**TYPICAL FACTORS AND DEDUCTIONS
IN AN ADMINISTRATIVE ESTIMATE**

| FACTORS | DEDUCTIONS |
|---|---|
| <u>Own Troops</u><br>- Concept of operations<br>- Order of battle<br>- Boundaries | - Replenishment and personnel requirements<br>- Administrative grouping<br>- Location of administrative areas<br>- Method of replenishment<br>- Casualty evacuation system |
| <u>Enemy</u><br>- Capabilities and intentions<br>  - terrain<br>  - air<br>  - nuclear<br>  - chemical<br>  - sabotage | - Dispersion<br>- Air defence<br>- Security<br>- Decontamination<br>- Location of reserves<br>- Refugees<br>- Need for employment of civilian resources, i.e., labour<br>- Restriction on use of air and ground routes<br>- Communication<br>- Prisoners of war |
| <u>Ground</u><br>- Concealment<br>- Routes<br>- Communication network<br>- Populated areas<br>- Hard standing<br>- Air | - Security and protection<br>- Dispersion<br>- Mobility tasks<br>- Recovery tasks<br>- Speed and capacity<br>- Road restrictions<br>- Turnaround times<br>- Refugee control<br>- Traffic control<br>- Administrative grouping<br>- Location of service support units and installations<br>- Refugees<br>- Location of service support units and installations<br>- CIMIC requirements<br>- Maintenance requirements<br>- Landing zones, drop zones<br>- Replenishment system |
| <u>Personnel</u><br>- Casualty estimates<br>- Medical resources available<br>- Refugees, stragglers<br>- Reinforcement/replacement capabilities<br>- Graves registration<br>- Civilian labour pool | - Resources required<br>- Grouping<br>- Routes<br>- Military police requirements<br>- CIMIC<br>- Priority for replacements<br>- SOP or details of burial and registration<br>- CIMIC<br>- Labour taskings<br>- Priorities for employment of labour gangs |
| <u>Logistics</u><br>- Availability of combat supplies<br>- Location of depots<br>- Forecasted requirements<br>- Special supply requirements<br>- Availability of own resources<br>- Postal<br>- Repair, recovery, reclamations | - Replenishment and dumping requirements<br>- Replenishment cycle<br>- Replenishment requirements<br>- Dumping requirements<br>- Availability and replenishment capabilities<br>- Use of civilian resources<br>- Need for reserves<br>- Priorities<br>- Need for additional resources<br>- Priority of work<br>- Location of units, installations |

| FACTORS | DEDUCTIONS |
|---|---|
| Meteorological<br>- Weather<br>- Seasonal patterns<br>- Precipitation<br>- Temperature | - Effects on air and aviation missions   - availability<br>                                               - payload<br>                                             - turnaround times<br>- Restrictions on road speeds and capacities turnaround times<br>- Recovery tasks<br>- Maintenance tasks - turnaround times<br>- Weather proofing<br>- Accommodation requirements<br>- Reserves    - type<br>                - quantity<br>                - location(s)<br>- Personnel acclimatization<br>- Casualties    - types<br>                  - evacuation<br>                  - treatment<br>- Prophylaxis |
| Time and Space<br>- Distances<br>- Hours of daylight and<br>  darkness<br>- Imposed time restrictions<br>- Turnaround times | - Time available<br>- Time required<br>- Method of replenishment<br>- Dumping<br>- Reserves    - type<br>                - quantity<br>                - location<br>- Move of combat service support units and installations<br>   - time<br>   - new location<br>   - priority<br>- Convoy movement timings and densities<br>- Control measures |

## DUMPING PROGRAMME STAFF CHECKS

1.      **Dumping Calculations**.  A key staff check in any dumping programme requires the answer to one of the following questions:

   a. how long it will take to dump a given number of tonnes of stores with a given number of vehicles; or

   b. how many vehicles will be required to dump a given number of tonnes of stores within a given time.

2.      The two recognized staff check methods used to answer these questions are:

   a. **By Formula**.  This method is suitable when large tonnages and many vehicles are involved and when accuracy is less important than the speed of calculation, e.g., for a staff check that will be followed later by more detailed planning; and

   b. **From First Principles**.  This method is likely to be employed for dumping problems at divisional level and below.

3.      **Solution by Formula**.   The formula method relies on an accurate averaging of the factors that affect the turnaround time of vehicles.  Turnaround time is applicable at both the loading and unloading points.  It consists of:

   a. the time taken by a vehicle to move from its release point to its loading or unloading point;

   b. the time taken to physically load or unload the stores;

   c. the time needed for marshalling, vehicle maintenance, refuelling and crew rest; and

   d. the time taken by a vehicle to reach the start point for the return trip or next journey.

4.      The formula for calculating how long a dumping program will take or how many vehicles will be required is:

$$T = \frac{L}{V} \; x \left( \left( \frac{K}{S} \right) + D \right)$$

or

$$V = \frac{L}{T} \; x \left( \left( \frac{K}{S} \right) + D \right)$$

where:

   a.  **V** is the number of vehicles required or available;

   b.  **L** is the total number of vehicle loads;

   c.  **T** is the total time needed or available for the dumping program;

   d.  **K** is the total distance for one round trip;

   e.  **S** is the average speed; and

   f.  **D** is the delay or turnaround time. This does not include delays for rest throughout the dumping program; rest delays must be added to the formula solution for **T** at the end.

5.      A safety factor of 10% is added to either answer.

6.      **Solution from First Principles**. This method examines in detail how long each journey will take and traces the movement of packets of vehicles or individual vehicles. The timings, stage by stage, are then noted or recorded pictorially on a graph.

7.      **Examples**. An example of staff checks done by the formula method and from first principles is shown in Appendix 1.

**EXAMPLE OF A DUMPING CALCULATIONS STAFF CHECKS**
**BY FIRST PRINCIPLES AND BY FORMULA METHODS**

| DATA | | | | | PROBLEM |
|---|---|---|---|---|---|
| LIFT | = 200 X 10 ton lds from A to B | PASS TIME | - | Very small.  Ignore | |
| DISTANCE | = 40 km from A to B | REST AND SVC | - | 4 hrs during daylight | How many 10 ton vehs are required? |
| SPEED | = 20 km/h by day, 15 km/h by night | VEHS AVAL | - | 0400 hrs D Day | |
| FIRST LT | = 0400 hrs | LOADING TIMES | - | 2 hrs for ld, 2 hrs for unload | |
| LAST LT | = 2000 hrs | COMPLETION TIME | - | Programme to be completed by 1600 hrs | |
| | | | | D+1 (last veh unload at B) | |

**FORMULA**

1. Lds (L) = 200; km (K) = 80

2. Time Aval (T)

Daylight (28 hrs less 4 hrs rest) = 24 hrs
Ni     = 8 hrs
         = 32 hrs

3. Average Speed (S)
(24 hrs day x 20 km/h + 8 hrs ni x 15 km/h) = 32 hrs

$$S = \frac{600}{32} = 19 \; km/h$$

4. Ld/Unload time per round trip (D) = 4 hrs

5. Formula

$$V = \frac{L}{T} \; x \left( \left( \frac{K}{S} \right) + D \right) + 10\%$$

$$V = \frac{200}{32} \; x \left( \left( \frac{80}{19} \right) + 4 \right) + 10\%$$

V = 6.25 x 8.2 = 51 + 10%

51 + 10% safety factor = 56 x 10 ton vehs reqr

**FIRST PRINCIPLES**

| | Hrs | |
|---|---|---|
| Vehs arr A 0400 hrs ld by | 0600 | |
| Arr B (40 km at 20 km/h) | 0800 | |
| Leave B (2 hrs unload) | 1000 | First ld complete |
| Arr A (40 km at 20 km/h) | 1200 | |
| Reload at A | 1400 | |
| Rest (4 hrs) | 1800 | |
| Arr B (40 km at 20 km/h) | 2000 | |
| Leave B (2 hrs unload) | 2200 | Second ld complete |
| Arr A (40 km at 15 km/h) | 0040 | |
| Leave A (2 hrs ld) | 0240 | |
| Arr B (1 hr 20 mins at 15 km/h) | | |
| (1 hr at 20 km/h) | 0500 | |
| Leave B (2 hrs unload) | 0700 | Third ld complete |
| Arr A (40 km at 20 km/h) | 0900 | |
| Leave A (2 hrs ld) | 1100 | |
| Arr B (40 km at 20 km/h) | 1300 | |
| Unload at B | 1500 | Fourth ld complete |

**FIRST PRINCIPLES BY GRAPH**

| | | | | Arr A | |
|---|---|---|---|---|---|
| 0400 D Day | Arr A | 0100 D+1 | | | |
| 0500 | | 0200 | Ld | | |
| 0600 | Ld | 0300 | | | |
| 0700 | | 0400 Lt | - - - - - - | | |
| 0800 | Arr B | 0500 | Arr B | | |
| 0900 | First ld | 0600 | Third ld | | |
| 1000 | Complete B | 0700 | Complete B | | |
| 1100 | | 0800 | | | |
| 1200 | Arr A | 0900 | Arr A | | |
| 1300 | | 1000 | | | |
| 1400 | Ld | 1100 | Ld | | |
| 1500 | | 1200 | | | |
| 1600 | | 1300 | Arr B | | |
| 1700 | Rest | 1400 | Fourth ld | | |
| 1800 | | 1500 | Complete B | | |
| 1900 | Arr B | 1600 | DEADLINE | | |
| 2000 Dark | - - - - - - - | | | | |
| 2100 | Second ld | | | | |
| 2200 | Complete B | | | | |
| 2300 | | | | | |
| 2400 | | | | | |

**NOTES**

1.    Four lds per veh can be del at B within the 36 hrs aval.  Therefore 200/4 = 50 x 10 ton vehs will be reqr.

2.    In this case vehs would then rtn to unit where they would have their rest for D + 1.  Sometimes it is nec to take into acc of the time reqr for rtn to unit and, in the case of sec line tpt, reload in the time aval.

3.    In this example note that a two hr time was used for ld and unload. The usual ld/unload time for 10 ton truck is three hrs.

4.    Pass time was ignored in this example.  It is not a factor in Formula solutions, but it may be nec to consider it for complete accuracy in First Principle Solutions.

CHAPTER 9

ORDERS

**SECTION 1**

**INTRODUCTION**

**GENERAL**

1.　　　Orders convey the commander's intentions and plans to subordinates. They are the primary means by which the commander directs, co-ordinates and controls operations.

2.　　　Orders differ by subject, length and method of delivery but, in every case, they must state:

　　　a.　　what is to be done;

　　　b.　　when it is to be done;

　　　c.　　how it is to be done;

　　　d.　　by whom it is to be done; and

　　　e.　　with what resources.

**TYPES**

3.　　　Orders are classified according to their specific subject area, method of presentation and the amount of detail they contain:

　　　a.　　**Subject**.  Any military function or activity may become the subject of an order and be designated as such.  The most common orders are:

(1)　warning orders;

(2)　operation orders (including fragmentary orders);

(3)　administrative orders; and

(4)   movement orders;

    b.    **Method of Presentation**.  The substance of a commander's direction may be presented to subordinates:

(1)   verbally as oral orders;

(2)   in writing as written orders; or

(3)   graphically as overlay orders; and

    c.    **Amount of Detail**.

(1)  **Warning Orders**.  Warning orders alert formations and units to forthcoming activities.  They contain as much detail as can be made available to assist subordinate commanders in their preparations.

(2)  **Full Orders**.  Full orders, e.g., operation orders, administrative orders, and movement orders, contain considerable detail.

(3)  **Fragmentary Orders**.  Fragmentary orders include only those details relevant to changes related to earlier operation orders.

(4)  **Instructions**.  Instructions are issued to initiate operational and administrative activity when subordinates are to be permitted a considerable degree of discretion. They contain general direction rather than extensive detail.

**CONTINGENCY PLANS/ORDERS**

4.    A commander may find it necessary to prepare orders that will be used only in certain circumstances, e.g., for a counter-attack against an enemy force in a certain area.

5.    Orders for such a contingency are normally designated as plans, e.g., operation plans..., administrative plans.... Contingency plans are virtually identical to orders, however, and must include instructions stating the circumstances under which they will become effective for execution as orders, e.g.:

    "On receipt of code word OMEGA, this plan is effective as Operation Order 101."

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**SECTION 2**

**GROUPING**

**INTRODUCTION**

1.         Grouping is the tailoring of a force for a particular operation. Through appropriate grouping, the commander deploys resources to accomplish the various specific tasks essential to accomplish his mission.   Grouping may entail adjustments to the normal organization of units and is generally determined by the tasks the force has been assigned to undertake and by what additional elements have been provided for the operation.   When establishing groupings, the commander must state the command relationships for the various elements of the force.

**FUNDAMENTALS OF GROUPING**

2.         The procedures for stating command relationships permit the commander to establish various degrees of command and control between the elements of the force.   In determining the appropriate command and control relationships, the following points are considered:

   a.   **Unity of Command**.   A senior commander establishes appropriate command and control relationships between the elements of his force which permit subordinate commanders to exercise sufficient authority over the elements assigned to them;

   b.   **Flexibility**.  It is seldom possible to anticipate accurately all the events of an operation.  Commanders at every level must be prepared to regroup forces so as to be able to respond to requirements and changing situations as the operation proceeds.  In so doing, a major consideration is the nature of the unit or element to be regrouped or retasked.  Some units can be easily and quickly retasked and redeployed, while others require more time, co-ordination and support.  An important consequence of this need for flexibility is that the continued availability of grouped resources cannot be guaranteed.  Subordinate commanders must accept that elements placed at their disposal may be withdrawn with little or no warning by the senior commander as the latter reorganizes the formation to meet a changing situation; and

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    c. **Affiliation**.  Operational effectiveness is enhanced by familiarity between commanders, staffs and troops of units who know one another and have established and practiced operational procedures together.  In configuring a force for a specific operation, already established affiliations should be considered.

**COMMAND AND CONTROL RELATIONSHIPS**

3.    **General**.  When a formation or unit is placed at the disposal of a commander, the degree of authority granted is established by the command or control relationship stated by the commander releasing the force to the gaining subordinate or adjacent commander.  Relationships are stated in standard terms that have a precise meaning.  These relationships are intended to clearly establish the gaining commander's authority to direct, as well as what responsibilities the commander has to the unit allocated.

4.    **Command Relationships**.  The following authorized command relationships for grouping in Canadian land operations are explained in detail at Annex A:

    a.  under command;

    b.  in support; and

    c.  in location.

5.    **Modification of Command Relationships**.  Any of the preceding relationships may be modified for a specific activity or operation by the addition or deletion of a function, e.g., **in support and under command for movement** adds responsibility and authority to control movement of all echelons of an element to the normal in support relationship.

6.    If a unit that has been under command is to be returned to the command of the parent formation or unit which previously allotted it, it is shown as **reverting to under command** of that formation or unit. **Detached to under command** is used when an organic unit is sent by its parent formation or unit to another.  The expressions **detached to under command** and **reverting to under command** dissolve existing groupings.

**ADMINISTRATIVE COMMAND RELATIONSHIPS**

7.      **General**.  In developing groupings, the commander and staff must keep in mind the requirement to establish an operational grouping that can be administratively supported.  Although the detail of combat service support plans may be published in separate orders, the commander's operation order must establish the important administrative command relationships and responsibilities.

8.      **Degree of Administrative Command or Control**.  When the commander's operational grouping results in a change from the formation's normal order of battle, the operations staff determines the appropriate command and control arrangements for the grouping's combat service support requirements.  Under normal circumstances, these arrangements are identical to those for the operational grouping. Under some circumstances, this may not be practicable and different combat service support relationships are established.  As a result, it is necessary to understand that combat service support relationships may be handled separately from operational relationships.  The following should be considered:

  a.  **Complete Transfer**.  When a unit or formation is placed **under command** and there are no special considerations with respect to its service support, full responsibility for its service support is transferred to the gaining commander.  Thus an unqualified statement of **under command** places an element under the command of the gaining commander for both operations and administration.  This transfer of administrative command entails transfer of responsibility and support capability to the gaining commander and therefore adjustment of combat service support arrangements in the higher support echelons to accommodate the revised unit and formation needs; and

  b.  **Partial Transfer**.  Where the nature of the operation, time, distance, or resources make full transfer of administrative command and control impossible or uneconomical, the relationship is stated as a qualification to the statement of operational relationship.  It could be either:

    (1)  **under command for administration less ...**; or

    (2)  **under command for daily maintenance**.

9.      Further amplification and discussions of both of the above terms are provided at Annex A.

## COMBINED OPERATIONS

10.     In addition to terms used in national operations, two additional terms may be required for NATO, ABCA, UN or CANUS operations.  They are:

    a.  operational command; and

    b.  operational control.

11.     These terms are defined and discussed in Annex B.

## COMBAT SERVICE SUPPORT IN COMBINED OPERATIONS

12.     Transfer of operational command or control of units or formations to the forces of another nation or to the command of a NATO or ABCA commander does not normally include a transfer of authority or responsibility for combat service support.   The definitions of **operational command** and **operational control** at Annex B should be noted.  As a rule, logistics are a national responsibility.  In combined operations, there may be extensive mutual support and co-operation in support activities, but specific arrangements for this are made as separate and, normally, bilateral agreements.

## FURTHER DELEGATION

13.     In grouping a force, a gaining commander may further delegate command or control of the gained element to a subordinate commander or to the commander of an adjacent force, but only at the same or a lesser degree of command or control.  For example, when divisional engineers have been placed in support of a subordinate brigade, the brigade commander cannot subsequently place them under command of a subordinate battle group.

## TIMING

14.     The timing of grouping or regrouping is important as it entails, momentarily at least, a break in tactical cohesion.  Changes to groupings should take place either before battle or during lulls in the fighting to permit the reorganized elements to establish communications and liaison and to receive new or adjusted orders.  The time at which transfer of administrative command occurs may be related to the replenishment cycle rather than the time of change of operational command.

**PRECEDENCE OF OPERATIONAL RELATIONSHIPS**

15.     It is essential that operational relationships existing between a headquarters and its subordinate formations or units be made clear in orders and instructions.  This can be done by listing the operational relationships in a task organization paragraph or annex, in the attachments and detachments subparagraph or in the groupings sub-subparagraph of operation orders.

16.     Operational relationships vary according to:

a.  **Degree of Relationship**.  The degree of an operational relationship varies from complete tactical subordination, i.e., **under command** to the dissolution of existing relationships, i.e., **detached to under command**; and

b.  **Time**.  The time at which an operational relationship is effective extends from confirmation of an existing relationship, e.g., **remaining under command** to prescribing the time at which a new relationship becomes effective, e.g., **under command from 170100Z JAN**.

17.     The following tables show the precedence for listing operational and administrative relationships.  The degree of relationship in **Column (a)** is linked with the appropriate time relationship in **Column (b)**.

| DEGREE OF OP RELATIONSHIP | TIME RELATIONSHIP EFFECTIVE |
|---|---|
| (a) | (b) |
| 1. Under comd | a. Remaining ... until ... (if known) |
| 2. In support | b. ... from ... until ... (if known) |
| 3. In location | |
| 4. Revert to under comd | a. ... from ... until ... |
| 5. Detach to under comd | a. ... from ... (date/time) |
| 6. Detach to in support | b. ... from ... |

Figure 9-2-1  Operational Relationship Precedence

| DEGREE OF ADMIN RELATIONSHIP | TIME RELATIONSHIP EFFECTIVE |
|---|---|
| (a) | (b) |
| 1. Under comd for admin | a. Remaining ... |
| | b. ... from ... (date/time) |
| 2. Under comd for admin less... | |
| 3. Under comd for daily maint | |

Figure 9-2-2  Administrative Relationship Precedence

18.     The order in which relationships are shown is determined as follows:

a.  the higher the degree, the earlier the listing;

b.  among those of equal degree, the earlier the time prescribed, the earlier the listing;

c. among those assuming equal relationship at the same time, the order is as follows:

   (1) subordinate formations;

   (2) own subordinate armoured and infantry units;

   (3) other armoured and infantry units under command;

   (4) own subordinate combat support arms formations and units and other combat support arms formations and units under command;

   (5) sea element or naval units co-operating; and

   (6) air element or air force units co-operating;

d. formations are listed in order of size, and then in order of numerical designation; and

e. units and sub-units are listed in order of corps/regimental seniority, then in order of precedence within corps/regiments or in order of numerical designation.

19.      The grouping relationship for parties of specialists, as well as air resources, is expressed with the term **allocation**. A tactical air control party (TACP) **is** normally allocated to a formation headquarters. Air sorties are normally allocated to a formation and can be further allocated down to units and sub-units for specific tasks by the formation commander. In operation orders produced below brigade level, the allocation of forward observation officers, fire controllers, forward air controllers and liaison officers may be listed under the grouping sub-subparagraph of the sub-unit being allocated the resource, as well as under the relevant sub-sub-paragraph under co-ordinating instructions. In the grouping subparagraph, the term **allocated** is used and appears after **in support** and before **in location** in the sequence of operational relationships.

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**SECTION 3**

**WARNING ORDERS**

**GENERAL**

1.      To prepare for an operation, formations and units must receive notice of the impending task at the earliest practicable time.  The commander provides such information through the use of a warning order.

2.      Receipt of the warning order initiates battle procedure in the formation or unit.  A timely, complete order permits maximum use of the time available for operational and administrative preparations.  Thorough preparation, in turn, has a positive effect on the readiness, morale and frame of mind of the fighting troops earmarked for the operation.

**USE**

3.      **Timing**.  A commander sends a warning order as soon as there is sufficient information to merit doing so.  Frequently a supplementary warning order is sent as more information or direction becomes available.  For example, a division commander prepares and sends an initial warning order on receipt of the corps commander's warning order.  The commander sends a supplementary warning order after receipt of the corps operation order and the development of a plan.

4.      **Transmission**.  To gain preparation time for their formations or units, commanders pass their warning orders by the fastest secure method available. Warning orders are normally short and can therefore be sent by automated data link, radio, telephone, message, liaison officer or dispatch rider.

**CONTENT AND FORMAT**

5.      A warning order must contain all of the available useful information required for preparations prior to receipt of the operation order.  As a minimum it must state:

   a.   the nature of the task;

b.   the location and time for the presentation of oral orders or the time of distribution of a written order; and

c.   the degree of notice for movement of the main body of the formation or unit.

6.      Whenever possible, a warning order should also include:

a.   enemy situation;

b.   orders for, or limitations on, the movement of reconnaissance or advance parties; and

c.   directions for special logistics or administrative preparations.

7.      There is no standard format for a warning order.  The only requirement is that it begin with the words **Warning Order** and end with a demand for an acknowledgment.

8.      A warning order, sent as a message, might be worded as follows:

"WNG O.  EN ATTEMPTING ESTB DEF SOUTH HWY EIGHT.   BDE WILL CAPTURE HIGH GRD WEST RITTERSHOF NV 7462 BY 071930Z MAR.  NO MOV MAIN BODY BEFORE 061930Z MAR.  O GP RV XRD ROCKERSBUHL NV 7357 AT 061200Z MAR.  REPLEN TO BE COMPLETED BY 061500Z MAR. ACK."

**SECTION 4**

**OPERATION ORDERS**

**GENERAL**

1.        An operation order gives subordinate commanders, commanding officers and staff the direction and information essential to execute the commander's plan. An operation order is arranged in five major parts: situation, mission, execution, service support and command and signal.

2.        The order must be complete, clear and concise.  It should contain only as much detail as is necessary for subordinate commanders to prepare their orders and the staff to co-ordinate the operation.  The inclusion of unimportant or widely known information or procedures covered in SOPs shall be avoided.

**WRITTEN OPERATION ORDERS**

3.        **Use**.  A written operation order is used when considerable detail must be included and sufficient time is available.  Full written operation orders are only likely to be given to start a campaign or a phase of a campaign.  Once an operation begins, orders are more likely to be issued verbally, either in person or via secure means.

4.        **Format**.  The following standard layout is used for written operation orders:

       1. **SITUATION**

          a.    **Enemy Forces**.

          b.    **Friendly Forces**.  (Includes statement(s) on the intentions of the issuing commander's superior.)

          c.    **Attachments and Detachments**.

       2. **MISSION**

          (This paragraph is not subparagraphed.  It should be a clear, concise statement of what is to be accomplished.)

3. **EXECUTION**

   a.    **Concept of Operations**.

   b.    ... (Subparagraphs as required.)

   c.    ...

4. **SERVICE SUPPORT**

    (Subparagraphs as required.)

5. **COMMAND AND SIGNAL**

    (Subparagraphs as required.)

5.    In applying the above format:

a.    use of standard paragraphs and subparagraph headings and the numbers or letters shown is mandatory; however, terms such as **no change from...**, **see Anx...**, **see Mov O...**, are permissible following all paragraphs and subparagraph headings except MISSION; and

b.    each additional paragraph subdivision is given a heading.

6.    A detailed operation order format with notes on its preparation is provided at Annex C.

7.    **Annexes**. At higher command levels, it is frequently appropriate to put segments of an operation order into annexes, e.g., enemy forces, fire plan, task organization (grouping). At lower levels, a grouping and tasks matrix annex may be used. Use of annexes makes it possible to keep the body of the order short. It also allows selected addressees to receive additional copies of specialized parts of the order and permits preparation and distribution of annexes either before, with, or, if necessary, after the body of the order. Additional points on the content and format of operation order annexes include:

a.    **Content**. Although annexes may be used to amplify any part of an order, they are used most frequently to give the commander's direction to combat support or combat service support elements. It may be

necessary to repeat in the annex some of the information and direction given in the body of the order because it is possible not all recipients of the annex will receive the complete operation order; and

b. **Format**. An annex may be written or in the form of an overlay, overprinted map, sketch or table. Written annexes follow the five-paragraph arrangement of the operation order with the exceptions of the intelligence, combat service support, task organization or grouping and task matrix annexes,**all of which** have unique formats. Formats for major annexes to operation orders, with notes, are included at Annex D. They include:

   (1)   the intelligence annex;

   (2)   the surveillance and target acquisition annex;

   (3)   the fire support annex;

   (4)   the engineer support annex;

   (5)   the communications-electronics annex;

   (6)   the electronic warfare annex;

   (7)   the service support annex;

   (8)   the movement annex;

   (9)   the task organization annex; and

   (10)   the grouping and tasks matrix annex.

8.       **References to Other Orders**. Operations orders may omit detail on a particular matter by referring to another order that covers the subject. The related order is published separately on the authority of the same commander and may be distributed before, with, or after the operation order. This procedure is used most frequently for the direction and co-ordination of combat service support and movement; i.e., the operation order may make reference to supporting administrative and movement orders. Similarly, the administrative and movement orders may make reference to the relevant operation order.

9.        When an operation order refers to a related administrative order, the operation order must still provide the minimum direction and information required by the supported formations and units, e.g., important changes in the grouping of administrative units with combat elements or restrictions on items such as ammunition or POL.

10.        **Preparation and Distribution**. The staff must be capable of translating the commander's plan into a full order and placing this in the hands of the lower formations or units in the shortest possible time.   The following suggested procedure will save time through the maximizing of concurrent activity:

   a.  **Warning**.  As soon as it is known that an order is to be produced and issued, the responsible G3 officer, normally the G3 Plans at corps or division level, or G3 at brigade, warns:

      (1)   the other staff branches and arms advisers to be prepared to assist in planning and drafting the order;

      (2)   the chief clerk to ready for preparation and reproducing the order; and

      (3)   signal and liaison officers to make preparations for the transmission or delivery of the completed order;

   b.  **Drafting the Order**.  Once the warning has been given, the G3 staff then:

      (1)   at the earliest possible opportunity, obtains the commander's plan and extracts from it:

         (a)   the mission, preferably using the commander's words; and

         (b)   enough information on the commander's intentions to draft the execution paragraph of the order;

      (2)   briefs the other members of the staff and the arms advisers on the mission and planned execution of the operation.  Other staff members and advisers then draft their portions of the order, e.g., G2 drafts **Enemy Forces**, G4 the **Service Support** paragraph; artillery and engineer advisers the fire support and mobility/counter mobility plans; and

(3)   collates portions received from other staff sections and complete the draft order;

c.   **Checking**.  The draft order should be checked by an officer other than the writer.  The second officer checks for accuracy and ensures that each part conveys the intended meaning clearly and unambiguously.  After it is typed, the order must be checked for minor staff duties and typographical errors;

d.   **Approval**.  At corps and division levels, the order is approved by either the commander or COS or, in their absence, by the G3.  At brigade level, the order is approved either by the commander or by the G3.  If approval is not possible, the responsible G3 officer authenticates the order and has the commander, COS or G3 sign the file copy at the earliest opportunity; and

e.   **Distribution**.  Correct and timely distribution of the order to formations and units and recording confirmations of receipt is the responsibility of the G3 staff.  This entails co-ordination with signals and, if necessary, the use of liaison officers to deliver the order to lower levels of command.

## FRAGMENTARY ORDERS

11.      Fragmentary orders amend, clarify or augment earlier operation orders; they are used in fast-paced operations when the situation is changing quickly and a commander wants to deal with a new situation by changing the original plan, rather than preparing a new operation order.

12.      Fragmentary orders follow the sequence of the operation order and the five standard paragraph headings are always used; however, these paragraph headings may be followed by the term **No Change**.  Other parts that remain unchanged from earlier orders are omitted.  The order always begins with the words **Fragmentary Order**.

13.      Fragmentary orders may be prepared for delivery by automated data link, radio or telephone as oral orders or messages, or in the form of overlays or overprinted maps.  Distribution of fragmentary orders may be restricted to formations or units directly affected by the order.

14.      Annex E is a specimen of a fragmentary order sent as a message.

**ORAL ORDERS**

15.     **General**.  Whenever feasible, it is best for a commander to pass direction personally to subordinate commanders as oral orders. **Personal delivery has the following advantages**:

   a.  it saves time;

   b.  it gives the commander an opportunity to impress subordinates and ensure their full co-operation; and

   c.  it allows examination of any portion of the order requiring clarification or amplification by the commander with the subordinates who must execute it.

16.     A commander's oral orders may be delivered to subordinate commanders:

   a.  at an orders group;

   b.  by visit;

   c.  by radio or telephone; or

   d.  by a liaison officer specifically authorized by the commander to verbally deliver the commander's order to subordinate commanders.

17.     **Orders Groups**.  Whenever possible, a commander has subordinate commanders assembled and personally presents oral orders to them.  The orders group method of presentation is preferred whenever there is sufficient time and the operational situation permits the assembly of subordinate commanders.  The following subparagraphs outline the procedures for the preparation and delivery of oral orders:

   a.  **Format and Content**.  Orders for presentation to an **orders group** (O Group) follow the same format as written operation orders;

   b.  **Location**.  When practical, a commander gives orders at his own headquarters.  When time is short, the commander may elect to use a subordinate headquarters located in a more forward area or some other central location more convenient for the O Group;

c.  **Presentation**.  A commander may give the complete order personally or, if it is lengthy, may have the staff give the bulk of the order but reserve selected key paragraphs or subparagraphs for personal delivery.  The commander might, for example, present his **concept of operations** and the **mission** and then answer any questions arising;

d.  **Confirmation**.  At brigade level and above, it is normal for the staff to provide written confirmation to follow the commander's oral orders.  Not only do subordinate commanders and the staff find verification of essential detail helpful, but written confirmations are useful to officers who need to know the plan but were not present at the O Group.  Confirmation can be provided either by full written operations orders or by confirmatory notes.  An example of confirmatory notes is provided at Annex F; and

e.  **Arrangements**.  The headquarters SOPs detail the drill for the holding of orders.  Points to be covered include the following:

    (1)  **Notification to Subordinate Commanders**.  This is normally included in the warning order.  The location where orders are held or a rendezvous and the time must be clearly stated.  Formation SOPs detail the composition of the orders group and state how long prior to the beginning of orders officers are to arrive;

    (2)  **Site Selection**.  A quiet, secure area that provides protection in the event of attack is required;

    (3)  **Reception**.  Officers arriving by aircraft or vehicle must be met and guided to the site.  If necessary, they must be briefed on the latest developments in the situation;

    (4)  **Seating**:

        (a)  subordinate tactical commanders should be seated in accordance with the formation headquarters SOPs; and

        (b)  seats should be available near commanders for accompanying operations and administrative staff officers and commanders of supporting combat support elements;

(5) **Aids**. Maps, sketches, overlays, pointers and audiovisual equipment must be available and checked beforehand;

(6) **Communications**. Facilities must be available for commanders to contact their formations or units by radio or telephone immediately after receiving their orders; and

(7) **Preparation of Notes**. If confirmatory notes are to be distributed, arrangements include their drafting prior to orders and their recording of the commander's directions, including adjustments made during orders. The notes are reproduced and distributed immediately after orders.

18.    **Other Methods**. There are occasions when the tactical situation or time and space factors make it impossible for a commander to assemble an orders group. In this event, the commander uses one or more of the following alternative methods to give his orders:

a. **Visits**. A commander may go to a subordinate commander's location to give orders and discuss the plan. This is a particularly suitable technique where the lower level commander's formation or unit is engaged. The major disadvantage is that there is no opportunity for subordinate commanders to co-ordinate various matters among themselves as is possible at an orders group;

b. **Telephone and Radio**. If face-to-face contact between commanders is not possible, the use of telephone or radio provides a speedy and convenient level of personal contact. In such cases, however, consider that:

(1) security of information must be provided for;

(2) enemy jamming may disrupt communication;

(3) questions and discussion are limited; and

(4) aids such as map traces cannot be used; or

c. **Liaison Officers**. Where visits, or radio or telephone contact are not practical, the commander may send a liaison or staff officer to subordinate commanders to deliver the orders.

**OVERLAY ORDERS**

19. **General**. An operation order may be issued in graphic form as an overlay order. This consists either of a transparent overlay, or an overprinted map with accompanying notes. The notes supplement the information or direction provided by the symbology of the overlay or overprinted map. This method is most suitable at lower levels of command where orders normally contain less detail and when saving time is of critical importance.

20. **Drafting**. Comprehensive SOPs reduce the amount of written detail on an overlay order. The following conventions apply to overlay orders:

a. the written part of the overlay order follows the same sequence as for written orders;

b. task organizations can be shown graphically anywhere on the overlay or on a separate sheet of paper;

c. information on the enemy may be given on the overlay or on a separate overlay, or reference to an intelligence summary;

d. information that cannot be graphically portrayed should be written;

e. information on friendly forces requires some judgement on the part of the staff officer preparing the order. Usually only major unit symbols need to be shown, since most troops should be already knowledgeable. On the other hand, if outside units or formations are to be involved, more information may be required. Information that cannot be portrayed graphically must be written;

f. the **mission** must always be stated in writing;

g. the general outline or the concept of operations should be stated, whether shown graphically or not;

h.  subordinate units are always listed, whether or not the information applicable to them is shown in writing or graphically on the overlay;

i.  if used, the co-ordinating instructions subparagraph should always appear as the final subparagraph of the execution paragraph. Key timings and important grid references (e.g., locations of minefield gaps) should be listed if they are not immediately obvious on the overlay;

j.  the rules concerning the use of military symbols set out in B-GL-303-002/FP-Z01 Operational Staff Procedures, Volume 2, Staff Duties in the Field, Supplement 1, Military Symbols are all applicable; and

k.  a colon (:) indicates that either all or part of the information is shown graphically on the overlay.

21.  Overlay orders are most useful in the following cases:

a.  where several alternative courses of action are possible, such as in the counter-attack. A separate overlay can be used to show each course of action, of which one will be ordered;

b.  where it may be necessary to adjust boundaries, axes or objectives in a fast-moving battle; and

c.  where it is desired to give details for implementing a later phase of battle that had only been generally described in the initial orders.

22.  Annex G presents a specimen overlay order.

## ORDERS FOR REAR AREA SECURITY AND DAMAGE CONTROL

23.  The NATO nations have agreed on the formats for operation plans or orders for rear area security and damage control. The formats used are variations of the format of a standard operation order; they may be found at Annexes H and I respectively.

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## SECTION 5

## INSTRUCTIONS

**GENERAL**

1.     Instructions are similar to full orders in format and method of delivery. They differ in the amount of direction and information provided.  While full orders characteristically contain considerable detail such as explicit tasks and lengthy co-ordinating directions, instructions are only outlines.  They express a commander's general plan or intention and the tasks of subordinates; the remainder of the decisions are left to the lower level commanders.

**USE AND CONTENT**

2.     Instructions are used for the direction of tactical and administrative activities when speed of movement or lack of information make specific orders impossible.  At such times, a commander must leave many decisions and the co-ordination of much detail to subordinates.  To exercise sound judgement in these matters, subordinate commanders and their staffs must be well informed as to:

   a.   the situation, including all relevant information about the enemy and the higher commander's plans and intentions;

   b.   the immediate commander's plans and intentions; and

   c.   their own task or tasks.

3.     Instructions are most frequently addressed to a single formation or unit that is being given an independent task.  In this case, the instruction is addressed to the lower commander by name.  The higher commander personally signs it.

4.     As instructions may reveal the commander's longer-term intentions, precautions are taken to afford the information they contain appropriate security protection.

5.     The format for an operation instruction is provided at Annex J.

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## SECTION 6

## ADMINISTRATIVE ORDERS

**GENERAL**

1.      Just as an operation order gives the commander's detailed direction for the conduct of tactical activities, an administrative order gives the commander's directions for combat service support operations.

2.      Administrative orders are used:

    a.  to provide administrative detail that is too lengthy to include either in the service support paragraph or in the service support annex of a related operation order; and

    b.  to direct and co-ordinate combat service support activities not immediately related to an operation order.

**CONTENT AND PREPARATION**

3.      Although administrative orders direct and co-ordinate the administrative activities of all elements of the formation, they contain much detail that is of interest only to the combat service support formations and units.  Even when an administrative order directly supports an operation order, the operation order must contain the essential direction and information required by the supported elements to complete their plans without reference to the administrative order.

4.      Subordinate combat service support commanders base their own internal operation orders on the administrative order.

5.      Like operation orders, administrative orders should be as brief as possible.  This can be achieved through maximum use of SOPs and the use of map overlays for such things as installation locations, including opening and closing times.

6.      When an administrative order is related to an operation order, the principal of planning tactical and administrative operations concurrently should be observed.  It should be possible to complete and distribute the administrative order with the operation order.

**PRESENTATION**

7.　　　Usually an administrative order contains such a level of detail that presentation as an oral order is impractical.  Normally a written order is prepared and distributed and an administrative conference is held when addressees have had an opportunity to consider the order.

**FORMAT**

8.　　　Annex K shows a specimen of an administrative order.

## SECTION 7

## MOVEMENT ORDERS

**GENERAL**

1.        A movement order covers the details for the ground movement of a formation or unit.  The order must be issued in sufficient time to allow subordinates to make their plans, issue their own orders, and complete their preparations for the movement.

**PRESENTATION AND FORMAT**

2.        A written movement order should be in the form of the five-paragraph operation order.  Annexes to the order may include movement traces, movement tables and administrative arrangements.  Details for road movements may also be issued as an annex to operation orders.  The format of a movement annex to an operation order is the same as for a movement order.  Appendix 8 to Annex D shows the format of a movement annex to an operation order.  A specimen movement order is shown at Annex L.

**PREPARATION AND CONTENT**

3.        The amount of detail given in a movement order depends in part on the tactical and road traffic situation, the state of readiness of the units/troops involved, and on unit/formation SOPs.  Whatever the form in which orders are issued, the following information must be included under the co-ordinating instructions subparagraph:

    a.   routes, including details of route markings;

    b.   average speed and density;

    c.   method of movement;

    d.   start point, release point and other critical points;

    e.   timings for each formation or unit to be passed, specified checks or traffic control points;

    f.   halt instructions;

    g.  refuelling and breakdown instructions;

    h.  degree of lighting if applicable; and

    i.  outline of traffic control organization and the time by which it should be established.

## COMMAND AND CONTROL RELATIONSHIPS

1.      The following command and control relationships shall be used in the grouping of units for land operations:

 a. **Under Command**.   A command relationship that gives the gaining commander full authority to direct and control all aspects of the operational activities and all movement of the element and, unless specifically excluded, responsibility for the combat service support of the element.  Commanders may assign missions or tasks to entire units or to their component elements; they may also delegate all or any part of their authority for the **under command** unit/element to a subordinate or adjacent commander;

 b. when tactical aviation units or elements are grouped **under command** of a land force commander, the land force commander has authority to assign them tasks as well as to direct their moves and deployments.  This authority may be delegated to subordinate land force commanders.  In either case, however, assignment of tasks and other activities by land force commanders must be made through the aviation component commander.  The control of flight safety, aircrew training, operational flying procedures and manoeuvres policy is retained by Commander Air Command and exercised through the aviation component commander;

 c. **In Support**.  A command relationship that gives to the gaining commander authority to control the operational capability of a supporting element but no authority or responsibility for its other functions.  To amplify:

   (1)   a commander receiving a sub-unit, unit or formation **in support**:

     (a)   has the full authority to call for and direct the operational capability of the supporting force toward missions or tasks as desired;

     (b)   may direct the movement, fire or manoeuvre of the operational elements of the supporting force as necessary to co-ordinate the conduct of operations and, when they are deployed in the commander's area of operational responsibility, the movement of support echelons of the supporting force;

      (c)  has, with regard to tactical aviation units **in support** during peacetime, only restricted authority to order any aviation unit deployment or movement for local operational or training activities; and

      (d)  may place the gained force in support of a subordinate or adjacent commander;

   (2)  the gaining commander has no authority or responsibility for:

      (a)  the positioning or movement of the supporting elements or echelons of the in support force where these are not located within the gaining commander's area of responsibility;

      (b)  the combat service support of the **in support** force;

      (c)  assigning separate employment tasks to sub-units or components of the supporting force; and

      (d)  flight safety, aircrew standards, operational flying procedures and maintenance policy, in the case of aviation units; and

   (3)  the **in support** commander is responsible for establishing and maintaining liaison with the supported commander;

d.  **In Location**.  This is a command relationship used when a unit, sub-unit or element is deployed by a higher commander into the area of responsibility of a subordinate formation or unit commander who has no authority to direct the operational activities of the in location force.  The force placed in location executes missions or tasks as directed by the higher commander.  The commander responsible for the area is responsible for the co-ordination required to accommodate the in location unit, e.g., deployment area, road space for movement and rear area defence.  The in location unit commander is responsible for seeking and accepting this co-ordination; and

e.  **Allocated**.  The grouping relationship of small parties of specialists and air resources, such as forward observation officers (FOOs), fire support co-ordination centres (FSCCs), TACPs, sorties, etc, is expressed with the

term **allocated**. This places the resources in an organization in which such placement is relatively permanent. Normally, the gaining organization administers the allocated personnel and controls them for their primary functions. In regards to aircraft sorties,"**allocation**" means the total numbers of sorties by aircraft type available for each operational task.

2.    Further explanation of these relationships may be found in the matrix at Appendix 1 to this annex. The matrix at Appendix 2 to this annex outlines special arrangements applicable to aviation elements placed at the disposal of a land commander.

3.    **Artillery**. The following special considerations relate to the grouping of artillery units:

a.    **Command**. Normally command of artillery is retained at the highest level at which it can be exercised effectively;

b.    **Control through Tactical Tasks**. Although command is retained at the highest level, authority to control artillery fire is decentralized in accordance with the following hierarchy of **tactical tasks**:

(1)    **Direct Support**. An artillery unit or formation assigned in direct support (DS) is immediately responsive to the fire support needs of the supported unit. The DS unit is responsible for providing dedicated communications and liaison to the supported unit or formation. The direct support unit commander co-ordinates all other artillery tasked or designated to reinforce the direct support unit. Although positioning is the responsibility of the direct support unit commander, authority for movement is frequently retained by the higher artillery headquarters;

(2)    **Reinforcing**. An artillery unit or formation tasked as **reinforcing** provides fire support to another artillery unit that has been designated to receive reinforcement. The reinforcing unit is required to maintain communication and liaison with the unit being reinforced. It can be positioned by the unit it is reinforcing;

(3)    **General Support Reinforcing**. An artillery unit or formation designated **general support reinforcing** provides, as a first priority, fire support to

the artillery formation it is assigned to. As a second priority, it provides reinforcing fire to an artillery unit or formation that is designated to receive reinforcing fire. The general support reinforcing unit provides communications and liaison to the unit it is designated to reinforce. The authority to move and position remains with the higher artillery headquarters;

(4) **General Support**. An artillery unit or formation in general support provides fire support to that formation for which it has been tasked to be in general support. It responds to the artillery headquarters of the formation of which it is in general support. It is moved and positioned by the higher artillery headquarters;

(5) field artillery and air defence artillery tactical tasks and responsibilities are laid out in Appendices 3 and 4 respectively to this annex;

c. **Non-Standard Tasks**. In tactical missions, when the commander's intent cannot be accurately conveyed with one of the standard field artillery tasks, a non-standard task may be assigned. Non-standard tasks amplify, limit or change one or more of the seven mission responsibilities (see Appendix 3 (b) through (h)) or spell out contingencies not covered by the responsibilities. For example, a restriction on ammunition or movement modifies a standard task;

d. **Air Defence Artillery.** ADA that is not organic to a formation or unit can be placed under command for deployment on an independent task. When placed in support, the same tactical missions are used as for field artillery. These tasks and responsibilities are set out in Appendix 4. The term **in location** is still used when appropriate, e.g., a divisional order could state: elements of 16 AD Regt in loc throughout the divisional area.

4. **Combat Service Support Relationships**. The following terms are used to establish the administrative command relationship between a combat support unit or formation and the formation they are supporting, when it is necessary to distinguish this relationship from the operational command relationship:

a. **"Under Command for Administration"**. This is the service support relationship associated with the operational **"under command"**. The gaining formation or unit has full authority to direct, and responsibility for,

all the logistics and personnel support matters of the formation or unit placed under command;

b.   **"Under Command for Administration Less..."**.  This is a service support command relationship used when the nature of the operation makes a complete transfer of administrative command impossible or uneconomical because of time, distance or resources.  The functions not transferred are stated, e.g., **"less personnel administration"**.  The gaining commander has full authority and responsibility for all other service support activities.  Exclusion of a function does not preclude the gaining unit or formation from providing advice or, in an emergency, support in the excluded activity.  Otherwise, the parent unit or formation must provide support in the area of the excluded function; and

c.   **"Under Command for Daily Maintenance"**.  This is a service support command relationship in which the gaining commander has authority to direct and responsibility for meeting the routine requirements for combat supplies of the transferred unit or formation.  The parent unit or formation retains responsibility for all personnel and logistics support other than fuel and lubricants, ammunition, rations and water.  Support in other areas, e.g., medical, spare parts, recovery, may be provided by the gaining unit or formation if resources permit.  This is the minimum or lowest level of command relationships for service support operations in a transfer between two Canadian units or formations.  It is most frequently used when the duration of the transfer is limited.

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**COMMAND RELATIONSHIPS USED IN GROUPING
FOR LAND OPERATIONS**

| Command Relationship | Authority of the Gaining Commander to: | | | | | Control Mov of | | Assign Deployment Area(s) |
|---|---|---|---|---|---|---|---|---|
| | Control Operations | Assign Mission/ Tasks When Required | Delegate Full Auth to Subord Comd | Assign Task to Separate Elements | Control CSS | Combat Echelon | Support Echelon(s) | |
| Under Command | YES | YES | YES | YES | YES | YES | YES | YES |
| In Support | YES | YES | YES | NO | NO | YES | NO | YES |
| In Location | NO | NO | N/A | N/A | NO | YES (1) | YES (1) | YES (1) |
| **NOTE**<br>1. Subject to direction of superior commander. | | | | | | | | |

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**COMMAND RELATIONSHIPS USED IN GROUPING AVIATION ELEMENTS
WITH LAND UNITS AND FORMATIONS**

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| Command Relationship | Authority of the Gaining Commander to: | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Control Operations | Assign Mission/ Tasks When Required | Delegate Full Auth to Subord Comd | Assign Task to Separate Elements | Control CSS | Control Mov of | | Assign Deployment Area(s) |
| | | | | | | Combat Echelon | Support Echelon(s) | |
| Under Command (1) | YES | YES | YES (2) | YES | YES | YES (2) | YES (2) | YES (2) |
| In Support (1) | YES | YES (3) | YES | NO | NO | YES | NO | YES |
| Allocation (Sorties) | NO | YES | YES | NO | NO | NO | NO | NO |
| In Location | NO | NO | N/A | N/A | NO | YES | YES | YES |

**NOTES**

1. The command or control of the following aviation unit functions is not released to a land commander: flight safety, aircrew training, operational flying procedures and maintenance policy.

2. The aviation component commander is the senior aviation officer of an aviation formation, unit or sub-unit assigned to the support of an army element. Orders and instructions from the supported commander are to be passed to the aviation element concerned through the designated commander **of that element**.

3. In the case of tactical aviation units placed in support of affiliated brigades for routine peacetime training, the brigade commander's authority is restricted to tasking the unit for local operational or training tasks.

**FIELD ARTILLERY TACTICAL TASKS AND RESPONSIBILITIES**

| Artillery with a Tactical Task of: | Answer Calls for Fire in Priority: | Establishes Liaison with: | Establishes Communications with: | Provides Forward Observation Officers/Fire Control Parties to: | Weapons Moved and Deployed by: | Has a zone of fire: | Has its Fire Planned by: |
|---|---|---|---|---|---|---|---|
| (a) | (b) | (c) | (d) | (e) | (f) | (g) | (h) |
| Direct Support (DS) | 1. Directly supported formation/unit.<br><br>2. Own FOOs/FC parties.<br><br>3. Force field artillery HQ (Note). | Directly supported formation/unit. | The directly supported formation/unit. | Each manoeuvre squadron/company of the directly supported formation/unit. | Direct support artillery unit commander or as ordered by force field artillery HQ (Note). | Zone of action of the directly supported formation/unit. | Develops own fire plans in co-ordination with directly supported formation/unit. |
| Reinforcing | 1. Reinforced artillery unit.<br><br>2. Own FOOs/FC parties.<br><br>3. Force field artillery HQ (Note). | Reinforced artillery unit. | Reinforced artillery unit. | No inherent requirement. | Reinforced artillery unit or ordered by force field artillery HQ (Note). | Zone of fire of reinforced artillery unit or zone prescribed by force artillery HQ (Note). | Reinforced artillery unit. |
| General Support Reinforcing (GSR) | 1. Force field artillery HQ (Note).<br><br>2. Reinforces artillery unit.<br><br>3. Own FOOs/FC parties. | Reinforced artillery unit. | Reinforced artillery unit. | Reinforced artillery unit if approved by force field artillery HQ (Note). | Force field artillery HQ (Note) or reinforced artillery unit if approved by force field artillery HQ (Note). | Zone of action of the supported formation/unit to include zone of fire of the reinforced artillery unit. | Force field artillery HQ (Note) or as otherwise specified. |
| General Support (GS) | 1. Force field artillery HQ (Note).<br><br>2. Own FOOs/FC parties. | No inherent requirement. | No inherent requirement. | No inherent requirement. | Force field artillery HQ (Note). | Zone of action of the supported formation/unit or zone prescribed. | Force field artillery HQ (Note). |
| **NOTE**<br>Force Field Artillery Headquarters or Higher Artillery Headquarters. | | | | | | | |

**AIR DEFENCE ARTILLERY TACTICAL TASKS AND RESPONSIBILITIES**

| Air Defence Artillery with a Tactical Task of: | Air Defence/Priorities Established by: | Established Liaison with: | Establishes Communications with: | Weapons Moved and Deployed by: |
|---|---|---|---|---|
| Direct Support (DS) | Directly supported formation/unit. | Directly supported formation/unit. | The directly supported formation/unit. | Direct support air defence artillery unit commander. |
| General Support (GS) | Force air defence artillery HQ. | No inherent requirement. | No inherent requirement. | Force air defence artillery HQ. |
| General Support Reinforcing (GSR) | 1. Force air defence artillery HQ.<br><br>2. Reinforced air defence artillery unit. | Reinforced air defence artillery unit. | Reinforced air defence artillery unit. | Reinforced air defence artillery HQ. |
| Reinforcing | Reinforced air defence artillery unit. | Reinforced air defence artillery unit. | Reinforced air defence artillery unit. | Reinforced air defence artillery unit. |

**COMMAND RELATIONSHIPS FOR COMBINED OPERATIONS**

1.        When allied land forces are grouped together to form multinational or combined forces for NATO, ABCA, UN or CANUS, the following additional important considerations apply:

   a.  **Full Command**.   Canadian and allied doctrine does not permit the surrender of complete command of a unit or formation to forces of another nation or a combined force commander.   In other words, Canadian formations or units may not be placed**under command** of a non-Canadian authority.  The highest level of authority (the NATO term is **Full Command**) is always retained by the national authority.

   b.  **Operational Command/Operational Control**.   Two additional important command relationships are in use for the delegation of authority in combined or multinational land operations:

      (1)  **Operational Command**.  This is the authority granted to a commander to assign missions or tasks to subordinate commanders, to deploy units, to reassign forces, and to retain or delegate operational or tactical control as may be deemed necessary.  It does not of itself include administrative command or responsibility for logistic support.  This is the highest degree of authority that national authorities can release to an allied commander.

      (2)  **Operational Control**.  This is the authority delegated to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks that are usually limited by function, time, or location; to deploy units concerned, and to retain or assign tactical control of those units.  It does not include authority to assign separate employment of components of the units concerned.  Neither does it, of itself, include administrative or logistic control.

   c.  **Tactical Control**.  This relationship is not normally used in NATO, ABCA, or UN land operations; however, the term is used in the definitions of **operational command** and **operational control**.  Tactical control is the detailed and, usually, local direction and control of movements or manoeuvres necessary to accomplish missions or tasks assigned.

2.        The important differences between operational command and operational control are:

   a.   **Operational Command**.   This command relationship has the following characteristics:

      (1)   national forces are released to an allied commander for such tasks as the gaining commander considers appropriate, i.e., the mission or task is not specified by the releasing commander or nation and the gaining commander may assign these;

      (2)   the commitment is not restricted by time or place; and

      (3)   the gaining commander may assign separate tasks to elements of the force, i.e., the force may be split up;

   b.   **Operational Control**.   This command relationship has the following characteristics:

      (1)   national forces are released to an allied commander for employment in the execution of specific missions or tasks that have been determined by a higher authority;

      (2)   it may be restricted in time and location; and

      (3)   the gaining commander cannot give separate tasks to the force's various elements, i.e., he cannot split the force; and

   c.   typical use of these terms might be as follows:

      (1)   the release of a Canadian division to **operational command** of SACEUR or COMCENTAG/COMLANDCENT at a designated level of alert for employment where and when required; or

      (2)   the release of a Canadian brigade at a critical time in a defensive operation, to the **operational control** of a German division for a 72-hour period in a designated area during which the brigade will be employed in a counter-attack ordered by a higher commander.

3.        In any particular situation, the exact application of operational command or operational control relationships are tailored to specific operational requirements.

4.        When Canadian land forces are released to the UN for peacekeeping duty, they are normally placed under UN operational control; however, the application of this relationship may be restricted by the mandate of the force in such matters as tasks that can be undertaken or the area in which the force will operate.

5.        National command and control relationships are provided at Appendix 1 to this annex to allow comparison with NATO or other multinational command relationships.

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## COMPARISON OF NATIONAL
## AND MULTINATIONAL COMMAND RELATIONSHIPS

1.     In comparing Canadian land command and control relationships with parallel NATO relationships, the following should be noted:

    a.  **Level of Application** . Generally, NATO land doctrine and war plans do not reflect a requirement for lower-level grouping. By and large, task organization below division level is not contemplated, i.e., the smallest element that is grouped with another force in a multinational task organization is a brigade or brigade group. National procedures, on the other hand, are suitable for grouping within brigades and units; and

    b.  the following are general equivalents:

      (1)  **Operational Command** . In some respects this is similar to **under command** and can be used in some operational situations that are similar, e.g., the placement of a brigade or brigade group into a division of another nation for an indefinite period of time. In terms of the degree of authority conferred on the gaining commander, **operational command** is a lower relationship than **under command** , as the gaining commander has restricted authority to place the gained unit at the disposal of a subordinate commander. In addition, the gaining commander has no control of the supporting unit's combat service support activities; and

      (2)  **Operational Control** . In some respects this is similar to **in support** and could be used in some operational situations that are similar, e.g., a US attack helicopter unit placed at the disposal of a German brigade. In terms of the degree of authority conferred on the gaining commander, **operational control** is a lower relationship than **in support** , as:

        (a)  the gaining commander may assign only missions or tasks that have been specified;

(b)  the gaining commander has restricted authority to place the supporting element at the disposal of a subordinate commander; and

(c)  the relationship is normally restricted as to time and place.

## FORMAT FOR A WRITTEN OPERATION ORDER

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(SECURITY CLASSIFICATION)                                          (1)


(Change from OOs, if any)                                          (2)


Copy No ____ of ____                                               (3)

Issuing HQ                                                         (4)
(Place of Issue)
(may be in code)
(DTG of Signature)
(Ref No.)


OP O (No)                                                          (5)


Refs:  A.  (Maps, charts and relevant docs)                        (6)
B.


Time Z:  ..........                                                (7)


Task Org:  (optional)                                              (8)


1.      SITUATION                                                  (9)

   a.  En Forces.  The G2 staff normally prepares this para.  It incl info on en
       composition, disposn, locs, mov, est strs, ident and capabilities which
       recipients need to know.  Info about the en may be shown on overlay, a
       trace, in an int anx or in an INTSUM.  New info since the latest INTSUM
       must be incl here.

   b.  Friendly Forces.  This subpara is normally prep by G3 branch.  It
       contains info on friendly forces, other than those comd or con by the HQ


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(SECURITY CLASSIFICATION)

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issuing the order and which may affect action of subordinate comds. The intentions of the issuing comd's superior are stated here (this info is derived from para 3a of the superior comd's op O). Photo recce sorties of interest to, but not con by, the issuing HQ are mentioned here as are all OAS (photo recce, CAS and BAI) sorties alloc to the issuing HQ. If airforce-owned air con agencies (TACP, ASOC) are alloc, these are noted here.

c.  Atts and Dets.

   (1)  When not given under Task Org above or in an anx, fmns and units remaining or coming under comd, in DS, in sp or in loc of issuing HQ, together with those rev to under comd or det, are shown here.

   (2)  Cbt svc sp units need not be listed here if an admin O is to be issued with the op O.

   (3)  If nuc wpns have been alloc, they are listed here.

   (4)  Air force air con agencies are not shown as Atts and Dets. It should be noted, however, that if such agencies, as mentioned under Friendly Forces, are to be further sub-alloc (e.g., Div-alloc TACPs alloc to specific bdes) this is shown in the gp and tasks portion of the EXECUTION para and in Coord Instrs under Air.

   (5)  Although tps in loc are not under con of issuing HQ, they are listed here for ease of ref. There is an obligation on the part of these tps to seek and accept dir for coord of their activities while in another unit's or fmn's area.

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(6)   Arty fmns or units placed under command, in sp or in loc are listed in the normal manner in the sit para.

2.      MISSION                                                             (10)

A precise, firm statement of the task given by the comd issuing the order and that will be implemented by the plan embodied in the order.  The verb used is always in the infinitive.  This paragraph shall not contain subparas.

3.      EXECUTION

a.   Concept of Ops.  This is a clr concise statement of the course of action chosen by a comd to accomplish the msn.  It describes why the fmn/unit has been tasked, what results are expected, how these results will facilitate future ops and how the comd sees achieving these results with the fmn/unit.  It should be no more than five or six sentences.

b.   Fmn or Unit.                                                          (11)

(1)   Gp.

(a)   Gp may be given here or consolidated in separate anx.

(b)   An altn method frequently used at higher fmn levels and in combined ops is to place both gp and atts and dets under the **Task Org** heading before **the SITUATION** para or the detail may appear in a separate **Task Org** anx.

(c)   At lower levels a gp and tasks matrix anx may be used.

(2)   Task(s).

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(a) Tasks are listed in order of tactical importance from LEFT to RIGHT and front to rear when viewed facing the en.

(b) Manoeuvre fmns precede units in order of listing as subparas. Manoeuvre units precede sub-units.

(c) Fol the above are the sp arms. The sequence of listing these is Arty, Engrs, EW and then Avn.

(d) For other tasks that cannot be given under the hd of a special fmn or major unit, e.g., where two elms of the same size are involved and a comd has been appointed, it may be desirable to use a specific task subpara, e.g., covering force, flank gds, res, etc.

c. <u>Fmn or Unit</u>.

d. <u>Arty</u>.

   (1) <u>Fd Arty</u>.

      (a) <u>GP</u>.

         i. Attached and detached Fd Arty units/sub-units are listed here.

      (b) <u>Tasks</u>.

         i. Fd Arty tactical tasks are listed here.

   (2) <u>Loc Arty</u>.

      (a) <u>Drones</u>.

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       (b)  <u>RPV</u>.

    (3)  <u>AD Arty</u>.                                       (12)

       (a)  <u>Gp</u>.

           i.  Attached and detached AD Arty units/sub-units are listed here.

       (b)  <u>Tasks</u>.

           i.  AD Arty tactical tasks are listed here.

    (4)  <u>Coord</u>.

       (a)  <u>Ammo Alloc</u>.

       (b)  <u>CB Policy</u>.

       (c)  <u>Air Corridor/LLTR</u>.

       (d)  <u>Wpn Con Status</u>.

       (e)  <u>AD EMCON</u>.

       (f)  <u>AD Pri</u>.

       (g)  Other subparagraphs as required.

  e.  <u>Engrs</u>.

    (1)  <u>Coord</u>.  The sr engr comd coord all engr resources is listed here.

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       (2)  <u>Gp</u>. If att engr elms are further alloc to subordinate fmns or units, gp may be repeated here.

       (3)  <u>Tasks</u>.

          (a)  Order of listing engr units is: own cbt/fd engr, other cbt/fd engr, own armd engr, other armd engr, own engr sp fol by other engr sp.

          (b)  Tasks are given in order of pri.

  f.  <u>EW</u>. An EW subpara may be incl or an EW anx is referred to here if EW elms are alloc.

g.  <u>Avn</u>.

       (1)  Avn is an air force resource placed under comd or in sp of the Army tac comd.

       (2)  Gp may be repeated here.

       (3)  Pri of tasks should be incl.

       (4)  It is normal at bde level for avn elms to be placed in sp of recce and arty units. If this is already incl in bde SOPs, it need not be repeated here.

  h.  <u>CSS Units</u>. Gp and tasks of CSS units and sub-units are inserted here.

  i.  <u>Coord Instrs</u>.                                     (13)

       (1)  <u>Timings</u>.

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   (a) Timings are usually listed first under Coord Instrs.

   (b) Timings are given in chronological order.

  (2) <u>Mov and TC</u>. A mov table may be listed in a separate anx.

  (3) <u>Bdrys</u>. Bdrys are usually set out trace or overlay that is incl as an anx to the order.

  (4) <u>Coord Pts</u>.

  (5) <u>Fire Plan</u>. Usually issued later to permit time for detailed coord.

   (a) Timings for DF plans to HQs are listed.

   (b) Allotment of ammo to arty units given as no of RPG.

   (c) Orders to implement fire plans are issued through arty channels.

  (6) <u>Barrier Plan</u>.

  (7) <u>Mines and Explosives</u>. Allotment of mines and def   (14) stores is given under coord instrs and not under **SERVICE SUPPORT** para.

  (8) <u>Int</u>. Int collection tasks involve several arms and therefore must be referred to under coord instrs or in an Int anx.

  (9) <u>Surv and Tgt Acquisition Plan</u>. This may be a separate anx and, if so, is referred to here.

    (10)  <u>NBC</u>.  Should incl comd's guidance on emp of nuc and chem wpns, planning reqrs, constraints and a ref to the nuc and chem sp plan. Wng and protective measures should be incl if they are not in SOPs.

    (11)  <u>Recce</u>.  Limitations on recce if applic.

    (12)  <u>Air</u>.

        (a)  Note that **air** refers to air forces, i.e., offensive air sp, air tpt, etc, and means of coord same, not avn.

        (b)  Incl here info on air sp con agencies, e.g., TACPs, ASOCs, and offensive air sp msns (Photo recce, CAS, BAI) alloc to the issuing HQ.

    (13)  <u>Coord Conf</u>.  If coord conf is to be held, it should be the last item mentioned under **Coord Instrs.**  Time and loc of coord conf are given.

4.      <u>SERVICE SUPPORT</u>                   (15)

    a.  <u>Admin O</u>.  For a large op, particularly at div level, it will be nec to issue a svc sp anx or an **admin O**.  The outline of the admin plan should, however, be incl here.  As a min, sp fmns or units should know what they will get, when and where, plus details of any significant restrictions.

    b.  <u>Med</u>.

    c.  <u>Ammo</u>.

    d.  <u>Def Stores</u>.

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    e.   <u>Feeding</u>.

    f.   <u>PW</u>.

    g.   <u>Rec</u>.

    h.   <u>BAA</u>.

5.       <u>COMMAND AND SIGNAL</u>           (16)

    a.   <u>Altn Comd</u>.  Succession of comd must be stated if not covered in SOPs.

    b.   <u>Locs</u>.

       (1)   Even if new locs of HQ and opening times can be shown on a trace, it is normal to incl details here.

       (2)   Own HQ incl altn, plus superior HQ locs given.

    c.   <u>EMCON</u>.

       (1)   This subpara can be further subdivided into radio, radars and other as reqr.

       (2)   Eff time is given for either rad and/or elec silence.

       (3)   Code words or nicknames for lifting and breaking are given here if not incl in the list of code words or nicknames subparas.

    d.   <u>Sig</u>.  Separate Comms-Elec Instrs or CEOIs are always referred to when applic.

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    e.  <u>Code Words and Nicknames</u>.

       (1)  A code word is a single word used to provide a secure cover.  It is normally used when an executive action is reqr or completed.  A nickname consists of two words and is used for convenience or to provide low grade cover for geo locs.

       (2)  A table is usually made with serial, code word/nickname, meaning and by whom the code word/nickname will be issued.

       (3)  Code words and nicknames must be listed alphabetically, starting with the code words.

       (4)  It is permissible to have a separate subpara for the code words and for the nicknames.  This is preferable when there are several of them.

Ack Instrs:  ACK                                         (17)

(Name)                                            (18)
(Rank)
(Appointment)

Authentication:

(Name)

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(<u>SECURITY CLASSIFICATION</u>)

(<u>SECURITY CLASSIFICATION</u>)

(Rank)
(Appointment)

Anxs:

A   (Anxs to the order are listed here as reqr)

| DISTR: | Copy No Incl Anx A | Anx B Copy No | Anx C Copy No | Anx D Copy No | (19)(20)(21) |
|---|---|---|---|---|---|
| (Fmn or Unit) | 1-2 | 1 | 1 | 1 | |
| .... | 3-4 | 2-3 | 2-3 | 2-3 | |
| .... | ... | ... | ... | ... | |
| .... | ... | ... | ... | ... | |

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(<u>SECURITY CLASSIFICATION</u>)

## NOTES ON WRITTEN OPERATION ORDER FORMAT

1.      **Security Classification**.  As applicable.  Operation orders are normally SECRET.

2.      **Change from Oral Orders**.  List paragraphs that are changed.  If too numerous, sideline paragraphs and say **except paragraphs sidelined**.  If no changes, state so.  If no oral orders were given, this line is omitted.

3.      **Copy Number**.  Copy number and total number of copies will be completed in ink by clerk when distribution is made.  A record of distribution must be kept by issuing headquarters (HQ).

4.      **Heading**.  This must include the following:

   a.   **Issuing HQ**.  Operation orders may be issued by main or alternate headquarters;

   b.   **Place of Issue**.  Name of place of issue in capital letters and a grid reference is given.  The grid reference alone may be given.  The grid reference is always preceded by the two letters indicating the 100 km square in which it is found;

   c.   **Date-time Group**.  The date-time group is filled in when the order is signed.  This then becomes the date and time the order is effective unless other direction given in the EXECUTION paragraph.  A time-zone suffix and the month and year must always be included.  The year is not repeated once established in the date-time group unless the operation is to take place in a different year than in the heading; and

   d.   **Reference Number**.  This is used to facilitate reference and acknowledgement.  It normally consists of relevant letters indicating the staff branch or section of originator, followed by a space and by a number composed of at least two figures.

5.      **Operation Order Number**.  All operation orders in a given calendar year are numbered sequentially starting with **01** and recorded in a ledger kept by issuing headquarters.

6.      **References**. This heading is used whether the references are documents or maps.  Multiple references are always lettered.  When maps are too numerous to list, they should be detailed in a separate annex and this fact noted here.

7.      **Time Zone**.  This is the time zone used throughout the order.  It is spelled out in full in capitals.  The heading is optional, but must be included if there is any possibility of confusion.   Time is assumed to be local time unless otherwise designated.

8.      **Task Organization**.  Task organization gives the subdivisions of the force, including attachments with the names and ranks of commanders when necessary. This information may be given here in Paragraph 3, under the EXECUTION grouping sub-subparagraph, or in a separate annex.

9.      **SITUATION**.  Like the other four paragraphs, this paragraph is written in full, numbered and underlined, and all letters are capitalized.  There is no period at the end of these five paragraphs.  This paragraph always contains at least three subparagraphs.

10.     **MISSION**.   The heading **MISSION** is written out in full, underlined and capitalized.  The statement of the mission starts, indented, immediately below the **MISSION** heading.

11.     **Formations and Units**.   In order that the plan may be more readily understood, formations and units are listed according to the importance of their tasks and their position on the battlefield:

   a.   the task of greatest tactical importance is dealt with first;

   b.   units or formations are listed from LEFT to RIGHT and FRONT to REAR;

   c.   **depth** and **reserve** are considered part of the main tactical task;

   d.   subordinate units or formations detailed for the main tactical task are dealt with before those providing covering troops, screens, flank guards, etc; and

   e.   combat support and then combat service support units or formations follow in order of seniority.

12.     **Air Defence**.  Air defence units are grouped into systems and listed by order of precedence:

    a.   the three main systems groups are ordered as follows:

        (1)   high-level systems;

        (2)   medium-level systems, and

        (3)   low-level systems; and

    b.   within low-level systems, the order is:

        (1)   area missile systems; and

        (2)   close air-defence weapons, including:

          (a)   missiles; and

          (b)   guns.

13.     **Co-ordinating Instructions**.  This is always the last subparagraph listed under **EXECUTION.**  It contains all points requiring co-ordination between two or more elements of command, or all points of common interest to these elements. If lengthy, detail is given in an annex; that annex must be referred to here.

14.     **Mines and Explosives**.  Details related to allotments or request procedures are contained here.  Arrangements for the dumping of these stores are given in the **SERVICE SUPPORT** paragraph.

15.     **SERVICE SUPPORT**.   The G4 normally provides the draft of the **SERVICE SUPPORT** paragraph.  In addition to the items shown in subparagraphs b to h, details on transport, matériel resources, POL, movement of administrative areas and restrictions on administrative traffic may also be included.

16.     **COMMAND AND SIGNAL**.  The formation signal officer would normally draft this portion of orders in consultation with the G3.

17.     Operation orders always require an acknowledgement.   When an acknowledgement is given to the issuer of the operation order, this means not only that the operation order has been received, but also that it has been understood.

18.     **Signature and Authentication**.   If possible, the Comd or COS (G3 at brigade) approves the order by signing it over the Comd's signature block.  At corps and division level, if neither of the former is available, the G3 acting as deputy to the COS may approve the order.  When a senior officer is not available to approve the order, the responsible staff officer authenticates it over his own signature block under AUTHENTICATION.   The comd, COS or G3 signs the original copy as soon as possible.  The authentication signature block is included when the order is drafted, but if the commander or a senior staff officer signs it in the first instance, the authentication block is not used and must be removed from the order.

19.     **Distribution**.   Formations and units are listed in a set sequence for distribution lists and are grouped for ease of recognition and distribution into the following sequence:

   a.  subordinate manoeuvre formations;

   b.  own armoured and infantry units;

   c.  other armoured and infantry units under command;

   d.  own armoured and infantry sub-units;

   e.  other armoured and infantry sub-units under command;

   f.  own subordinate support arms formations, units and sub-units;

   g.  other support arms formations, units and sub-units;

   h.  own subordinate combat service support formations, units and sub-units;

   i.  other combat service support formations, units and sub-units under command;

   j.  sea elements or naval units co-operating;

  k.  air elements or air force units co-operating;

  l.  superior headquarters and flanking formations or units;

  m.  other formations or units needing copies;

  n.  own commander and staff;

  o.  war diary (always two) and spares; and

  p.  file.

20.  Within paragraph 19 a to p, the order of listing is always:

  a.  formations in order of size and then in order of numerical designation; and

  b.  units in order of corps/regimental seniority, then in order of precedence within corps/regiments (if known), or in order of numerical designation according to subparagraphs above.

21.  **Distribution of Annexes**.  Where annexes are issued on a different scale from the operation order, a separate distribution list is required for each annex so issued.

## FORMATS FOR ANNEXES TO OPERATION ORDERS

1.      The format of eight of the most frequently used annexes to operation orders has, like the body of the order, been standardized between the NATO and ABCA nations.  The format of two additional annexes has been standardized for Canadian use.  Specimens of these annexes are attached; their international or national source is as shown:

   a.   Appendix 1 - Intelligence (NATO/ABCA);

   b.   Appendix 2 - Surveillance and Target Acquisition (ABCA/Canadian);

   c.   Appendix 3 - Fire Support (NATO/ABCA);

   d.   Appendix 4 - Engineer Support (NATO/ABCA);

   e.   Appendix 5 - Communications-Electronics (NATO/ABCA);

    f.   Appendix 6 - Electronic Warfare (Canadian);

   g.   Appendix 7 - Service Support (NATO/ABCA);

   h.   Appendix 8 - Movement (NATO/ABCA);

    i.   Appendix 9 - Task Organization (NATO/ABCA); and

    j.   Appendix 10 - Grouping Tasks Matrix - (Canadian).

2.      An annex issued **with** an operation order does not include **acknowledgement instructions, commander's signature block, authentication** or a **distribution list**.  It is given the same date-time group as the order.

3.      An annex issued separately from an operation order includes **acknowledgement instructions, commander's signature block, authentication block** and **distribution list**. The date-time group is the time at which the annex is signed.

4.      Annexes are listed in the sequence in which they appear within the operation order.  For example, if a task organization annex is used, it is the first annex listed.

**FORMAT FOR AN INTELLIGENCE ANNEX
TO AN OPERATION ORDER**

1.      **General**.  The format of the intelligence annex differs from that of the other annexes.  The purpose of an intelligence annex is to:

    a.  disseminate essential information about enemy forces;

    b.  instruct subordinate commanders to acquire information that is necessary for the conduct of the operation but which can be obtained only immediately before or during the operation; and

    c.  give other intelligence orders or guidance for the operation in question.

2.      Material that is of limited interest, or which involves considerable detail, may be included in appendices to the annex.  The most likely appendices are enemy situation maps or overlays, reconnaissance and observation missions and the map distribution table.

(Change from OOs, if any)

Copy No ____ of _____

Issuing HQ
(Place of Issue)
(may be in code)
(DTG of Signature)
(Ref No.)

<u>ANX  B - INT - TO OP O 03</u>

Ref:  (Maps, charts and relevant docs)

Time Z:  (..........)

1.      <u>SUMMARY  OF ENEMY  SITUATION</u>

   a.   (To implement an op O it is essential to have int about the en forces and
        the effects of weather and terrain.  Whether this anx and its related appxs
        contain all such int or merely ref to int info aval elsewhere is at the
        discretion of the sr staff.)

   b.   (A sec subpara may be incl outlining the comd's est of the most probable
        en actions expected and in the lt of which the op was planned.)

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2.      <u>INTELLIGENCE REQUIREMENTS</u>

(In this para, each Pri Int Reqr (PIR) should appear in pri order in separate subparas.  The fact that they are in pri order should be made clr.  In a final subpara, list other int reqrs, if any.)

3.      <u>INTELLIGENCE ACQUISITION TASKS</u>

   a.  (<u>Orders to Subordinate and Att Units</u>.)  (A separate numbered subpara covering detailed instrs for each unit from which a report is reqr by the HQ.  These subparas are listed in the same order as units are listed in the op O.)

   b.  (<u>Reqs to Higher, Adjacent and Co-op Units</u>.)  (A separate numbered subpara pertaining to each unit not organic or att, from which info and/or int is req.)

4.      <u>MEASURES FOR HANDLING PERSONNEL, DOCUMENTS AND MATÉRIEL</u>

(This para defines, completes or mod SOPs in force, whenever reqr, for the duration of the op.  For example:)

   a.  <u>PW, Deserters, Repatriates, Inhabitants, and Other Persons</u>.  (Plans incl such aspects as segregation and handling that will ensure max exploitation of this source of info.)

   b.  <u>Captured Docs</u>.  (Instrs for the handling and processing of captured docs from time of capture to receipt by specified int pers.)


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(<u>SECURITY CLASSIFICATION</u>)

      c.   <u>Captured Mat and Associated Tech Docs</u>.  (Designation of items or categories of en mat reqr for exam, and specific instrs for its processing and disposn.)

5.       <u>DOCUMENTS AND/OR EQUIPMENT REQUIRED</u>

(This para lists, in each category, the conditions under which certain docs or eqpt reqr by or alloc to units can be obtained or req.)

6.       <u>COUNTER-INTELLIGENCE</u>

      a.   (This para is covered largely by SOP. Many special op instrs having counter-int aspects are listed in the op O or in other anxs.); and

      b.   (Certain instrs and procedures pertaining to the ops of spec pers in the op may reqr limited dissemination on a **need to know** basis; therefore, a **Spec Counter-int Measures** appx may be prep for a limited and specified number of adds.).

7.       <u>REPORTS AND DISTRIBITION</u>

(This para may be covered largely by SOP. It stipulates the conditions (date, no of copies, issue, etc.) reg the issue of int reports to the originating comd for the duration of the op. Any or all of the fol items may be covered in this para:)

      a.   (Period to be covered by routine reports and their distr.);

      b.   (Routine and spec reports which differ from SOP reqr from subordinate units);

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      c.   (Periodic or spec conf of int offrs.);

      d.   (Distr of spec int studies, such as over-prints, imagery int reports, and order of battle overlays.); and

      e.   (Spec int ln when indicated).

8.      <u>OTHER  INSTRUCTIONS</u>

(List here, under spec subparas, nec items not covered above or in SOPs or that reqr action different from that detailed in SOPs.)

Ack Instrs:  ACK

(Name)
(Rank)
(Appointment)

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(<u>SECURITY  CLASSIFICATION</u> )

(<u>SECURITY  CLASSIFICATION</u> )

Authentication:

(Name)
(Rank)
(Appointment)

Appxs:  (as reqr)

DISTR:  (If distr separate from op O)

(<u>SECURITY  CLASSIFICATION</u> )

**FORMAT FOR A SURVEILLANCE AND TARGET ACQUISITION ANNEX
TO AN OPERATION ORDER**

**GENERAL**

1.　　　This annex gives the commander's direction to subordinate commanders and commanding officers on the formation surveillance and target acquisition plan. It is an alternative to detailed direction in the **EXECUTION** paragraph.

2.　　　The following format provides a check list of the contents of the paragraphs of the surveillance and target acquisition annex. The detailed content of subparagraphs should be inserted as necessary.

(<u>SECURITY  CLASSIFICATION</u> )

(Change from OOs, if any)

Copy No ____ of _____

Issuing HQ
(Place of Issue)
(may be in code)
(DTG of Signature)
(Ref No.)

<u>ANX C - SURV  AND  TGT  ACQUISITION  - TO  OP  O  03</u>

Ref:  (Maps, charts and relevant docs)

Time Z:  (..........)

1.      <u>SITUATION</u>

(Only those items of info that affect the Surv and Tgt Acquisition Plan and which are not incl in the SITUATION para of the op O or need to be expanded should be given here.)

  a.  <u>En Forces</u>.  (Incl his capacity for surv and ni obsn as well as his capability to disturb our capability.)

  b.  <u>Friendly Forces</u> .  (Incl info on friendly forces other than those covered by the op O that may directly affect the action of subordinate comds.)

  c.  <u>Atts and Dets</u>.  (Surv units or eqpt att to or detailed from the issuing fmn together with eff times.)

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(<u>SECURITY  CLASSIFICATION</u> )

(<u>SECURITY  CLASSIFICATION</u> )

2.      <u>MISSION</u>

(A clr concise statement of the surv and tgt acquisition task of the fmn.  This para must not be subpara.)

3.      <u>EXECUTION</u>

    a.  <u>Concept of Ops</u>.  (This subpara incl a gen picture of the surv and tgt acquisition plan so that subsequent orders can be more easily understood.)

    b.  (<u>Subordinate Fmns/Units</u> .)  (A subpara is incl for ea subordinate fmn/unit incl gp and surv tasks.)

    c.  (<u>Cbt Sp Arms</u>.)  (Surv tasks of arty, engrs, sig and avn are given here, if any.)

    d.  <u>Coord Instrs</u>.  (Instrs applicable to more than one subordinate fmn/unit that need coord should be incl here.  Some examples are:)

        (1)  (Timings.)

        (2)  (Bdrys.)

        (3)  (Orders for electronic silence.)

        (4)  (Limitations on recce or fire sp.)

        (5)  (Restrs on use of white light.)

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  (6) (Restrs on use of active infra-red.)

  (7) (Rtes to be used.)

  (8) (STANO deception measures.)

  (9) (Reporting procedures.)

4.  <u>SERVICE  SUPPORT</u>

(Only those items of particular interest to or that have a bearing on the Surv and Tgt Acquisition Plan are incl here.)

5.  <u>COMMAND  AND  SIGNAL</u>

(This para should contain HQ loc and movs, ln arrangements, recognition and ident instrs, as well as gen orders concerning use of comm and other elec eqpt in the exec of the Surv and Tgt Acquisition Plan.)

C-3/4

(<u>SECURITY  CLASSIFICATION</u> )

Ack Instrs:  ACK

(Name)
(Rank)
(Appointment)

Authentication:

(Name)
(Rank)
(Appointment)

Appxs:

1.  (as reqr)
2.  (as reqr)

DISTR:  (If distr separate from op O)

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(<u>SECURITY  CLASSIFICATION</u> )

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## FORMAT FOR A FIRE SUPPORT ANNEX
## TO AN OPERATION ORDER

**GENERAL**

1.      This annex gives the commander's direction to commanders of fire support elements, informs supported units of the fire support they will receive and gives details of fire support co-ordination.  It is an alternative to detailed direction under individual fire support element subparagraphs of the operation order.  It is the basis of the fire support orders and appendices of the air, artillery and naval gunfire elements and the fire support orders and appendices for chemical and nuclear weapons when they are required.

2.      A paragraph concerning each type of fire support should be provided. These types of fire support may be in alphabetical order but such an arrangement should not be used if logic dictates otherwise.

3.      Fire support elements could be grouped in an appendix rather than in the body of the annex.

(Change from OOs, if any)

Copy No ___ of _____

Issuing HQ
(Place of Issue)
(may be in code)
(DTG of Signature)
(Ref No.)

<u>ANX D - FIRE SP - TO OP O 03</u>

Ref:  (Maps, charts and relevant docs)

Time Z:  (as reqr)

1.      <u>SITUATION</u>

(Any items of info that affect fire sp and which were not incl in para 1 of the op O or which need to be expanded upon should be given here.)

    a.  <u>En Forces</u>.

        (1)  (Anx to op O may be referred to here.)

        (2)  (En air, arty, naval, chem and nuc capabilities.)

    b.  <u>Friendly Forces</u>.

        (1)  (Outline higher unit/fmn plan.)

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       (2)    (Outline of higher and adjacent unit/fmn fire sp plans.)

       (3)    (Note additional air, naval and nuc resources sp the unit/fmn.)

    c.  <u>Atts and Dets</u>.

(List fire sp resources att to the unit/fmn by higher HQ along with any unit/fmn elms det to under comd or con of the higher HQ or adjacent units/fmns - differences will exist between national comd relationship terminology.)

2.       <u>MISSION</u>

(A clear, concise statement in the infinitive of the task of the fire sp elms.)

3.       <u>EXECUTION</u>

    a.  <u>Concept of Ops</u>.  (A gen outline of the fire sp op to be carried out in a brief statement, incl any major gp/arrangement of forces and alloc of effort.)

    b.  <u>Offensive Air Support</u>.

       (1)  <u>Gen</u>.  (Outline major roles or tasks to be carried out by air elms in sp of the op.)

       (2)  <u>Alloc</u>.  (Alloc of air sorties during the op, incl any pri or specific con arrangements.)

       (3)  <u>Misc</u>.  (Pts of detail not covered above or ref to an Air Sp Order/Appx.)


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(<u>SECURITY  CLASSIFICATION</u> )

    c.   <u>Arty Sp</u>.

      (1)  <u>Fd Arty</u>.

         (a)  <u>GP</u>.

            i.  Attached and detached Fd Arty units/sub-units are listed here.

         (b)  <u>Tasks</u>.

            i.  Fd Arty tactical tasks are listed here.

      (2)  <u>Loc Arty</u>.

         (a)  <u>Drones</u>.

         (b)  <u>RPV</u>.

      (3)  <u>AD Arty</u>.

         (a)  <u>Gp</u>.

            i.  Attached and detached AD Arty units/sub-units are listed here.

         (b)  <u>Tasks</u>.

            i.  AD Arty tactical tasks are listed here.

      (4)  <u>Coord</u>.

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      (a)  <u>Ammo Alloc</u>.

      (b)  <u>CB Policy</u>.

      (c)  <u>Air Corridor/LLTR</u>.

      (d)  <u>Wpn Con Status</u>.

      (e)  <u>AD EMCON</u>.

      (f)  <u>AD Pri</u>.

      (g)  Other subparagraphs as required.

   d.  <u>Chem Sp</u>.

     (1)  <u>Gen</u>.  (The concept of emp fire sp resources or munitions.)

     (2)  <u>Alloc</u>.  (Incl auth to expend and total munitions alloc.)

     (3)  <u>Misc</u>.  (Some pts to incl, if applic, are:)

       (a)  (Special con arrangements.)

       (b)  (Tp safety.)

       (c)  (Met.)

       (d)  (Ref to Chem Order/Appx.)

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(<u>SECURITY CLASSIFICATION</u>)

(<u>SECURITY CLASSIFICATION</u> )

    e.   <u>Naval Gun Fire Support (NGS)</u>

        (1)  <u>Gen</u>. (Concept of emp, incl limitations related to duration or phasing of the sp.)

        (2)  <u>Alloc</u>. (The gp/org for cbt, incl:)

           (a)  (Alloc of observers.)

           (b)  (Alloc of ships to units/fmns.)

        (3)  <u>Misc</u>. (Some pts to incl, if applic, are:)

           (a)  (Trajectory limitations.)

           (b)  (Freq alloc.)

           (c)  (Ref to NGS Order/Appx.)

    f.   <u>Nuc Fire Sp</u>.

        (1)  <u>Gen</u>. (Concept of nuc ops incl arrangements or conditions for initiating nuc ops and auth to expend.)

        (2)  <u>Alloc</u>. (Prep as a detailed table relating yields to wpns systems in sp of each fmn or unit as applic. This can be relegated to an appx but due to the secur cl, this appx may receive limited distr.)

        (3)  <u>Misc</u>. (Some pts to incl, if applic, are:)

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(<u>SECURITY CLASSIFICATION</u>)

        (a)   (Depl of del systems (overlay).)

        (b)   (Tp safety.)

        (c)   (Restrictions, constraints.)

        (d)   (Ref to Arty O/Appx or Special Nuc Fire Sp Order/Appx.)

   g.   <u>Coord Instrs</u>.

     (1)   Fire coord measures, e.g., FSCL, No-Fire Line, RFL.

     (2)   Timings to incl H hr and the hr for nuc ops to begin.

     (3)   Coord instrs on tgts to be engaged by more than one del system.

     (4)   Modification instrs.

4.       <u>SERVICE SUPPORT</u>

   a.   (Ref to admin/log Os.)

   b.   (Dumping program.)

   c.   (Loc of ammo sup pts.)

   d.   Daily maint reqr/expenditure rates for each wpn system.)

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(<u>SECURITY CLASSIFICATION</u> )

5.      <u>COMMAND AND SIGNAL</u>

    a.  <u>Locs</u>.

       (1)  (Loc of main and altn HQ.)

       (2)  (Loc of fmn arty CP and/or FSCC.)

    b.  <u>Sig</u>.

       (1)  CEOIs-ref to separate sig instrs.

       (2)  Electronic silence.

       (3)  Code words.

       (4)  Nicknames.

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(<u>SECURITY CLASSIFICATION</u> )

(<u>SECURITY  CLASSIFICATION</u> )


Ack Instrs:  ACK


(Name)
(Rank)
(Appointment)


Authentication:

(Name)
(Rank)
(Appointment)

Appxs:  (as reqr)

DISTR:  (If distr separate from op O)

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(<u>SECURITY  CLASSIFICATION</u> )

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**FORMAT FOR AN ENGINEER ANNEX
TO AN OPERATION ORDER**

**GENERAL**

1.        This annex gives orders to the engineer commander and informs supported troops of the engineer support they will receive.  It also explains what work is required of the supported troops and gives instructions for the co-ordination of work between engineer elements and supported troops.

(Change from OOs, if any)

Copy No ____ of _____

Issuing HQ
(Place of Issue)
(may be in code)
(DTG of Signature)
(Ref No.)

<u>ANX E - ENGR - TO OP O 03</u>

Ref:  (Maps, charts and relevant docs)

Time Z:  (as reqr)

1.      <u>SITUATION</u>

(Any items of info that affect engr work and which were not covered in para 1 of the op O or which need to be amplified should be given here.)

2.      <u>MISSION</u>

A clear concise statement of the engr msn in sp of fmn tac ops.  This part must not be subpara.

3.      <u>EXECUTION</u>

    a.  <u>Concept of Op</u>.  A gen outline of the engr op to be carried out in a brief statement.

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    b.  <u>Engr Gp and Tasks</u>.  (This subpara indicates the gp of engr units, both att and organic, with manoeuvre fmn or units.  Tasks are stated in pri.)

    c.  (....)

    d.  (....)

    e.  (....)

    f.  <u>Coord Instrs</u>.  (This subpara should detail the info reqr to coord the engr plan with those of sp fmns and units.  The fol are some of the subjs that may be incl:)

      (1)  <u>Timings/Movs</u>.

      (2)  <u>Pri of Engr Work</u>.

      (3)  <u>Mob</u>.  (Responsibilities for route maint, crossings.)

      (4)  <u>Counter Mob</u>.

        (a)  <u>Barriers</u>.

        (b)  <u>Mines and Explosives</u>.  (Alloc of fmn resources to subordinate fmns/units.)

        (c)  <u>Placed/Scatterable Minefds</u>.  (Policy, traces, alloc.)

        (d)  <u>Booby Traps</u>.  (Policy.)

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(<u>SECURITY  CLASSIFICATION</u> )

      (e)  <u>Dml</u>.  (Con, policy, resources.)

      (f)  <u>Obs Restrictions/Constraints</u>.  (Incl any restrictions imposed by host nation agreements.)

    (5)  <u>Survivability</u>.

      (a)  <u>Protective Digging</u>.  (Policy, alloc of engr eqpt/engr stores/engr hy eqpt.)

      (b)  <u>Camouflage and Concealment</u>

    (6)  <u>Gen Engr Sp</u>.

      (a)  <u>Water Sup</u>.  (Policy on use of local resources.)

      (b)  <u>EOD</u>.  (Responsibilities.)

      (c)  <u>Tpt</u>.  (Alloc for engr dumping program.)

      (d)  <u>Airfield Damage Repair</u>.  (Responsibilities and pri.)

      (e)  <u>Host Nation Sp</u>.

4.     <u>SERVICE SUPPORT</u>

(Cover aspects of svc sp that may impact on op of subordinate fmn and units.)

   a.  <u>Dumps</u>.  (Loc, timings.)

E-3/4

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      b.   <u>Tpt</u>.  (Fmn tpt used for dumping.)

      c.   <u>Water Pts</u>.  (Locs, timings, alloc to fmn/units.)

5.        <u>COMMAND  AND  SIGNAL</u>

Ack Instrs:  ACK

(Name)
(Rank)
(Appointment)

Authentication:

(Name)
(Rank)
(Appointment)

Appxs:  (as reqr)

DISTR:  (If distr separate from op O)

E-4/4

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**FORMAT FOR A COMMUNICATIONS-ELECTRONICS ANNEX
TO AN OPERATION ORDER**

**GENERAL**

1.　　　This annex gives information on such things as headquarters locations and movements, liaison arrangements, recognition and identification instructions, code words and general rules concerning the use of communications and electronics equipment.  It may also give the commander's direction to specialist signal unit commanders.

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(Change from OOs, if any)

Copy No ____ of ____

Issuing HQ
(Place of Issue)
(may be in code)
(DTG of Signature)
(Ref No.)

<u>ANX F - COMMS-ELEC  - TO OP O 03</u>

Ref:  (Maps, charts and relevant docs)

Time Z:  (as reqr)

1.      <u>SITUATION</u>

   a.   <u>En Forces</u>.  (Details of anticipated threat to own HQ and comm means for this op.)

   b.   <u>Friendly Forces</u> .  (Details of comms interface reqr with higher and flanking fmns; and outline of EMCON policy/restrictions imposed by higher if applic.)

   c.   <u>Atts and Dets</u>.  (As they relate to sig elms.)

2.      <u>MISSION</u>

(To provide Comms-Elec sp to (name of fmn) for (state pd of time or name of op.))


F-1/5

(<u>SECURITY  CLASSIFICATION</u> )

(<u>SECURITY  CLASSIFICATION</u> )

3.      <u>EXECUTION</u>

   a.   <u>Concepts of Ops</u>.  Gen description of which means of comms are to be used, and of how elect and rad silence are to be applied.)

   b.   <u>Sig Tasks to Subordinate Units</u>.  (This format is  seldom used below div level).

   c.   ....

   d.   ....

   e.   ....

   f.   <u>Coord Instrs</u>.

      (1)   <u>Timings</u>.  (Timings by which comms to be instl or completed; e.g., telecom, line; and timings for imposition/lifting of elec silence.)

      (2)   <u>Commns-Elec Orders and Instrs</u>.  (Instructions about what is to be issued and by when.)

      (3)   <u>Rad</u>.

         (a)   Nets.  (Changes to SOPs.)

         (b)   Data.  (E.g., CEOI 4/86.)

      (4)   <u>Trunk System</u>.

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(<u>SECURITY  CLASSIFICATION</u> )

          (a)   (Info concerning area system engineering.)

          (b)   Data.

      (5)  <u>Line</u>.  (Pri of work)

          (a)   ....

          (b)   ....

      (6)  <u>Sig Secur</u>.  (Nec info concerning codes, crypto bags, compromise editions, etc.)

      (7)  <u>Elec Silence</u>.  In effect from ... except for ....  To be lifted selectively in fol sequence:

          (a)   ....

          (b)   ....

      (8)  <u>Rad Silence</u>.  (Instructions to subordinate comds concerning rad silence once elec silence is lifted.)

4.      <u>SERVICE  SUPPORT</u>

   a.  See Admin O ....

   b.  Elec Repairs pri:

     (1)  ....

F-3/5

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(<u>SECURITY CLASSIFICATION</u>)

(2) ....

5. <u>COMMAND AND SIGNAL</u>

a. <u>Locs</u>.

b. <u>Code Words</u>. See Op O....

Ack Instrs: ACK

(Name)
(Rank)
(Appointment)

Authentication:

(Normally authenticated by
the fmn sig offr)

Appxs: (as reqr)

DISTR: (If distr separate from op O)

F-4/5

(<u>SECURITY CLASSIFICATION</u>)

## FORMAT FOR AN ELECTRONIC WARFARE ANNEX
## TO AN OPERATION ORDER

**GENERAL**

1.      This annex gives the commander's direction on the offensive and defensive electronic warfare measures to be taken to support the operation plan. It is an alternative to detailed direction under the EXECUTION paragraph of the operation order.

2.      The format following provides a check list of the content for the subparagraphs of the electronic warfare annex.  The detailed content of subparagraphs should be included as necessary.

(<u>SECURITY CLASSIFICATION</u> )

(Change from OOs, if any)

Copy No ____ of ____

Issuing HQ
(Place of Issue)
(may be in code)
(DTG of Signature)
(Ref No.)

<u>ANX G - EW - TO OP O 03</u>

Ref: (Maps, charts and relevant docs)

Time Z: (as reqr)

1.      <u>SITUATION</u>

    a.  <u>En Forces</u>.  (Aval info concerning the threat faced incl details of en elec ORBAT.)

    b.  <u>Friendly Forces</u>.  (Details of flanking and higher EW resources that can provide sp.  Statement of when pri of effort to be given to SIGINT or ECCM.)

    c.  <u>Atts and Dets</u>.  (As they relate to EW.)

2.      <u>MISSION</u>

(To provide EW sp to (name of fmn) for (state pd of time or name of op.))

G-1/4

(<u>SECURITY CLASSIFICATION</u> )

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3.      EXECUTION

    a.   Concept of Ops.

       (1)   Def EW (ECCM).

          (a)   (Responsibility for prep and coord of emission con plan.)

          (b)   (Meaconing, interference, jamming and intrusion (MIJI) reports ....)

          (c)   (Details concerning EWSM efforts and use of arty to neutralize en rad electronic cbt support (RECS), as applic.)

       (2)   Off EW.  (Pri of ESM and ECCM effort for each ph of the op.  Pri of efforts for ECCM resources should also be detailed.)

    b.   EW Tasks to Subordinate Units .  Subparas assign tasks to EW units and sub-units.  Tasks may also be specified for non-EW units, i.e., for div arty to neut en forces and to coord efforts of loc resources with the fmn EW offr; and for fmn HQ and sig units to exec the EMCON plan.

    c.   Coord Instrs.

       (1)   Responsibility for coord of def EW tasks, e.g., CD Sigs.

       (2)   Responsibility for coord of off EW tasks, e.g., EWCC.

       (3)   Subordinate fmn sig offrs and sp arms comds to fwd prohibited guarded and protected lists by ....  CD Sigs to issue consolidated list by ....

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(SECURITY CLASSIFICATION)

  (4) ECCM restrictions.

  (5) ECCM con measures.

4.  SERVICE SUPPORT

 a. (EW resources status report .... by .... daily.)

 b. (Responsibility for maint of att EW elms.)

5.  COMMAND AND SIGNAL

 a. Locs.

  (1) (EWCC ....)

  (2) (EW Op Centres ....)

 b. EW LOs. (Assigned to ....)

 c. Sig. (Ref ....)

 d. Code Words. (See op O)

Ack Instrs: ACK

G-3/4

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(<u>SECURITY  CLASSIFICATION</u> )

(Name)
(Rank)
(Appointment)


Authentication:

(Normally authenticated by
the fmn EW offr or the fmn
sig offr)

Appxs:

1 -  En Elec ORBAT Overlay (not att)
2 -  PROHIBITED, GUARDED and PROTECTED freq list (not att)

DISTR:  (If distr separate from op O)


G-4/4

(<u>SECURITY  CLASSIFICATION</u> )

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**FORMAT FOR A SERVICE SUPPORT ANNEX
TO AN OPERATION ORDER**

**GENERAL**

1.      This annex gives the commander's direction to commanders of combat service support elements and informs the combat troops of the support they will receive.

2.      The headings used in this annex are tailored as required to the operation and are influenced by SOPs.

3.      Normally it will be important to give the location of such facilities as delivery, backloading and equipment-collecting points and medical installations and the times of opening and closing of these.

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(Change from OOs, if any)

Copy No ____ of ____

Issuing HQ
(Place of Issue)
(may be in code)
(DTG of Signature)
(Ref No.)

<u>ANX H - SVC SP - TO OP O 03</u>

Ref:  (Maps, charts and relevant docs)

Time Z:  (as reqr)

1.      <u>GENERAL</u>

2.      <u>MATÉRIEL  AND SERVICES</u>

    a.  <u>Sup</u>.

    b.  <u>Tpt</u>.

    c.  <u>Svcs</u>.

    d.  <u>Lab</u>.

    e.

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    f.

    g.  <u>Maint</u>.

3.    <u>MEDICAL  EVACUATION  AND HOSPITALIZATION</u>

4.    <u>PERSONNEL</u>

5.    <u>CIVIL-MILITARY  CO-OPERATION</u>

6.    <u>MISCELLANEOUS</u>

H-2/3

(<u>SECURITY  CLASSIFICATION</u> )

(<u>SECURITY  CLASSIFICATION</u> )

Ack Instrs:  ACK

(Name)
(Rank)
(Appointment)

Authentication:

(Name)
(Rank)
(Appointment)

Appxs:  (as reqr)

DISTR:  (If distr separate from op O)

H-3/3

(<u>SECURITY  CLASSIFICATION</u> )

**FORMAT FOR A MOVEMENT ANNEX TO AN OPERATION ORDER**

**GENERAL**

1.     This annex gives subordinate commanders instructions for movements, prior to or in conjunction with the operation.  It explains the general direction of the way in which the commander wants his units to move and provides co-ordinating instructions.

(<u>SECURITY  CLASSIFICATION </u>)

(Change from OOs, if any)

Copy No ____ of ____

Issuing HQ
(Place of Issue)
(may be in code)
(DTG of Signature)
(Ref No.)

<u>ANX I - MOV - TO OP O 03</u>

Ref:  (Maps, charts and relevant docs)

Time Z:  (as reqr)

1.      <u>SITUATION</u>

(Any items of info that affect the mov and which were not covered in para 1 of the op O or which need to be amplified.)

2.      <u>MISSION</u>

3.      <u>EXECUTION</u>

    a.   <u>Concept of Ops</u>.

    b.   <u>Tasks to Subordinate Units</u>.

    c.

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(<u>SECURITY CLASSIFICATION</u>)

    d.

    e.

    f.  <u>Coord Instrs</u>.

      (1)  Order of March;

      (2)  Rtes;

      (3)  Density;

      (4)  Speed;

      (5)  Method of Mov;

      (6)  Def on Move;

      (7)  Start, Rel or Other Critical Pts;

      (8)  Convoy Con;

      (9)  Waiting Areas;

    (10)  Instr for Halt;

    (11)  Lighting; and

    (12)  Air Sp.

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(<u>SECURITY  CLASSIFICATION</u> )

4.      <u>SERVICE  SUPPORT</u>

    a.   TC;

    b.   Rec;

    c.   Med;

    d.   POL; and

    e.   Water.

5.      <u>COMMAND  AND SIGNAL</u>

I-3/4

(<u>SECURITY  CLASSIFICATION</u> )

(<u>SECURITY  CLASSIFICATION</u> )

Ack Instrs:  ACK

(Name)
(Rank)
(Appointment)

Authentication:

(Name)
(Rank)
(Appointment)

Appxs:  (as reqr)

DISTR:  (If distr separate from op O)

I-4/4

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**FORMAT FOR A TASK ORGANIZATION ANNEX
TO AN OPERATION ORDER**

1.      **General**.  The format of a task organization annex differs from that of other annexes.  If used, it is the first annex to the operation order.  The purpose of a task organization annex is to simplify the execution paragraph by displaying the organization (grouping) of the formation for an operation in manuscript or graphical form separately as an annex.

2.      The use of a task organization annex is generally employed at division and higher, but is adaptable to use at brigade and below.

3.      The example format is a task organization annex using graphics. Because it was issued with the operation order, it does not require acknowledgement, a signature (or authentication) or a distribution list.

**SPECIMEN TASK ORGANIZATION ANNEX**

**SPECIMEN MESSAGE FRAGMENTARY ORDER**

**SPECIMEN MESSAGE FRAGMENTARY ORDER (CONT'D)**

## FORMAT FOR CONFIRMATORY NOTES

**GENERAL**

1.      **Confirmatory notes**:

    a.   restate important details of the commander's orders;

    b.   may be either typewritten or in longhand;

    c.   are prepared by the G3 or a G3 officer who is familiar with the commander's plan; and

    d.   follow the written operation order format and sequence but contain less detail.

2.      The paragraph numbers and headings of the standard order are included but need not contain text.  This also applies to the three subparagraphs of the SITUATION paragraph.

3.      Draft notes are prepared before the commmander's oral orders.  The officer preparing the notes then follows the commander's delivery and revises the draft if the commander changes the order during its presentation or after subsequent discussion with subordinate commanders.

4.      Notes are reproduced and handed to subordinate commanders before they leave the headquarters.  A distribution list is required and the notes are signed. Acknowledgements are not required from the units in attendance but are required from units/formations not in attendance; but who are sent a copy subsequently.

5.      Within this annex, details involving a particular operation are used within the format in place of the more generic examples used elsewhere in this chapter. This has been done specifically to illustrate the degree of detail normally found in a set of confirmatory notes.  Such notes must be prepared as a summary of key points in, or arising from, a commander's oral orders; they are not another written order that restates the content of those verbal orders.

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(Change from OOs, if any)

Copy No ____ of ____

Main HQ 12 CMB
CASTLETON NY 64864
101945R Mar 96
OPS 27


CFM NOTES TO OOs GIVEN BY COMD 12 CMB AT 101900R MAR 96

Refs:  A.  CANADA, Sheet 31C/4 (TRENTON), Edition 5, 1:50,000
B.  1 CDN Mech Div Op O 04 100530Z Mar 96


Time Z:  ROMEO

Task Org:  Anx A (eff as of 1900 hrs 10 Mar)                          (1)

1.    SITUATION                                                       (2)

    a.  En Forces.

    b.  Friendly Forces.

    c.  Atts and Dets.

2.    MISSION                                                         (3)

      To capture Objs C and D by 1800 hrs 11 Mar.



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(SECURITY CLASSIFICATION)

---

3.   EXECUTION                                         (4)

   a.   Concept of Ops.  12 CMB will adv on two axes in two phs:

      (1)   Ph 1.  1 CH of O BG on LEFT to capture Obj A.  1 E & K Scot BG on RIGHT to capture Obj B.

      (2)   Ph 2.  1 CH of O BG cont on LEFT to capture Obj C.  1 C Scot R BG passes through 1 E & K Scot to capture Obj D on RIGHT.

   b.   1 CH of O.

      (1)   Ph 1.  LEFT fwd BG.  Capture Obj A by 1100 hrs 11 Mar.

      (2)   Ph 2.  LEFT fwd BG.  Capture Obj C by 1800 hrs 11 Mar.

   c.   1 E & K Scot.

      (1)   Ph 1.  RIGHT fwd BG.  Capture Obj B by 1100 hrs 11 Mar.

      (2)   Ph 2.  Follow-up BG on RIGHT axis.  Be prep to capture FRANKFORD NV 9297.

   d.   1 C Scot R.

      (1)   Ph 1.  In res.

      (2)   Ph 2.

         (a)   Pass through 1 E & K Scot on order adv as RIGHT fwd BG.

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       (b)   Capture Obj D by 1800 hrs 11 Mar.

  e.  <u>12 D - Phs 1 and 2</u>.

    (1)   Res throughout.

    (2)   Be prep to asst fwd BGs.

    (3)   Be prep to destroy en posns bypassed and picketed by fwd BGs.

  f.  <u>112 Recce Sqn</u>.

    (1)   <u>Phs 1 and 2</u>.  Conduct rte recce within bdrys to River TRENT.

    (2)   Assume RAS task on order after ph2.

  g.  <u>Arty</u>.

    (1)   <u>Fd Arty</u>.

      (a)  <u>Gp</u>.  See Anx A.

      (b)  <u>Tasks</u>.

| | |
|---|---|
| i.  Med Regt | DS 12 CMB |
| ii.  Bty 14 Hy Regt | GS (pri to BAIO) |
| iii.  62 Med Regt | Reinforcing 12 Med Regt |
| iv.  6 Fd Arty Bde minus | GS |

3/9

      (2)  <u>Loc Arty</u>.

           (a)  <u>Gp</u>.  Elm 102 TA bty in loc.

           (b)  <u>Drones</u>.  BAIO alloc three sorties daily from 0800 hrs D Day.

           (c)  <u>RPV</u>.  Four RPV msns from 13 Med Regt alloc to 12 CMB daily from 1200 hrs 10 Mar.

      (3)  <u>AD Arty</u>.

           (a)  <u>Gp</u>.  See Anx A.

           (b)  <u>Tasks</u>.

                i.  tp 163 AD Gun Bty           DS each 1 Ch of O and 1 E & K Scot

               ii.  two tps 163 AD Gun Bty      DS 12 D

      (4)  <u>Coord</u>.  CO 12 Med Regt to coord all arty.

           (a)  <u>Ammo Alloc</u>.

           (b)  <u>CB Policy</u>.  Active on mors and btys engaging fwd BGs.

           (c)  <u>Air Corridor/LLTR</u>.  To be issued.

           (d)  <u>Wpn Con Status</u>.

            i.   AD Units.  Wpns HOLD until receipt of Code Word VAMPIRE, then Wpns TIGHT.  Wpns FREE may be req.

            ii.  AAAD.  Wpns HOLD.

      (e)  AD EMCON.  EMCON 1 except one rdr per tp to be at EMCON 3 in area fwd of NEW SHOE.

      (f)  AD Pri.

            i.   Protection of defiles on main axes.

            ii.  Protection on Main Bde HQ.

h.  Engrs.  Tasks in pri:

   (1)   Rte clr behind fwd BGs.

   (2)   Rte maint on main axes in bde sec.

   (3)   Asst BGs in def prep on reorg after ph2.

i.  EW.  EW LO from 105 EW Sqn at bde HQ.

j.  Avn.  Pri for recce in sp 112 Recce Sqn and flank surv.

k.  Coord Instrs.

   (1)   Timings.

      (a)  H hr ph 1 - 0640 hrs 11 Mar.

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      (b)  H hr ph 2 - on order, not before 1130 hrs 11 Mar.

      (c)  Ph 1 objs secure by 1100 hrs 11 Mar.

      (d)  Ph 2 objs secure by 1800 hrs 11 Mar.

  (2)  <u>Assy Areas</u>.  Present locs.

  (3)  <u>Objs, Bdrys, Axes, LDs</u>.  Anx B.

  (4)  <u>Limit of Exploitation</u>.  Not beyond River TRENT.

  (5)  <u>Fire Plan</u>.

      (a)  CFSPs to reach bde HQ by 2300 hrs 10 Mar.

      (b)  Fire plan to be issued by 0400 hrs 11 Mar.

  (6)  <u>Air</u>.  TACP with Bde HQ.  Four CAS sorties on call for Ph 2 objs from 1300 hrs 11 Mar.

4.     <u>SERVICE SUPPORT</u>           (5)

  a.  <u>BAA</u>.  Remain present loc.

  b.  <u>Svc Bn</u>.  Be prep to deploy FLCC with FLG and FRG to area MORGANSTON DQ 7091 after 2100 hrs 11 Mar.

  c.  <u>Mob Ammo Res</u>.  To be estb CODRINGTON DQ 760936 on success Ph 1.

---

    d.  <u>MP</u>.  12 MP P1.

        (1)   Mark CLUB and DIAMOND routes and asst in TC.

        (2)   Estb bde PW cage at silos DQ 802928 after Ph 1.

    e.  <u>Med</u>.  Tmt Coy 12 Fd Amb remains present loc.

5.      <u>COMMAND AND SIGNAL</u>          (6)

    a.  <u>Altn Comd</u>.  CO 12 D.

    b.  <u>Locs</u>.

        (1)   Main HQ 12 CMB remains present loc.  Altn HQ mov to area DQ 7892 after ph 1.

        (2)   Main HQ 1 Mech Div remains CARMEL DQ 6086.

    c.  <u>EMCON</u>.  Rad silence until H hr; after H hr minimize on all nets.

    d.  <u>Code Words and Nicknames</u>

---

| Serial | Code Word/Nickname | Meaning | Issued By |
|--------|--------------------|---------|-----------|
| (a) | (b) | (c) | (d) |
| 1 | EBONY | Obj C secure | 1 CH of O |
| 2 | FLAMINGO | Obj D secure | 1 C Scot R |
| 3 | HOLIDAY | H hr Ph 2 | HQ 12 CMB |
| 4 | JUNIPER | Obj A secure | 1 Ch of O |
| 5 | LOBSTER | Obj B secure | 1 E & K Scot |
| 6 | VAMPIRE | AD Weapons Tight | 12 Med Regt |
| 7 | SKATE LACE | LD Ph 1 | |
| 8 | TAR ROOF | LD Ph 1 | |
| 9 | VAST DESERT | Limit of Exploitation | |

Ack Instrs:  External adds ACK                                         (7)


J.D. White                                                             (8)
BGen
Comd 12 CMB


Anxs:                                                                  (9)

A.  Task Org
B.  Objs, Bdrys, Axes, LDs (not att)



8/9

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DISTR:          Copy No                                                    (10)

112 Recce Sqn   ...
12 D            ...
etc.

9/9

(<u>SECURITY CLASSIFICATION</u>)

**NOTES ON SPECIMEN CONFIRMATORY NOTES**

1.      **Task Organization**.  If the **attachments and detachments** or groupings are extensive or complex, they may be listed in a **task organization** annex that is distributed before oral orders.

2.      **Situation Paragraph**.  The contents of this paragraph always contain the En Forces, Friendly Forces, and Atts and Dets subparagraphs as a minimum.  In addition, this paragraph could be used:

   a.   to reflect changes from the Wng O or earlier INTREPs or INTSUMs; or

   b.   to provide information about the enemy that the commander wishes to stress.

3.      **Mission Paragraph**.  A complete statement of the mission is always included in confirmatory notes.

4.      **Execution Paragraph**.

   a.   the **concept of operations** subparagraph gives an abbreviated outline of the commander's plan;

   b.   the **Tasks** subparagraph for each unit can be in outline only but must show important details such as grid references of HQ, dumps, RV and Coord pts; and

   c.   the **Coord Instrs** subparagraph is the most important part of confirmatory notes.  It includes all details of such things as place names, grid references, control measures and timings.

5.      **Service Support Paragraph**.  This paragraph should contain those detailed, complex items of information that  bear repetition or which the commander wishes to emphasize, e.g., medical arrangements, changes from normal ammunition holdings, etc.

6.      **Command and Signal Paragraph**.  This paragraph repeats all details from the commander's oral orders.

7.	**Ack**.  Acknowledgement is required from addresses not represented at oral orders.

8.	**Signature**.  Confirmatory notes are signed by or for the commander.

9.	**Annexes**.  Annexes are shown only if they are to be distributed to external addresses not represented at oral orders or if their issue is delayed.

10.	**Distribution**.  A complete distribution list is included.  Clerks may mark **By Hand** opposite addresses of those attending oral orders.

## FORMAT FOR A REAR AREA SECURITY PLAN/ORDER

**GENERAL**

1.      Similar to damage control, arrangements for rear area security may take the form of a **plan** rather than an **order** because such a plan is not used unless an enemy threat develops in the rear.   Although designated as a plan, these arrangements are in most respects similar to an order.  The plan contains direction detailing the circumstances in which it becomes effective as an order.

2.      The format of this plan has been standardized within NATO.  It follows the general arrangement of the standard operation order and provides suggestions for additional items to be covered in SITUATION and MISSION paragraphs.

(SECURITY CLASSIFICATION)

(Change from OOs, if any)

Copy No ____ of ____

Issuing HQ
(Place of Issue)
(may be in code)
(DTG of Signature)
(Ref No.)

RAS PLAN FOR ...

Ref:  (Maps, charts and relevant docs)

Time Z:  (as reqr)

Task Org:  (optional)

1.      SITUATION

(The fol pts are normally covered:)

> a.  En Forces.  En capabilities to:
>
>> (1)  Use NBC wpns.
>>
>> (2)  Aslt with ab elms and other reg units.
>>
>> (3)  Mount an atk with unconventional forces.
>>
>> (4)  Exec air or GM atks.

1/3

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(SECURITY CLASSIFICATION)

       (5)  Emp PSYOPS.

    b.  <u>Friendly Forces/Civ Auths</u>.

    c.  <u>Atts and Dets</u>.

2.      <u>MISSION</u>

3.      <u>EXECUTION</u>

(The fol pts are normally covered:)

    a.  <u>Concept of Ops</u>.

    b.  <u>Cbt and Secur Units</u>.

    c.  <u>Tech and Admin Units/Agencies</u>.

    d.  <u>Co-operation with Civ Auths</u>.

    e.  <u>Coord within the Force</u>.

4.      <u>SERVICE SUPPORT</u>

5.      <u>COMMAND AND SIGNAL</u>

2/3

(SECURITY CLASSIFICATION)

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(<u>SECURITY CLASSIFICATION</u>)


Ack Instrs:  ACK


(Name)
(Rank)
(Appointmentt)


Authentication:

(Name)
(Rank)
(Appointment)

Appxs:  (as reqr)

DISTR:


3/3

(<u>SECURITY CLASSIFICATION</u>)

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**FORMAT FOR A DAMAGE CONTROL PLAN/ORDER**

**GENERAL**

1.      Similar to rear area security orders, damage control orders may initially be in the form of a plan rather than an order due to the fact that it will not be executed unless an enemy threat develops in the rear.  Although it is designated as a plan, it is in most respects similar to an order.  It contains direction detailing the circumstances in which it becomes effective as an order.

2.      The format of this plan has been standardized within NATO.  It follows the general arrangement of the standard operation order and provides suggestions for additional items to be covered in the SITUATION and MISSION paragraphs.

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(SECURITY CLASSIFICATION)

(Change from OOs, if any)

Copy No ____ of ____

Issuing HQ
(Place of Issue)
(may be in code)
(DTG of Signature)
(Ref No.)

DAMAGE CON PLAN FOR ...

Ref:  (Maps, charts and relevant docs)

Time Z:  (as reqr)

Task Org:  (optional)

1.      SITUATION

(The fol pts are normally covered:)

    a.  En Forces.  (En capabilities to execute NBC atks and conventional air strikes without wng.)

    b.  Friendly Forces.  (The asst provided by the local, adjacent units and the civ auths.)

    c.  Atts and Dets.

2.      MISSION

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(SECURITY CLASSIFICATION)

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(<u>SECURITY CLASSIFICATION</u>)

3.　　　<u>EXECUTION</u>

　　　a.　<u>Concept of Ops</u>.

　　　b.　<u>Altn HQ</u>.  (Responsibility, in order of pri, for the assumption of con in the event one or more of the HQ becomes inoperable.)

　　　c.　<u>Tps, Eqpt and Instls</u>.  (Responsibility for providing tps, eqpt and facilities to sp ops of other subdivs and instls.)

　　　d.　<u>Con Pts</u>.

　　　e.　<u>Coord Instrs</u>.  (Nec coord to be effected with adjacent comds, territorial comds and civ auths should be specified.)

4.　　　<u>SERVICE SUPPORT</u>

5.　　　<u>COMMAND AND SIGNAL</u>

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(<u>SECURITY CLASSIFICATION</u>)

(<u>SECURITY CLASSIFICATION</u>)

Ack Instrs:  ACK

(Name)
(Rank)
(Appointment)

Authentication:

(Name)
(Rank)
(Appointment)

Appxs:  (as reqr)

DISTR:

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(<u>SECURITY CLASSIFICATION</u>)

## SPECIMEN OPERATION INSTRUCTION

(SECURITY CLASSIFICATION)


Copy No _____ of _____

MAIN HQ 1 CDN DIV                                                                     (3)
MILLES POUCES BT 6317 Mar 96
OPS 23

OP INSTR 04                                                                           (4)

Ref:  Maps, Charts and Relevant Docs                                                  (5)

Time Z:  .........                                                                    (6)

TO:  BGen J BARRETTE, COMD 11 CMB (Example Only)                                      (7)

1.      SITUATION                                                                     (8)

    a.  May contain comd's future intentions and altns, if applicable.

2.      MISSION                                                                       (9)

A clear concise statement of the msn.

3.      EXECUTION                                                                     (10)

    a.  Concept of Ops.  Provides comd's broad concept of ops.

    b.  Gp.


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(SECURITY CLASSIFICATION)

(SECURITY CLASSIFICATION)


    c.  Task.

    d.  Coord Instr.  If reqr.

4.     SERVICE SUPPORT           (11)

5.     COMMAND AND SIGNAL      (12)


Ack Instrs:  ACK (optional)        (13)


P.V. Brown           (14)
MGen
Comd

DISTR:      Copy No

Comd 11 CMB    1 (for this example only)
Ops      2
File      3
War Diary    4-5


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(SECURITY CLASSIFICATION)

## NOTES ON SPECIMEN OPERATION INSTRUCTION

1.      **Security Classification**.   As applicable.   Operation Instructions (Op Instructions) may be TOP SECRET or SECRET.  They frequently require a higher security classification than an operation order because they contain a commander's future intentions or other highly classified information.

2.      **Copy Numbers**.  Copy numbers and total number of copies are filled in ink by a clerk when distribution is carried out.

3.      **Heading**.  This must include:

    a.  issuing headquarters;

    b.  place of issue (grid reference is additional to or in lieu of place name);

    c.  date-time group, time-zone suffix, month and year (filled in when instruction is signed).  This is the date and time of signature, at which the instruction is effective unless otherwise stated in the EXECUTION paragraph of the instruction; and

    d.  a reference number to facilitate reference and acknowledgement.

4.      **Operation Instruction Number**.  All operation instructions are numbered according to a ledger kept by the issuing headquarters.

5.      **References**.  References may be maps or other documents.

6.      **Time Zone**.  This is the time zone used throughout the instruction; it is spelled out in capitals.

7.      **Addresses**. Operation instructions may be addressed to an individual by name, by appointment, or both.

8.      **Situation**.  There is no set form for the SITUATION paragraph of an operation instruction.  It frequently contains a commander's future intentions and alternatives, if applicable.  Clarity is essential.

9.      **Mission**.  This is a precise firm statement of the task to be accomplished by the recipient of the instruction.

10.     **Execution**.  There is no set form for the execution paragraph of an operation instruction.  The first paragraph may be used to describe the commander's broad concept of operations, but this would be kept very general to allow the recipient latitude in execution.  Subparagraphs are not required when addressed to only one recipient.  Details of grouping follow the same rules as for an operation order.  Co-ordination instructions need only be included if addressed to two or more addresses.

11.     **Service Support**.  Optional.

12.     **Command and Signal**.  Optional.

13.     **Acknowledgement Instructions**.  Optional.

14.     **Signature and Authentication**.  The commander who issues the operation instruction normally signs it personally.  It might also be signed for the commander by the COS.  An operation instruction is seldom authenticated but, if nececessary, the rules used in operation orders would apply.

15.     **Distribution**.

   a.  additional copies may be sent to other subordinates for information;

   b.  copies are sent to file and war diary (two); and

   c.  because the operation instruction is classified, copy numbers are required.

## SPECIMEN ADMINISTRATIVE ORDER

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(SECURITY CLASSIFICATION)                                             (1)


(No change from admin conf/OOs, if any)                               (2)

Copy No ____ of ____                                                  (3)

Issuing HQ                                                            (4)
Place of Issue
(may be in code)
(DTG of Signature)
(Ref No.)

ADMIN O (NO.)                                                         (5)

Ref:  Maps, charts and relevant docs                                  (6)

Time Z:  .........                                                    (7)

1.      SITUATION                                                     (8)

   a.  En Forces.  Usually ref is made to the related op O.  New info since the
       latest INTSUM must be incl here.

   b.  Friendly Forces.

      (1)  List only the higher fmn admin units and installations pertinent to fmn
           CSS for the particular op.  They are to be listed by function in order of
           size and seniority.


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(SECURITY CLASSIFICATION)

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  (2) A possible altn to such a potentially extensive listing is to provide the detail on an overlay.  In deciding whether or not to use an overlay for admin locs, and what detail to put on it, the drafter should consider its value from a user point of view, i.e., clarity and time reqr.  In a div/corps order, it is better to list details in the text of the order and let users extract the portions pertinent to them.  On the other hand, in a bde, admin locs of common concern to adds, e.g., FLCC and ECPs, can usefully be put on an overlay.  Overlays are also the best means of portraying layouts and tfc circuits.  On occasion the use of both text and overlay detail will be reqr.

  (3) When six fig grid ref precision is reqr in the loc of admin elms, an overlay may not provide the nec accuracy due to distortion in reproduction.  It may be nec to either incl the details in the text of the order or tabulate the units/instl and grid refs on the overlay.  Opening/closing op times for admin units and instl reqr similar handling, i.e., either in the text of the order or in an overlay tabulation, e.g.:

| Unit/Installation | Loc | Remarks |
| --- | --- | --- |
| (specify) grid ref) | (place and close time)) | (open (time), |

 c. Atts and Dets.

  (1) The details of atts and dets can usually be obtained from the higher fmn admin O (Task Org Anx).

  (2) List here any units, cbt, cbt sp or CSS, which are not organic to the fmn and which are allotted or taken away for the op.  List also units

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organic to the fmn which are det to a higher or flanking fmn. Units asg within the fmn will appear in the Task Org Anx.

(3) Show details of the degree of admin comd in order of decreasing completeness of auth and responsibility, i.e., under comd for admin, under comd or admin less ..., and under comd for daily maint, for fmns and units remaining under, coming under, rev to or det to under comd. Time and date when admin responsibility is assumed or relinquished **must** be shown. Sequence of units in subparas fols rules of op Os.

2.    MISSION

A clr statement of the admin msn.                                                    (9)

3.    GENERAL

a.  Concept of Ops.  Gives an outline of the admin plan.  Compares with concept subpara of an op O and might incl such pts as:

(1)  movs and future layout of admin areas;

(2)  forecast of probable movs;

(3)  alterations to procedures laid down in SOPs; and

(4)  basic and maint ld info, if pertinent.

b.  Gp.

(1)  Task Org.  The gp of CSS units and the gp of fmns and units, for admin purposes, is normally reflected in a Task Org Anx to the order.

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Comd relationships as reflected in the Gp subpara of the op O does not automatically incl admin comd. The Task Org Anx to the admin O is concerned solely with admin comd.

    (2)  Dependencies. While CSS units are tasked with specific msns in subsequent paras of the order, the Dependencies Anx provides a matrix of functional responsibilities, by admin unit/instl, to units/fmns being sp. In other words, it states WHO is providing WHAT to WHOM.

  c.  Tfc Circ Plan. Show here routine tfc circuits and rtes and orders for TC. Tfc rtes are normally shown on an overlay, if possible, the same overlay that shows the layout of the DAA. TC for spec admin ops would appear in the appropriate subparas later in the order, e.g., TC for an ammo dumping program would appear in the Mat and Svcs para.

4.      MATÉRIEL AND SERVICES               (10)

  a.  Ammo. This subpara should contain basic policy dir on ammo and explosive replen, alloc of mob res fwd and dumping. The details of dumping programmes are covered under the Tpt subpara.

  b.  POL. Indiv subparas contain detail on the amt of POL, rats and water to be carried and arrangements for the drawing of these, if different from SOPs. Solid fuel is dealt with along with POL.

  c.  Rats.

  d.  Water.

  e.  Tpt.

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(SECURITY CLASSIFICATION)

      (1)   <u>Locs</u>.

      (2)   <u>MSRs</u>.

      (3)   <u>Echs</u>.

      (4)   <u>Dumping</u>.  The fol is usually incl in a dumping program instr or Anx:

          (a)   <u>Reqr</u>.  Normally tabulated as fols:

              i.   items to be dumped;

              ii.   qtys;

              iii.   for what purpose, e.g., CS regt, or div res;

              iv.   from where the stores are to be drawn;

              v.   loc of dumps to be estb; and

              vi.   rtes.

          (b)   <u>Tpt Aval</u>.

          (c)   <u>Outline Plan</u>.

              i.   <u>Mov</u>.

                 -  reg HQ;

                 -  con HQ;

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(SECURITY CLASSIFICATION)

     -  routes; and

     -  tfc con,

   ii.  secur;

   iii.  timings;

   iv.  unit tpt;

   v.  comms;

   vi.  use of dumped stocks; and

   vii.  final orders;

 f.  <u>Veh Repl</u>.  Details on sup arrangements, locs of veh sup del orgs and alloc pris are incl here;

 g.  <u>Engrs</u>.;

 h.  <u>Sup</u>.;

 i.  <u>Salvage</u>.  Orders for disposal of own or en salvage if other than SOP;

 j.  <u>Repair, Rec and Backloading</u>.  This subpara may be further divided into its component separate sub-subparas covering three sub-functions of maint.  Sp relationships, pris, repair time limits and the loc of maint units/instl should be incl; and

 k.  Other subheadings that could be incl in this para are:

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      (1)   pnr and lab; alloc of lab;

      (2)   local purchase;

      (3)   post;

      (4)   CANEX; and

      (5)   misc.

5.      <u>MEDICAL EVACUATION AND HOSPITALIZATION</u>      (11)

    a.   <u>Locs</u>.

    b.   <u>Task Org</u>.

    c.   <u>Dependencies</u>.

    d.   <u>Holding Policy</u>.

    e.   <u>Med Plan</u>.

    f.   <u>Pri for Cas Evac</u>.

    g.   <u>PW, Refugees and Civs</u>.

    h.   <u>Med Stores</u>.

6.      <u>PERSONNEL</u>      (12)

    a.   <u>MP</u>.  Tasks of units (tfc plan comes under Gen).

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(SECURITY CLASSIFICATION)

  b.  Straggler Posts.  Anx A.

  c.  PW.  Loc of PW cage and/or collecting pts.  Also incl date, time of opening, provision of gds, escorts and tpt.

  d.  Refugee/Evacuee Con.

  e.  Repls.

  f.  LOB.

  g.  Chap.

  h.  Graves Registration.

  i.  Fin.

  j.  Morale, Welfare and Pers Svcs.

  k.  Returns and Reporting Procedures.

  l.  Civ Employees.

  m.  Others, e.g., Discipline.

7.  CIVIL-MILITARY COOPERATION                    (13)

8.  MISCELLANEOUS                                 (14)

  a.  Protection


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(SECURITY CLASSIFICATION)

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(<u>SECURITY CLASSIFICATION</u>)

   (1) Admin instl,

   (2) Convoys.

  b. <u>RAS</u> (Normally incl in op O but repeated here).

   (1) Comd.

   (2) Gp.

   (3) Tasking.

   (4) Coord instrs.

   (5) Sigs.

  c. <u>Damage Con</u>.

   (1) Policy.

   (2) Responsibility.

   (3) Reaction criteria.

  d. <u>Denial of Sups and Eqpt</u>.

   (1) Policy.

   (2) Pri.

   (3) Auth.

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(<u>SECURITY CLASSIFICATION</u>)

(SECURITY CLASSIFICATION)

    (4)   Reporting.

9.      <u>COMMAND  AND  SIGNAL</u>                    (15)

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(SECURITY CLASSIFICATION)

(<u>SECURITY CLASSIFICATION</u>)

Ack Instrs:  ACK

(Initial Name)                                                                                      (16)
(Rank)
(Appointment)

Authentication

(Initial, Name)
(Rank)
(Appointment)

Anxs:

A  (Anxs to the order are listed here as reqr)

| DISTR: | Copy No.<br>Incl Anx A | Anx B<br>Copy No | Anx C<br>Copy No | Anx D<br>Copy No (17) |
|---|---|---|---|---|
| (Fmn or Unit) | 1-2 | 1 | 1 | 1 |
| .... | 3-4 | 2-3 | 2-3 | 2-3 |
| .... | ... | ... | ... | ... |
| .... | ... | ... | ... | ... |

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(<u>SECURITY CLASSIFICATION</u>)

## NOTES ON SPECIMEN ADMINISTRATIVE ORDER

1.    **Security Classification**.  Normally SECRET.

2.    **Change from Administrative Conference/Oral Orders**.  Because of the complexity and detail, oral orders are unlikely.  Normally orders are reviewed at administrative conferences.  List paragraphs affected.  If too numerous, sideline paragraphs and say **except paragraphs sidelined**.  If no changes, leave blank.

3.    **Copy Number**.  Copy number and total number of copies are filled in, in ink, by clerk when distribution is made.  A record of the number issued to each addresse is kept.

4.    **Heading**.  This must include:

    a.  issuing headquarter (Rear headquarter at corps and division);

    b.  place of issue: includes place and grid reference or just grid reference;

    c.  date-time group with month and year filled in when signed; and

    d.  reference number.

5.    **Related Operation Order (if applicable)**.  The administrative arrangements that must be known to the supported units are included in the service support paragraph of the operation number.

6.    **References**.  Includes maps and other documents.  Not lettered if only one reference.

7.    **Abbreviations**.  Paragraph headings are always written in full; otherwise, abbreviations should be used throughout the text.

8.    **Paragraph Headings**.

    a.  paragraphs 1. <u>SITUATION</u> and 2. <u>MISSION</u> are mandatory;

    b.  other paragraphs are optional but usually include the following:

3. GENERAL.

4. MATÉRIEL AND SERVICES.

5. MEDICAL EVACUATION AND HOSPITALIZATION.

6. PERSONNEL.

7. CIVIL-MILITARY COOPERATION.

8. MISCELLANEOUS.

9. COMMAND AND SIGNAL.

9.     **Mission**.  The administrative mission is given here.  Subparagraphs are not used.

10.     **Matériel and Services**.  This paragraph should include all arrangements for the supply of normal daily needs and services that are not already covered in SOPs.  Requirements are listed either by types of needs, e.g., ammunition, POL, water, tentage; or by services, e.g., transport, engineers and supply.  Only headings required need be included.

11.     **Medical Evacuation and Hospitalization**.  There are normally a number of subparagraphs used here to describe the medical system if different from SOPs.

12.     **Personnel**.  This paragraph covers all personnel matters except medical ones that are other than SOPs.

13.     **Civil-Military Co-operation**.  A paragraph with the following information may be included here:

    a.  allocation of a civil affairs detachment;

    b.  control of refugees; and

    c.  feeding of civilians.

14.     **Miscellaneous**.  Includes any information not given elsewhere.

15.     **Command and Signal**.  To avoid cross-reference to the operation order, it is preferable to recapitulate locations of all headquarters here.  It may be desirable to repeat details of liaison, electronic silence, and code words.

16.      **Signature, Acknowledgement Instructions, Annexes**.  These follow the same rules as are used for the operation order.  Normally the senior administrative staff officer signs the order for the commander.  If the senior administrative staff officer is not available, a senior staff member will authenticate the order over his own signature block and the commander's name is typed in.  The file copy of the order is signed by the senior administrative staff officer as soon as is practical.

17.      **Distribution**.

      a.  The distribution of the orders follows the same principles as that of an operation order.  The distribution takes into account those units or formations that have a need to know, either because the issuing commander has direct administrative responsibility, or because the issuing headquarters is supported by them.

      b.  Sufficient copies are given to avoid reproduction by addressees.  Some addresses may require additional copies of specific annexes, e.g., the transportation battalion will require additional copies of the dumping programme.

**FORMAT FOR A MOVEMENT ORDER**