

#### 8.4.4. Tactical Planning Process (for land forces)

Below the level of **JFC** and **OHQ** land formations follow the **seven steps of the tactical planning process** for mission planning and execution. Each step is organized with specific inputs, activities, and outputs to ensure clarity and effectiveness.

| Steps   | Key inputs   | Key activities   | Key outputs  |
|---|--|--|--|
| Step 1:<br><b>Receipt of Mission</b>  | <ul style="list-style-type: none"> <li>Higher headquarters' plan or order or a new mission anticipated by the commander</li> <li>Warning order</li> </ul>  | <ul style="list-style-type: none"> <li>Alert the staff and other key participants</li> </ul>   | <ul style="list-style-type: none"> <li>Issue commander's initial planning guidance</li> <li>Issue initial warning order</li> </ul>   |
| Step 2:<br><b>Mission Analysis</b><br>a. Order analysis<br>b. Evaluation of factors | <ul style="list-style-type: none"> <li>Initial guidance</li> <li>Higher headquarter' plan and order</li> <li>Knowledge products from other organizations</li> <li>Higher headquarters' knowledge and intelligence products</li> <li>Update running estimates</li> </ul>  | <ul style="list-style-type: none"> <li>Analysis of higher commander's order</li> <li>Develop a restated mission statement</li> <li>Formulate commander's initial intent</li> <li>Develop ICP</li> </ul>  | <ul style="list-style-type: none"> <li>Issue commander's initial intent</li> <li>Deliver the order analysis briefing</li> <li>Deliver the mission analysis briefing</li> <li>Issue additional commander's planning guidance</li> <li>Deliver commander's initial back brief to higher commander</li> </ul> |
| Step 3:<br><b>Course of Action (COA) Development</b>                                | <ul style="list-style-type: none"> <li>Commander's initial intent</li> <li>Revised commander's planning guidance: <ul style="list-style-type: none"> <li>- Selection criteria for COA development</li> <li>- Commander's COA development guidance</li> </ul> </li> <li>Assigned and implied tasks, and essential task</li> </ul> | <ul style="list-style-type: none"> <li>Choose a COA development method</li> <li>Assess relative combat power</li> <li>Develop adversary (enemy) COAs</li> <li>Prepare COA briefing</li> <li>Validate COAs</li> </ul>   | <ul style="list-style-type: none"> <li>Friendly COAs including sketches</li> <li>Adversary (enemy) COA(s) including sketches</li> <li>COA comparison products</li> <li>COA briefing</li> </ul>   |
| Step 4:<br><b>COA Analysis</b>  | <ul style="list-style-type: none"> <li>Revised planning guidance</li> <li>COA statements and sketches</li> <li>Updated assumptions</li> <li>Updated running estimates</li> <li>Any new information (from higher HQ, CCIRs etc.)</li> </ul>   | <p>Preparation for each COA</p> <ul style="list-style-type: none"> <li>Select analysis technique</li> <li>Select ACOA to compare</li> <li>Select critical events and decision points to analyze</li> </ul> <p>Perform</p> <ul style="list-style-type: none"> <li>Deliver COA analysis</li> <li>Summarize and assess results</li> <li>Refine selected COAs</li> </ul> | <ul style="list-style-type: none"> <li>Refined COAs</li> <li>Potential decision points</li> <li>COA analysis results</li> <li>Updated assumptions and CCIRs</li> <li>Revised commander's planning guidance</li> <li>COA analysis briefing</li> </ul>   |
| Step 5:<br><b>COA Comparison</b>  | <ul style="list-style-type: none"> <li>Updated running estimates</li> <li>Refined COAs</li> <li>Evaluation criteria</li> <li>COA analysis results</li> <li>Updated assumptions and CCIRs</li> <li>Revise commander's planning guidance</li> </ul>  | <ul style="list-style-type: none"> <li>Conduct advantages and disadvantages analysis</li> <li>Compare and rate COAs</li> <li>Select the staff preferred COA</li> <li>Prepare and deliver the COA decision brief</li> </ul>   | <ul style="list-style-type: none"> <li>Recommended COAs</li> <li>COA decision brief</li> </ul>   |
| Step 6:<br><b>Commander's Decision</b>  | <ul style="list-style-type: none"> <li>Updated running estimates</li> <li>Evaluated COAs</li> <li>Recommended COAs</li> </ul>  | <ul style="list-style-type: none"> <li>Commander's decision on COA</li> </ul>  | <ul style="list-style-type: none"> <li>Commander-approved COA and any modifications</li> <li>Refined commander's final intent and CCIRs</li> <li>Issue final planning guidance</li> </ul>  |
| Step 7:<br><b>Orders Production, Dissemination, and Transition</b>                  | <ul style="list-style-type: none"> <li>Commander-approved COA and any modifications</li> <li>Final planning guidance</li> <li>Updated IPOE</li> </ul>  | <ul style="list-style-type: none"> <li>Plan and order reconciliation</li> <li>Approve the plan and/or order</li> <li>Prepare and issue plan and orders</li> </ul>  | <ul style="list-style-type: none"> <li>Approved operation plan and order</li> </ul>  |
| ACOA<br>CCIR<br>COA<br>ICP  | adversary course of action<br>commander's critical information requirement<br>course of action<br>intelligence collection plan   | IPOE<br>HQ   | intelligence preparation of the operating environment<br>headquarters  |