3RD SPECIAL FORCES GROUP

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SPECIAL OPERATIONS COMMAND AND CONTROL HANDBOOK

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APPROVED BY:	MAJ R.CAMPBELL				

INTRODUCTION

The 3rd Special Forces Group Command and Control (C2) purpose is to implement the commander's will in pursuit of the unit's objective. C2 is both a system and a process. The essential component for both is leadership. This chapter provides techniques and procedures used by Operational Detachment Alpha's and Company level C2 and communication. It describes the troop leading procedures (TLP), communications in combat, and operation orders.

C2 refers to the process of directing, coordinating, and controlling a unit to accomplish a mission. C2 implements the commander's will in pursuit of the unit's objective. The two components of C2 are the commander and the S2 system. At a Company Level the C2 system consists of the personnel, information management, procedures, and equipment the Company Leader uses to carry out the operational process (plan, prepare, execute, and assess) within his Company.

1.0 LEADERSHIP

Leadership means influencing people by providing purpose, direction, and motivation to accomplish a mission. Leadership is the most vital component to C2.

Leadership: Influencing people to accomplish a mission b providing –	PURPOSE	The *reason* to accomplish the mission.
	DIRECTION	The *means* to accomplish the mission.

-II-	MOTIVATION	The *will* to accomplish the mission.

2.0 MISSION-ORENTED COMMAND AND CONTROL

Mission command is the conduct of military operations through decentralized execution based on mission orders for effective mission accomplishment. Successful mission command results from subordinate leaders at all echelons exercising disciplined initiative within the commander's intent to accomplish missions. It requires an environment of trust and mutual understanding. Successful mission command rests on the following four elements.

– ***Commander's Intent.*** The commander's intent is a clear, concise statement of what the force must do and the conditions the force must meet to succeed with respect to the enemy, terrain, and desired end state.

– ***Subordinates' Initiative.*** This is the assumption of responsibility for deciding and initiating independent actions when the concept of operations no longer applies or when an unanticipated opportunity leading to achieving the commander's intent presents itself.

– ***Mission Orders.*** Mission orders are a technique for completing combat orders. They allow subordinates maximum freedom of planning and action in accomplishing missions. They leave the "how" of mission accomplishment to subordinates.

– ***Resource Allocation.*** Commanders allocate enough resources for subordinates to accomplish their missions. Resources include Soldiers, material, and information.

3.0 MISSION COMMAND

Mission command concentrates on the objective of an operation, not on how to achieve it. It emphasizes timely decision-making. The detachment leader must understand the company commander's intent and his clear responsibility to act within that intent to achieve the desired end state. With the company commander's intent to provide unity of effort, mission command relies on decentralized execution and the detachment leader's initiative.

The company commander must create trust and mutual understanding between himself and his subordinates. This is more than just control. Commanders must encourage subordinates to exercise initiative. Mission command applies to all operations across the spectrum of conflict.

Mission command counters the uncertainty of war by reducing the amount of certainty needed to act. Commanders guide unity of effort through the commander's intent, mission orders, and the CCIR. Company commanders hold a "loose rein," allowing detachment leaders freedom of action and requiring them to exercise subordinates' initiative. Commanders make fewer decisions, but this allows them to focus on the most important ones. The command operates more on self-discipline than imposed discipline. Because mission command decentralizes decision-making authority and grants subordinates significant freedom of action, it demands more of commanders at all levels and requires rigorous training and education. If the detachment leader is new and has not reached the level of confidence or maturity of the commander, the commander may need to be more directive until the detachment leader is ready.

Mission command tends to be decentralized, informal, and flexible. Orders and plans are as brief and simple as possible, relying on implicit communication—subordinates' ability to coordinate and the human capacity to understand with minimal verbal information exchange. This can be a result of extended combat or training in which many actions and procedures have become standing operating procedure (SOP). By decentralizing decision-making authority, mission command increases tempo and improves the subordinates' ability to act in fluid and disorderly situations. Moreover, relying on implicit communication makes mission command less vulnerable to disruption of communications than detailed command.

Mission command is appropriate for operations in the often politically-charged atmosphere and complex conditions of stability operations. Company commanders must explain not only the tasks assigned and their immediate purpose, but also prescribe an atmosphere to achieve and maintain throughout the AO. They must explain what to achieve and communicate the rationale for military action throughout their commands. Doing this allows detachment leaders, element leaders and their Soldiers to gain insight into what is expected of them, what constraints apply, and most important, why the mission is being undertaken.

Detailed command is ill-suited to the conditions of stability operations. Commanders using its techniques try to provide guidance or direction for all conceivable contingencies, which is impossible in dynamic and complex environments. Under detailed command, subordinates must refer to their headquarters when they encounter situations not covered by the commander's guidance. Doing this increases the time required for decisions and delays acting. In addition, success in interagency operations often requires unity of effort, even when there is not unity of command. In such an environment, detailed command is impossible. In contrast to the detailed instructions required by detailed command, mission command calls for a clear commander's intent. This commander's intent provides subordinates guidelines within which to obtain unity of effort with agencies not under military command. Subordinates then act within those guidelines to contribute to achieving the desired end state.

NOTE: The Detachment Commander must understand the situation and the commander's intent one and two levels higher than his own. However, he must know the real-time battlefield situation in detail for his immediate higher level (company).

4.0 PLANS AND ORDERS

Plans are the basis for any mission. To develop his plan (concept of the operation), the Detachment Commander summarizes how best to accomplish his mission within the scope of the commander's intent. The Detachment Commander uses TLP to turn the concept into a fully developed plan and to prepare a concise, accurate operation order (OPORD). He assigns additional tasks (and outlines their purpose) for subordinate elements, allocates available resources, and establishes priorities to make the concept work. The following discussion covers important aspects of orders development and serves as an introduction to the discussions of the TLP. This section focuses on the mission statement and the commander's intent, which provide the doctrinal foundation for the OPORD. It also includes a basic discussion of the three types of orders (warning orders (WARNOs), and OPORDs) used by the Detachment leader. The Detachment Leader and his subordinates must a have a throughout understanding of the building blocks for everything else they do.

4.1 Mission Statement

The Detachment leader uses the mission statement to summarize the upcoming operation. This brief paragraph (usually a single sentence) describes the type of operation, the unit's tactical task, and purpose. It is written based on the five Ws: who (unit), what (task[s]), when (date-time group), where (grid location or geographical reference for the AO or objective), and why (purpose). The detachment leader must ensure that the mission is thoroughly understood by all leaders and Soldiers one and two echelons down. The following considerations apply in development of the mission statement.

Operations

Full spectrum operations are groupings of related activities in four broad categories: offense, defense, stability, and civil support.

Tasks

Tactical tasks are specific activities performed by the unit while it is conducting a form of tactical operation or a choice of maneuver. The title of each task can also be used as an action verb in the unit's mission statement to describe actions during the operation. Tasks should be definable, attainable, and measurable. Tactical tasks that require specific tactics, techniques, and procedures (TTP) for the detachment are covered in detail throughout this manual.

Purpose

A simple, clearly stated purpose tells subordinates the reason the detachment is conducting the mission.

Placement in OPORD

The detachment leader has several options as to where in the OPORD he outlines his subordinates' tasks and purpose. His main concern is that placement of the mission statement should assist subordinate leaders in understanding the task and purpose and each of the five W elements exactly. The figure below shows an example of a mission statement the detachment leader might include in his order:

ODA 3111 (Who performs the task?) Attacks to seize. (What is the task?) The bridge at 0231 3214. (Where do they perform the task?) At 040600Z FEB 2. (When do they perform the task?) to pass the ODA 3112 (Company main effort) on OBJ ALPHA. (Why must they perform the task?)

Or broken into the five W format:
Who? – ODA 3111
What? – Seize
Where? – The bridge at 0231 3214
When? – At 040600Z FEB 2
Why? To pass the ODA 3112 (Company main effort) on OBJ ALPHA

5.0 COMBAT ORDERS

Combat orders are the means by which the detachment leader receives and transmits information from the earliest notification that an operation will occur through the final steps of execution. WARNOs, and OPORDs are absolutely critical to mission success. In a tactical situation, the detachment leader and subordinate leaders work with combat orders on a daily basis, and they must have precise knowledge of the correct format for each type of order. At the same time, they must ensure that every Soldier in the detachment understands how to receive and respond to the various types of orders. The skills associated with orders are highly perishable. Therefore, the detachment leader must take every opportunity to train the detachment in the use of combat orders with realistic practice.

6.0 WARNING ORDERS

Detachment leaders alert their elements by using a WARNO during the planning for an operation. WARNOs also initiate the detachment leader's most valuable time management tool—the parallel planning process. The detachment leader may issue a series of warning orders to his subordinate leaders to help them prepare for new

missions. The directions and guidelines in the WARNO allow subordinates to begin their own planning and preparation activities.

6.1 The content of WARNOs is based on two major variables: information available about the upcoming operation and special instructions. The information usually comes from the company commander. The detachment leader wants his subordinates to take appropriate action, so he normally issues his WARNOs either as he receives additional orders from the company or as he completes his own analysis of the situation.

7.0 TROOP LEADING PROCEDURES

The TLP begin when the detachment leader receives the first indication of an upcoming mission. They continue throughout the operational process (plan, prepare, execute, and assess). The TLP comprise a sequence of actions that help detachment leaders use available time effectively and efficiently to issue orders and execute tactical operations. TLP are not a hard and fast set of rules. Some actions may be performed simultaneously or in an order different than shown They are a guide that must be applied consistent with the situation and the experience of the detachment leader and his subordinate leaders. The tasks involved in some actions (such as initiate movement, issue the WARNO, and conduct reconnaissance) may recur several times during the process. The last action (activities associated with supervising and refining the plan) occurs continuously throughout TLP and execution of the operation. The following information concerning the TLP assumes that the detachment leader will plan in a time-constrained environment. All steps should be done, even if done in abbreviated fashion. As such, the suggested techniques are oriented to help a detachment leader quickly develop and issue a combat order.

Troop Leading Procedures:

1. **Receive the mission.**
2. **Issue a warning order.**
3. **Make a tentative plan.**
4. **Initiate movement.**
5. **Conduct reconnaissance**
6. **Complete the plan**
7. **Issue the Operations Order.**
8. **Supervise and refine**

RECEIVE THE MISSION

This step begins with the receipt of an initial WARNO from the company. It also may begin when the detachment leader receives the commander's OPORD, or it may result from a change in the overall situation. Receipt of mission initiates the planning and preparation process, so the detachment leader can prepare an initial WARNO as quickly as possible. At this stage of the TLP, mission analysis should focus on determining the unit's mission and the **amount** of available time. Detachment

Commander should gather as much intelligence as possible to develop the details of possible enemy courses of action (COA). The following can assist in this process:

– Understand the enemy's mission. Will the enemy's likely mission be based on his doctrine, knowledge of the situation, and capabilities? This may be difficult to determine if the enemy has no established order of battle. Enemy analysis must consider situational reports of enemy patterns. When does the enemy strike, and where? Where does the enemy get logistical support and fire support? What cultural

ISSUE A WARNING ORDER

After the detachment leader determines the detachment's mission and gauges the time available for planning, preparation, and execution, he immediately issues an oral WARNO to his subordinates. In addition to telling his subordinates of the detachment's new mission, the WARNO also gives them the detachment leader's planning timeline. The detachment leader relays all other instructions or information that he thinks will assist the detachment in preparing for the new mission. Such information includes information about the enemy, the nature of the overall plan, and specific instructions for preparation. Most importantly, by issuing the initial WARNO as quickly as possible, the detachment leader enables his subordinates to begin their own planning and preparation while he begins to develop the detachment operation order. An example may include the elements rehearsing designated battle drills. This is called parallel planning.

MAKE A TENTATIVE PLAN AND EXECUTE

After receiving the company OPORD the detachment leader develops a tentative plan. The process of developing this plan in a time-constrained environment usually has six steps: receipt of the mission, mission analysis, COA development, COA analysis, COA selection, and issue the order. This allows the detachment leader to save time by focusing his analysis effort on areas that affect his plan. Typically, a detachment leader will develop one COA. If more time is available, he may develop more than one, in which case he will need to compare these COAs and select the best one.

8.0 PRE-COMBAT CHECKLIST

Ammunition	Marking Tools (Colored Smoke, Lights)	GPS/MicroDAGR/Rugged Tablet
Weapons	Entrenching Tools	Tripods
Flashlights	IR Strobes	Pen and Paper

Maps	OPORD	Wire-Cutter
Communication Cards	9-Line MEDEVAC Card	Fuel Cans
Zip Ties	Graphics, Routes, OBJs, LZs	Load Plans
Toolkit	Radios and backup communication.	NVGs

Detachment leaders should conduct a confirmation brief after issuing the oral OPORD to ensure subordinates know the mission, the commander's intent, the concept of the operation, and their assigned tasks. Confirmation briefs can be conducted face to face or by radio, depending on the situation. Face to face is the desired method, because all section and element leaders are together to resolve questions, and it ensures that each leader knows what the adjacent element is doing.

9.0 WARNING ORDER STEPS AND TEMPLATE

The Warning Order is a "heads up" to the Detachment Commander and his elements. And provides brief operational details usually following the standard OPORD Format.

The steps for a WARNO is as follows:
- Receive the mission from command.
- Conduct mission analysis.
- After gathering necessary information create a 5-section OPORD.
- Mission paragraph is crucial (Who, what, where, when and why).

WARNING ORDER

1. SITUATION
   a. Enemy Forces. Provide available information of composition, strength, capabilities and most probable course of action.

   b. Friendly Forces: Give available information concerning the missions of next higher and other units.

   c. Attachments: Give information concerning units that have been attached. (If known)

2. MISSION
   The mission paragraph contains a clear, concise statement of the task to be accomplished and the purpose for doing it. This mission statement will state WHO, WHAT (The task), WHEN (the critical time), WHERE (GRID), and WHY (the purpose the unit must achieve).

3. EXECUTION (IF AVAILABLE)
   The execution puts in the specific course of action. The purpose for the operation, key taskings and desired end state for the operation, and is generally written in three to five sentences max.

   a. Concept of the Operation
      1. Explains in general terms how the unit will accomplish the mission. The concept should describe the employment of maneuver elements.

         This is written in the form of specific purposes and task for each maneuver element. Starting with the main effort, and then each supporting effort.

4. SERVICE AND SUPPORT (IF KNOWN)
   Address service support in the areas shown below as needed to clarify the service support concept.

   a. Transportation: Location of main supply route (MSR) and alternate supply route (ASR). Location of supply points (RSP). Instructions on use and priorities of routes.

   b. Medical Evacuation and Hospitalization. Location of Casualty Collection Point (CCP) and Medical Elements. Evacuation plan from point of injury to battalion. Marking of casualties.

   c. Personnel: Plan for re-enforcement on late arrival or re-insertion.

d. Instructions on use and destruction of OPFOR or IND equipment.

5. COMMAND AND SIGNAL. (IF KNOWN)

  a. Location of higher echelon unit commander and Command Post (CP).
  b. Location of key personnel and Command Post (CP) during each phase of the operation.
  c. Succession of Command (if different from SOP).
  d. Signal Operating Instructions (SOI).
  e. Methods of communications in priority.
  f. Special Instructions to Communication Personnel, if any.

WARNING ORDER EXAMPLE (VERBAL)

WARNING ORDER

6. SITUATION
  d. Enemy Forces. 3x OPFOR Motorized INF are holding OBJ Bravo. There are also reports of 1x OPFOR Mechanized towards the north in QRF distance. We believe that at once we commence assault, due the low morale, that the infantry will start evacuating. However, the Mechanized OPFOR element in the north have the most probable COA of advancing south towards us and flank us towards the EAST.

  e. Friendly Forces: Bravo Company is 1000 meters towards our west, and are conducting airborne raids on OBJ Charlie, OBJ Delta and OBJ Foxtrot.

  f. Attachments: 160th Special Operations Aviation Regiment have been attached to Alpha Company.

7. MISSION

Alpha Company will conduct a Mounted OP on OBJ Bravo at 1900A. At grid 1943 2451. To secure Bravo Companies eastern flank and to allow the strategic control of the military complex.

8. EXECUTION (IF AVAILABLE)
While 11, 12 and 13 are commencing assault on OBJ Bravo, 14 will maneuver north of the OBJ to secure the MSR in case of OPFOR Mechanized re-enforcements. The desired end state is full a full controlled and cleared OBJ Bravo.

  b. Concept of the Operation
    2. 11, 12 and 13 works as main effort and will move in convoy formations until Omega 4. Upon arrival they will change to Mounted Operations tactics and commence assault on OBJ Bravo. 11 being left element, 12 being forward element and 13 being right element. Deploy tactics as necessary during assault. In case of OPFOR PID from our Contact Point, 11 will split up to hold the phase line and 12 and 13 will continue assault.
    3. 14 will maneuver around Omega 4 and set up perimeter on MSR Delta, it will hold until orders of rally with main effort is given.

9. SERVICE AND SUPPORT (IF KNOWN)
Address service support in the areas shown below as needed to clarify the service support concept.

  e. Transportation: MSR is marked as MSR Foxtrot and is the road between Baqqat and Saffan. No ASR marked. RSP are marked on your maps as RSP Alpha (Grid 2342 1231) and RSP Bravo (Grid 234 2141). 11 and 12 will deploy RSP Alpha and 13 and 14 will deploy RSP Bravo.

  f. Medical Evacuation and Hospitalization. CCP is marked on CTAB and on TL issued maps. Medevacs are done from CCP and elements can dispatch rotations to CCP if required.

  g. Personnel: 160th SOAR will re-enforce all personnel on designated LZs or CCP.

  h. OPFOR and IND equipment will be dismantled by planned demolitions of required.

10. COMMAND AND SIGNAL. (IF KNOWN)

  g. ODB moves 1000 meters behind rear main effort element. CP is set at GRID 2341 4212 (CP).
  h. ODB maneuvers to OBJ Bravo immediately after captured my main effort.
  i. No Change (if different from SOP).

j.   No Change(SOI).

k.   Command Frequency 50.0 have priority on FRAGOs.

l.   No Change.

10.0 OPERATION ORDER TEMPLATE

An Operation Order follow a strict template which Detachment Commanders use to brief his personnel correctly. This is to ensure that all his personnel have received the same exact order. Detachment Commander create their own OPORD which is built from his Commander's OPORD.

OPORD on a Detachment level does not have to be written, however on higher echelon they must be. Detachment Commander build their OPORD from the Commander's Intent.

OPERATION ORDER

Task Organization

- Must accurately reflect which element have received which taskings. And which elements which are being deployed in this Operation.

11. SITUATION
    g. Enemy Forces. Provide available information of composition, strength, capabilities and most probable course of action.

    h. Friendly Forces: Give available information concerning the missions of next higher and other units.

    i. Attachments: Give information concerning units that have been attached.

12. MISSION
    The mission paragraph contains a clear, concise statement of the task to be accomplished and the purpose for doing it. This mission statement will state WHO, WHAT (The task), WHEN (the critical time), WHERE (GRID), and WHY (the purpose the unit must achieve).

13. EXECUTION
    The execution puts in the specific course of action. The purpose for the operation, key taskings and desired end state for the operation, and is generally written in three to five sentences max.

    c. Concept of the Operation
        4. Explains in general terms how the unit will accomplish the mission. The concept should describe the employment of maneuver elements.

        This is written in the form of specific purposes and task for each maneuver element. Starting with the main effort, and then each supporting effort.

14. SERVICE AND SUPPORT
    Address service support in the areas shown below as needed to clarify the service support concept.

    i. Transportation: Location of main supply route (MSR) and alternate supply route (ASR). Location of supply points (RSP). Instructions on use and priorities of routes.

j.   Medical Evacuation and Hospitalization. Location of Casualty Collection Point (CCP) and Medical Elements. Evacuation plan from point of injury to battalion. Marking of casualties.

k.   Personnel: Plan for re-enforcement on late arrival or re-insertion.

l.   Instructions on use and destruction of OPFOR or IND equipment.

15. COMMAND AND SIGNAL.

m. Location of higher echelon unit commander and Command Post (CP).
n.   Location of key personnel and Command Post (CP) during each phase of the operation.
o.   Succession of Command (if different from SOP).
p.   Signal Operating Instructions (SOI).
q.   Methods of communications in priority.
r.   Special Instructions to Communication Personnel, if any.

11.0 FRAGMENTARY ORDER TEMPLATE

The use of FRAGOs are as of May 2018 not yet implemented as a part of the C2 manual. However, this step will cover it for future changes to this manual.

Fragmentary Order are changes to a consisting OPORD. This can be done prior to an operation or during an operation. They are done with changed to the whole order is executed by the elements supervisor.

FRAGMENTARY ORDER

1. SITUATION
    j. Enemy Forces. Include recent enemy activities or capabilities critical to maneuver.
    k. Friendly Forces
    l. Attachments and Detachment. Clarify or highlight changes in the task organization that occur during the different phases of the operation.

2. MISSION
    List the new mission for the Detachment.

3. EXECUTION
    Intent (Optional)

    a. Concept of Operation (Mandatory)
    b. Tasks to subordinate units. (Mandatory)
    c. Coordinating instructions. (Mandatory). Include the statement, "Current overlay remains in effect) mark changes to control measures on overlay or issue a new overlay.

ACKNOWLEDGE: (Mandatory)

12.0 SPECIAL FORCES OFFICER ACADEMY WARNO & OPORD STANDARDS.

Conditions: Given preliminary notice of an order or action tat is to follow and a requirement to develop and issue a warning order (WARNO) to subordinates.

Standards: Developed a warning order or and issued it to subordinate leaders within the time allotted. The other was issued so all subordinate leaders understood their mission and any coordinating instructions. Warning order In OPORD format.

Performance Steps: As mentioned above in examples.

Evaluation Preparation:

Setup

At the test site, provide a Company level warning order, the warning order will be given orally to the soldier. The soldier will then be given 10 minutes to prepare his Detachment Warning Order.

Brief

Soldier: Tell the soldier to extract from the Company Warning Order all information that pertains to his Detachment. Tell him he will have 10 minutes to prepare the Detachment Warning Order. Tell him that he will present an oral warning order.

Performance Measures:	GO	NO GO
1. Stated the words WARNING ORDER		
2. Used standard military terminology.		
3. Issue the warning order in five-paragraph field in order format.		
4. Gave all available information		

Evaluation Guidance: Score the soldier GO if all performance measures are passed. Score the soldier NO GO if any performance measure is failed. If the soldier fails any performance measures, show what was done wrong and how to do it correctly.