

**International Institute of Business Analysis**

**Operational Planning Process (OPP)**

**and**

**“Mission Analysis”**

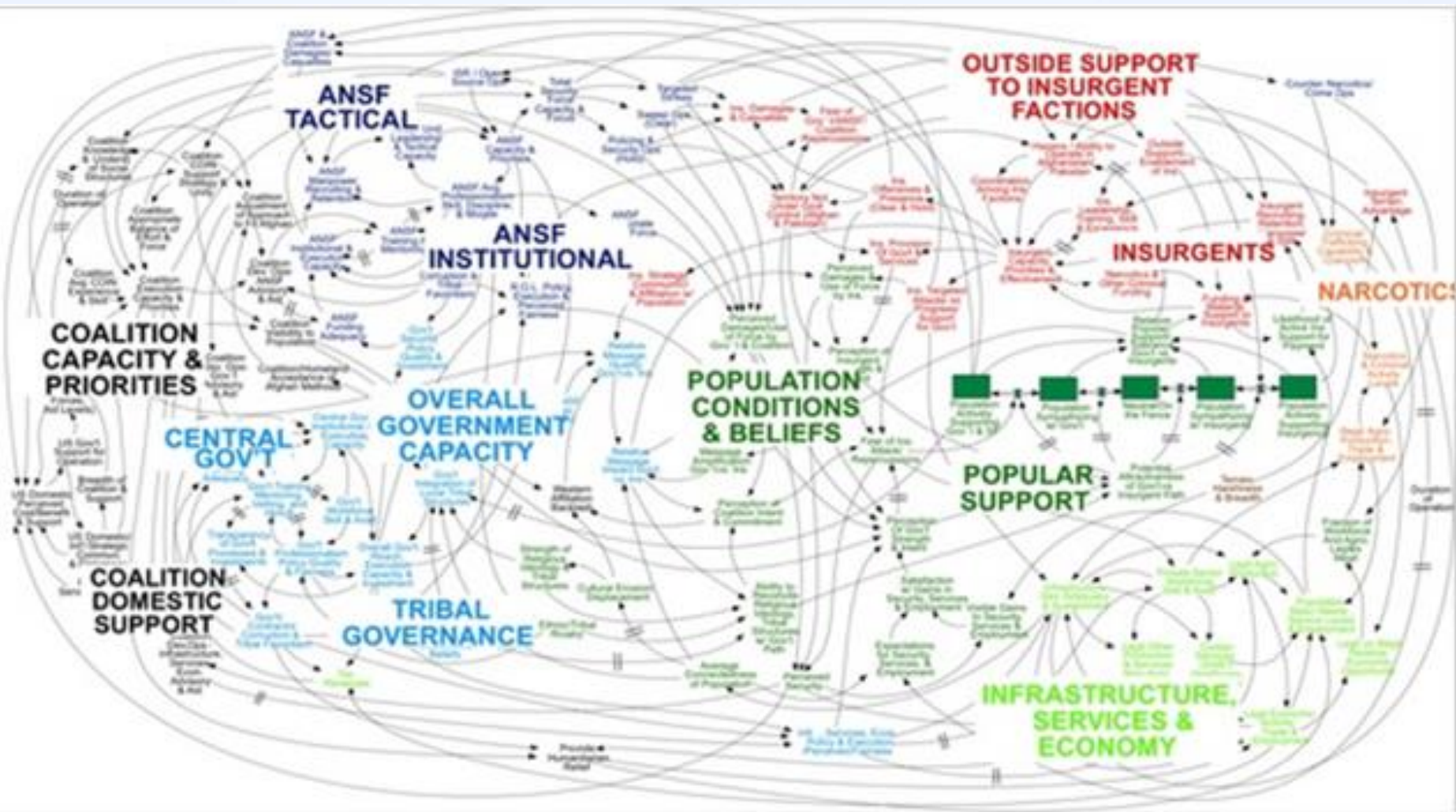
**at the**

**Strategic Level**

# **“War Stories” on Strategy and Operational Planning Process**



# Poor Strategy in Complex Operations ...



# **Military Operational Planning Process (OPP)**

**The aim of this brief is to familiarize IIBA members with the fundamentals of the Military Operational Planning Process and Mission Analysis used by strategic military staffs.**

# Desired Outcome

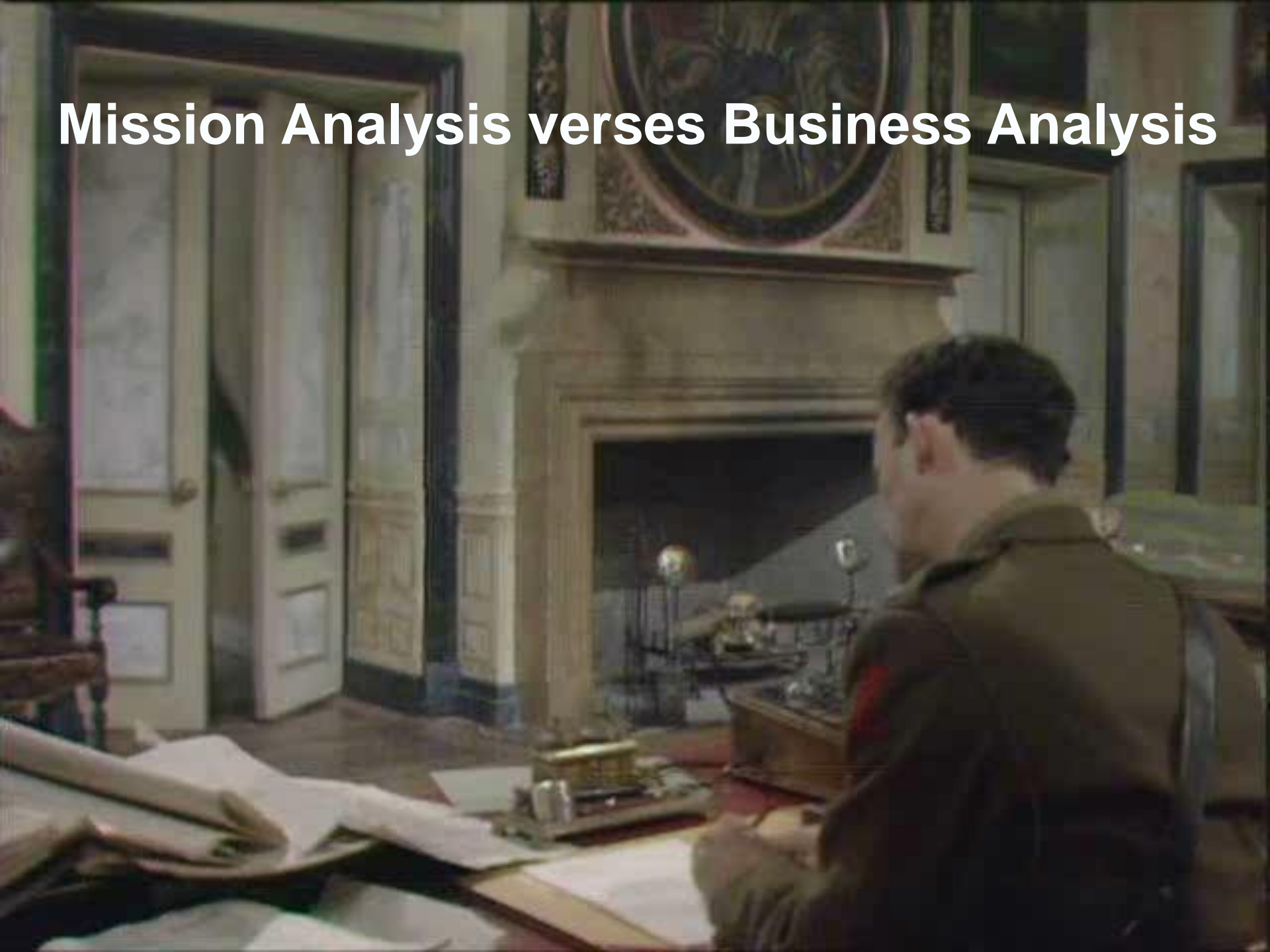
- **Identify the phases of the Military Operational Planning Process (OPP) and Mission Analysis.**
- **Describe the basic tenets of Mission Command.**
- **Understand the Staff officers' contribution to OPP and Mission Analysis.**
- **Understand the linkage of OPP, Mission Analysis, and Strategy.**



# Structure of the Presentation

- **Conceptual Background.**
  - The “5 x Ws” and “War Stories.”
- **The Operational Planning Process.**
  - Analysis of the Operational environment.
  - Step 1. Guidance.
  - **Step 2. Mission Analysis.**
  - Step 3. Courses of Action Development.
  - Step 4. Course of Action Analysis and Selection.
  - Step 5. Develop Concept of Operations and Plan.

# Mission Analysis verses Business Analysis



# First: What is Business Analysis?

- Business analysis is the practice of enabling change in an enterprise by “defining needs” **[desired effects]** and “recommending solutions” **[courses of action]** that “deliver value” **[achieve the desired end-state]** to “Stakeholders” **[Commanders and Headquarters]**.

• *BABOK Guide*



# What is Business Analysis?

## (cont'd)

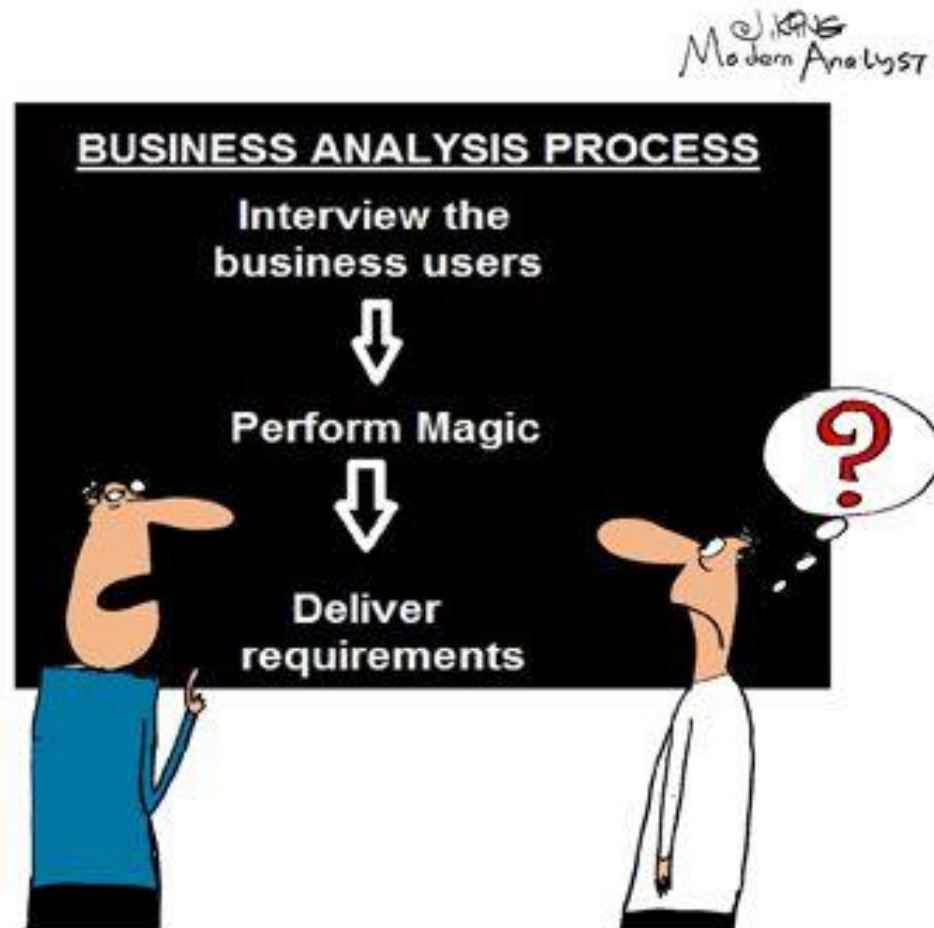
- Business analysis is performed on a variety of initiatives within an **[HQ, Unit]** enterprise.
- Initiatives may be strategic, operational, or tactical. **[same as military]**
- Business analysis may be performed within the boundaries of a project **[procurement]** or throughout enterprise evolution **[operations, missions, transformation]** and continuous improvement.

# What is Business Analysis?

## (cont'd)

- Business analysis can be used to understand the current state **[operations]**, to define future state **[future operations]**, and to determine the activities required **[tasks]** to move from the current to the future state **[evolution of mission]**.
- A “business analyst” **[Staff Officer]** is any person who performs business analysis tasks, regardless of their job title or organizational role **[mission first]**.

# Business Analysts – Not Magicians!



*"Based on my observations, this is how the Business Analysts do their job."*

# What is Business Analysis?

## (cont'd)

- A “business analyst” **[Staff Officer]** is responsible for discovering, synthesizing, and analyzing information from a variety of sources **[mission analysis]** within the enterprise **[HQ, Unit, etc.]**.
- A “business analyst” **[Staff Officer]** plays a key role in aligning the designed and delivered solutions **[concept of operations]** with the needs of stakeholders **[Commander, Staffs]**.

# Conceptual Background

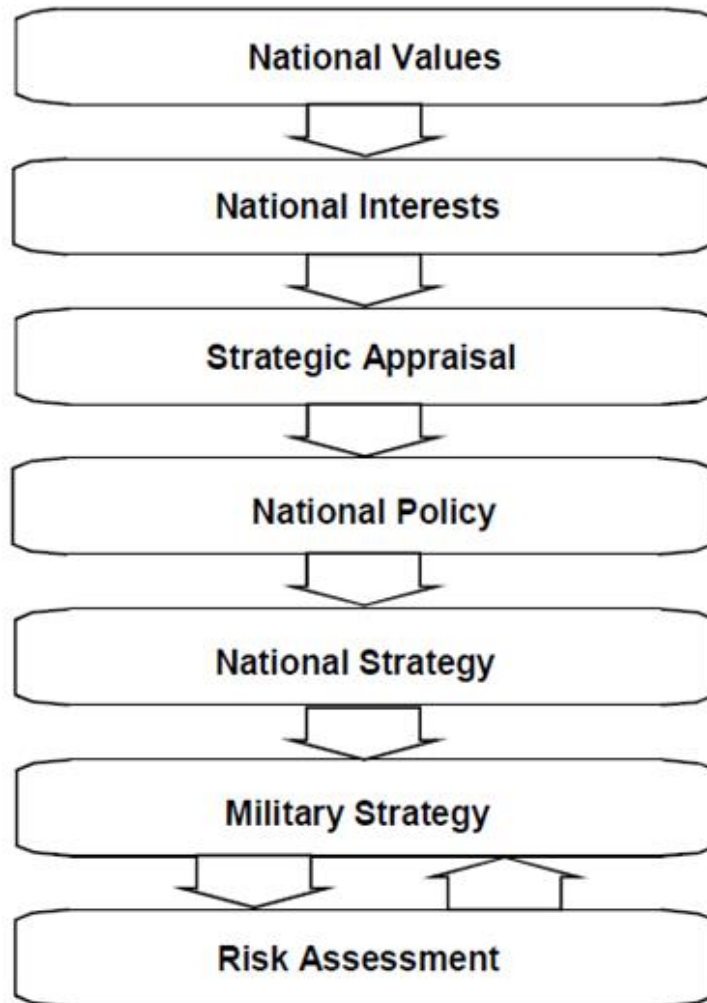
- **What is Strategy?**
- **How do we formulate Strategy?**
- **Strategy Framework – What is it?**
- **Principles, Themes, & Tenets of Strategy.**
- **Operationalizing Strategy ...**
  - **Strategic → Operational → Tactical Levels**
- **Risk Analysis and Management.**



**Strategy ... Keep it simple,  
and ensure it's understood!**



# Strategy Formulation



# Strategy Framework

- **Strategy is: the relationship among ENDS, WAYS, and MEANS.**
  - **Ends: objectives or goals sought.**
  - **Means: resources available to pursue objectives.**
  - **Ways: methods are how one organizes and applies the resources.**

# Strategy – Take the Time to Plan!



# Principles of Strategic Planning

- **Methodical Process leading to Optimal Solutions.**
- **Should be:**
  - **Comprehensive.**
  - **Efficient.**
  - **Inclusive.**
  - **Informative.**
  - **Integrated (with long term goals).**
  - **Logical.**
  - **Transparent.**



# Themes of Strategic Planning

- **Determine the nature of the problem and what is to be achieved.**
- **Gather information.**
- **Generate options to achieve those goals.**
- **Decide on the way ahead and then execute it. Who, What, Where, When, How, Why?**

# Tenets of “Mission Command”

- Decentralized Command.
- Commander’s Intent.
- Initiative.
- Responsibility.
- Trust and Mutual Understanding.

# Operationalizing Strategy

- **Decisive Operations.**
- **Shaping Operations.**
- **Sustainment Operations.**

# Example of: Levels of Authority, Command and Control in UN Peace Support Operations

## Authority, Command & Control in UN Peacekeeping Operations



# Risk

**The combination of the impact and likelihood for harm, loss or damage to the Operation from the exposure to threats.**



# Threats

**A condition, event, or circumstance that could lead to or contribute to an unplanned or undesirable situation.**

# **Risk Management**

**The identification and assessment of potential risks in a given Course of Action with the view to minimizing, monitoring, and controlling its probability and possibly exploiting its inherent opportunities.**

# **Risk Management Principles**

- **Transference (to another party).**
- **Avoidance.**
- **Reduction.**
- **Acceptance.**
- **Exploitation.**

# **Risk Management Process**

- **Identify Threats.**
- **Assess Threats.**
- **Develop Control Measures.**
- **Disseminate Controls Measures.**
- **Monitor.**
- **Evaluate.**

# Risk Analysis – “SWOT”

## SWOT ANALYSIS

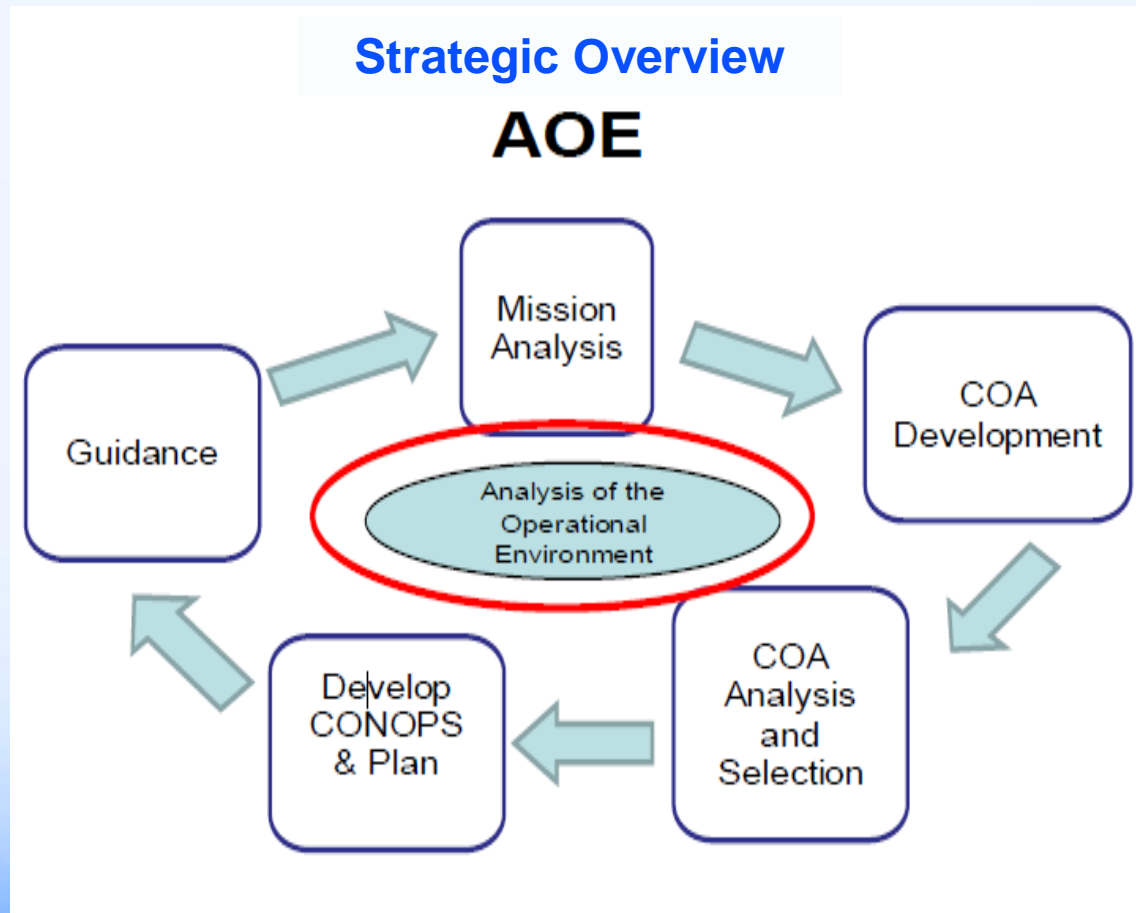




# THE PLANNING PROCESS

- Analysis of the Operational environment
- Step 1. Guidance.
- **Step 2. Mission Analysis.**
- Step 3. Courses of Action Development.
- Step 4. Course of Action Analysis and Selection.
- Step 5. Develop Concept of Operations and Plan.

# Analysis of the Operational Environment



# **Analysis of the Operational Environment**

- **Description of the Operational Environment.**
  - **Describe the Environment.**
  - **Analyse the Terrain.**
  - **Describe the Effects on Operations.**
- **Threat Evaluation.**
  - **Conflict Parties.**
  - **Internal Dynamics.**
  - **External Interest.**

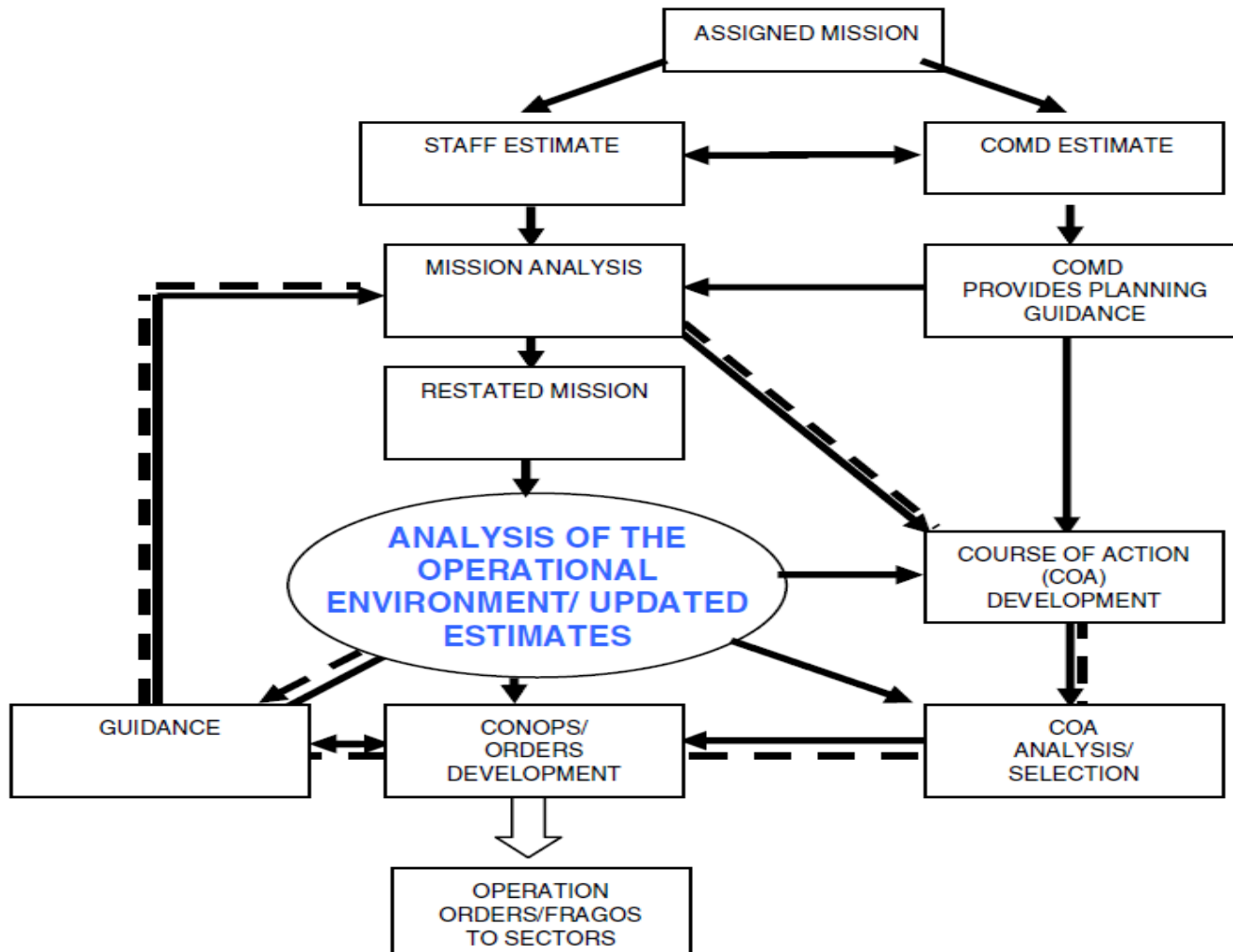
# Step 1. GUIDANCE

- **Collect all guidance, direction, and communication information.**
- **Study initial assessment of the Operational Environment.**
- **Prepare/Update Staff Estimates.**
- **Conduct Quick Time Estimate.**
- **Issue Initial Warning Order to Staff.**

# Collection of Guidance Materials

- **Strategic/Operational Estimates.**
- **Technical Assessment Reports.**
- **Senior Leadership Reports.**
- **“Rules of Engagement.”**
- **Integrated Strategic Framework.**
- **Mission Concept.**
- **Strategic Directives and Concepts.**
- **National Caveats and Guidelines.**
- **Input from other Programmes and Agencies.**

# Strategic Estimates and the Operational Planning Process





# **Sample Format for Staff Estimates**

- **Mission (Given by higher Headquarters).**
- **Higher Commander's Intent.**
- **Situation.**
  - **Characteristics of Area of Operation.**
  - **Conflict Parties.**
  - **Mission Component Composition (WoG).**
  - **Lead Agency/Nation.**
  - **Other Govt and Non-Govt Agencies.**
  - **Assumptions.**

# Sample Format for Staff Estimates (continued)

- **Analysis.**
  - **Each Course of Action (COA).**
  - **“Troops” or Resources to Task.**
- **Comparison.**
- **Conclusions.**
- **Recommendations.**
- **Issue a “Warning Order” to Staffs & HQs to ensure concurrent planning activity.**

# Sample Time Estimate



<b>Time Now:</b>	<b>Time Now - 030800ZMAY11 (DTG)</b> <b>Time available – 50Hrs</b> <b>OPP Completed by 062100ZMAY11</b>					<b>Remarks</b>
<b>Activity:</b>	<b>Guidance</b>	<b>Mission Analysis</b>	<b>COA Development</b>	<b>COA Analysis and Selection</b>	<b>Development of CONOPS / Orders</b>	<b>Contingency</b>
<b>% of Time Allotted:</b>	5%	10%	20%	35%	20%	10%
<b>Time in Minutes:</b>	150mins	300mins	600mins	1,050mins	600mins	300mins
<b>Real Time:</b>	030930Z	031430Z	041230Z	051800Z	061600Z	062100Z

## **Step 2. Mission Analysis**

- **Mission Analysis is an important planning tool that guides the OPP.**
- **It helps the Command and Staff elements to refine their “Situational Awareness” (SA) and understanding in order to have better visualisation of the operational environment.**

Process	Output
<ol style="list-style-type: none"> <li>1. Review AOE</li> <li>2. Analyse Higher HQ Msn/Intent</li> <li>3. Identify Specified Implied, and Essential Tasks</li> <li>4. Determine Constraints and Restrictions</li> <li>5. Conduct Operational Risk Assessment</li> <li>6. Troops to Task Assessment</li> <li>6. Identify and Analyse Critical Facts and Assumptions</li> </ol>	<ol style="list-style-type: none"> <li>1. Re-stated Mission</li> <li>2. Commander's Intent</li> <li>3. Commander's Guidance</li> <li>4. Warning Order No.2</li> <li>5. Risk Assessment Chart</li> <li>6. Updated Staff Estimate</li> <li>7. Mission Analysis Brief</li> </ol>

# Higher Command Intent

- **Must understand the purpose of the operation and the key effects.**
- **Must understand the key tasks.**
- **Must understand the commanders “Scheme of Manoeuvre” (SOM) and “synchronization of effects.”**
- **Identifies your role in the Comd’s plan and the Comd’s action during the execution.**



# Categorization of Tasks

- **Specified Tasks** – Stated tasks in Concept of Operations linked to Strategic Effect.
- **Implied Tasks** – Those task that need to be performed to accomplish a Specified Task, but which are not specifically ordered.
- **Essential Tasks** – Those Specified and/or Implied task(s) that must be carried out in order to accomplish the assigned mission.

# Operational Limitations

- **Constraints** – ‘Must do’ actions.
- **Restraints** – ‘Must not do’ actions.
- **Caveats** – Restrictions attached to the deployment of troops or employment of resources.

# Critical Facts & Critical Info Requirements

- **Facts** are statements of known data or actual or existing circumstances of the operational environment including the Conflict Parties' and the mission components' strengths, dispositions, resources etc.
- **Critical facts** are therefore those facts that need to be analysed because of their crucial importance in determining the state of affairs in the mission.

# Assumptions

## Assumptions

- **State essential conditions**, which must exist if a specific plan is to succeed.
- Take the place of facts.
- Must be valid and necessary.
- Regularly validated.

# Five Elements of a Mission Statement

- **Who** – The “Unit” (Lead) to execute the action.
- **What** – The task(s) or actions to be performed.
- **When** – The action will begin.
- **Where** – The action will occur.
- **Why** – (For what purpose) each Unit (Lead) will conduct its part to support the plan.

# Commanders Intent

**Must be understood two-levels down in the organization and contain:**

- **Clear and concise statement of the success criteria and desired End-State.**
- **Key tasks that become the basis for planning.**

# **Mission Analysis Brief – Purpose**

- **To integrate the mission analysis.**
- **Seek approval of the re-stated Mission Statement.**
- **Obtain additional guidance from the Comd.**



# Confused Yet?



# Step3. COURSE OF ACTION DEVELOPMENT

Inputs	Process	Output	Remarks
<b>1. Adversary's COAs</b> <b>2. Staff Estimates</b> <b>3. Restated Mission</b> <b>4. Comd's Guidance / Intent</b>	<b>1. Review Comd's Planning Guidance</b> <b>2. Analyse Centre of Gravity</b> <b>3. Generate Options</b> <b>4. Develop the Scheme of Manoeuvre</b>	<b>1. Prepare COA Statements / Graphics</b> <b>2. COA Development Brief</b>	

# Centre of Gravity

**A characteristic, capability or locality from which the force derives its freedom of action, strength or will to engage in the operation.**

# Elements of Centre of Gravity

- **Critical Capabilities.**
- **Critical Vulnerabilities.**
- **Critical Requirements.**

# Criteria

- **Suitability** – will it result in Mission accomplishment?
- **Feasibility** – achievable within allocated resources?
- **Acceptability** – accepted doctrine, risk, etc.
- **Exclusivity** – different from other COAs?
- **Completeness** – answers the 5W questions?

# Scheme of Manoeuvre

- **Description of how the Comd's intent is expressed in the deployment of Military Assets, and/or Govt and Non-Govt orgs under his command (and/or control and/or coordination) to accomplish the mission.**

# Step 4. Course of Action Analysis and Selection

Inputs	Process	Output	Remarks
1. Adversary's COA 2. COA sketches 3. Staff Estimates 4. List of assumptions 5. List of Critical Events 6. Risk Management Chart 7. ROE	1. Conduct COA Testing (Wargaming) 2. Conduct COA Evaluation and Comparison	1. COA Testing Results 2. Task Organization 3. CCIR confirmed 4. Control Measures 5. Decision Brief 6. Synch Matrix 7. Warning Order	



# COA Testing Guidelines

- **Remaining objective and impartial.**
- **Continuous verification each COA's credibility.**
- **Avoiding premature conclusions.**
- **Each COA to be tested against each Conflict Party's COA.**

# Comparison

COA	Advantages	Disadvantages
1	Surprise  Less employment of robust capabilities	Potential loss of domestic and international support  May compromise inter – agency cooperation
2	Affords flexibility  Provides Initiative  Strengthens moral authority of UN forces	Lacks Long-term sustainability  Vulnerability of forward deployed forces  Highly dependent on Host Nation Support
3	Strong moral authority and international acceptance  Domestically popular	Loses military initiative  Potentially attritional

# COA Evaluation – Comd's Choice

<b>Serial</b>	<b>CRITERIA (“Weight”)</b>	<b>COA1</b>	<b>COA2</b>
<b>1</b>	<b>Consent (3)</b>	<b>3</b>	<b>2</b>
<b>2</b>	<b>Impartiality (4)</b>	<b>4</b>	<b>4</b>
<b>3</b>	<b>Non-Use of Force (3)</b>	<b>3</b>	<b>2</b>
<b>4</b>	<b>Legitimacy (5)</b>	<b>5</b>	<b>3</b>
<b>5</b>	<b>Credibility (4)</b>	<b>4</b>	<b>3</b>
<b>6</b>	<b>ROE (4)</b>	<b>4</b>	<b>3</b>
<b>7</b>	<b>Risk Management (3)</b>	<b>3</b>	<b>2</b>
	<b>Totals</b>	<b>20</b>	<b>19</b>

# Step 5. DEVELOPMENT OF CONCEPT OF OPERATIONS & PLAN

Inputs	Process	Output	Remarks
1. Selected COA (s)	1. Develop CONOPS  2. Produce Plan  3. Develop Draft Contingency Plans	1. CONOPS  2. Plan  3. Draft Contingency Plans	

# Elements of Concept of Operations

- **Intent.**
- **Scheme of Manoeuvre.**
- **Main Effort.**
- **End State.**
  - **Does it support the Strategic Effect Desired.**

# Characteristics of the Plan

- **Clear.**
- **Concise.**
- **Complete.**
- **Authoritative.**

# Headings of the Plan

- **BACKGROUND**
- **CURRENT SITUATION**
  - Conflict Parties.
  - Own Forces.
  - Assumptions.
  - Limitations and Constraints.
- **MISSION**
- **EXECUTION**
  - Concept of Operations.
  - Tasks.
  - Coordinating Instructions.
- **INTEGRATED SUPPORT SYSTEM (ISS)**



# Mentoring Brief Summary

## Recap the 5 x Steps in OPP

- Step 1. Guidance
- **Step 2. Mission Analysis**
- Step 3. Courses of Action Development
- Step 4. Course of Action Analysis and Selection
- Step 5. Develop Concept of Operations and Plan.

# Questions?

