Notes on Company Op Orders
Example: *MCAGCC Mobile Assault Course OpOrder*

1. **This example order could never be executed in combat.**

2. **This order shows how our company commanders are trained.** Our training does not prepare our leaders for the chaos of combat. This overly-detailed order attempts to precisely script an enormously complex sequence of events. This order contains thirty-six separate task statements.

3. **In our training, this order *may* be executed as written.** When we train without an enemy, we start to believe that we can control every event. Our scripted orders reflect our scripted training. But combat does not follow our script. Combat is a dynamic clash with a thinking enemy.

4. **Our leaders must be taught to develop concise orders.** They must assume competence and trust their subordinates. They must focus on the essentials and not waste time on the trivia. An army's orders process reflects its people. The Marine Corps is not an amateur or draftee organization in need of overly-detailed directions. As long-service professionals, serving in well-trained cohesive units, our orders process should reflect our shared doctrine, experience, and intuitive understanding of our commander's intent. Why do our orders *not* reflect our tactical abilities?

5. **Do *your* orders include any of the following?**

   - 1.b.(1): Good detail on enemy positions should be on a map graphic. The enemy will move. Are we teaching the importance of reconnaissance? Are we spoiling our people with expectations of perfect intelligence?

- 1.c.(1): Who is battalion main effort?

- 3.a.(2): Do you understand this complex scheme of maneuver? How could you explain it better?

- 3.b. Thirty-six task statements are overwhelming. The tank platoon has eleven tasks. Who will remember them? Which one is the key task? Note the many details on grids, detachments, and switching the main effort.

- 3.b. Nine "on-order" statements reflect the CO's belief that he can command & control the exact flow of events.

- 3.d. Complex coordinating instructions reflect a complex order. Sixteen grids to define check points, objectives, and positions. The order of movement changes six times? There are eight withdrawal criteria. Who will remember?

- 4. Most administration and logistics should be SOP. Some is restating the obvious: "Contact Co Gy for resupply" (twice) and "Ammo: As issued."

- 5. There are eight different pyrotechnic signals. Initiated by whom? What is the potential for mis-communication?

5. **Issue *concise* orders.** You are not being paid by the word. Six pages of ten-point text is too much. Be precise, mission-specific, doctrinally correct, and well-understood. *Precision language is more important than precision weapons.*

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Co K, 3d Bn, 7th Mar (Rein)
MCAGCC
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RGO – 40

Operations Order (Exercise MAC)

Ref: Map Series V795S, Edition 6-NIMA, Twentynine Palms East, 1:50,000

Time Zone: U

Task Organization:

        Company K(-)(rein), Tm Mech
                Headquarters
                        FST
                        Det, Comm Plat
                Weapons Platoon (-)
                        Mortar Section
                1ˢᵗ Platoon
                        1" Aslt Sqd
                2d Platoon
                        2d Aslt Sqd
                Det, Wpns Co (DS)
                        HMG Sqd
                        81mm Mor Sect
                3d Plat, Co A, 1" Tk Bn
                2d Plat, Co C, 1ˢᵗ Cbt Engr Bn (OCD)

1.   Situation:

      a.   General. A MRB(-) is defending the Delta and Cleghorn corridors. The MRB is thought to have one MRC in each corridor. Engineering equipment has been detected and obstacles can be expected.

      b.   Enemy.
          (1) Composition, Disposition and Strength: MRC(+) defending Delta Corridor with 3-4 MRPs, 1 AT Plt, and 1 ADA section
               -MRP (-) (NT900997) 3 BTR-T (T55 chassis APC w/30mm AC and AT-5)
               -MRP(-) (Susp) (NT871990) 3 BTR-T
               -MRP (NU874031) 3 BMP-2, 18 pax, 3 FN MAG GPMG, 3 RPK, 3 RPG7, 1 SA-7; deployed 2 up, 1 back in trenches w/bunkers
               -AT Plt (NU863037) 3 BRDMs w/AT-5
               -MRP (NU858076) 3 BMP-2, 18 pax, 3 RPK, 3 RPG7, 1 SA-7; deployed 2 up, 1 back in trenches w/bunkers
               -1 Roland 2 SAM (NU873048)
               -Complex Obstacle (NU870014) Spans corridor, no bypass. AT ditch (10m wide, 4m deep), AT Berm (4m high), 35m AT/AP minefield (TM-57 AT mines, UZM-3 AP mines. Covered by MRP, AT Plt and Roland.
               -Numerous wire obstacles throughout his defensive positions (3x strand concertina w/surface laid, trip wire activated 10m deep minefield[UZM-3]).
          (2) Capabilities and Limitations: The enemy can defend in place, conduct a delay or withdrawal, reinforce/counterattack with organic unit or counterattack with a MRB located at Bagdad within 24 hours.

           (3) MPCOA: I expect the en will defend in place and attempt to defeat our attack with massed direct fires at the obstacle and making us fight numerous successive positions.

           (4) MDCOA: En reinforces/counterattacks with the MRB from Bagdad before the corridor is secured and hasty defense is established.

    c. Friendly.

           (1) 3/7

                (a) Mission: O/O, 3/7 clears in zone IOT gain control of the Delta and Cleghom avenues of approach. 010, defends in sector to deny enemy access to the port of 29 Palms and prevent interference with coalition forces buildup.

                (b) Commander's Intent: Purpose is to prevent the enemy from advancing through the Delta and Cleghorn corridors. Endstate: All enemy forces cleared in zone and one company per corridor established in defensive positions before the en can CATK.

           (2) Adjacent

                (a) Tm Tank conductes MTC in Cleghorn to clear the corridor.

                (b) India is Bn Reserve.

                (c) 81mm Mortar Section DS to Kilo. CAAT section DS to Kilo.

           (3) Supporting: Btry, 3/11 DS to Bn

2.   <u>Mission:</u> At H-hour, Kilo attacks to clear enemy in zone IOT gain control of the Delta Corridor.

3.   <u>Execution:</u>

    a. Concept of Operations and Commander's Intent

           (1) Commander's Intent. It is my intent to attack each enemy position in succession. His positions are not mutually supporting allowing us to use supporting arms to attrit and isolate his positions. <u>CG.</u> I see his CG as his prepared position ovenvatching the obstacle. <u>CV.</u> His CV is his non mutually supporting positions. <u>Endstate.</u> Enemy in Delta corridor destroyed, Kilo in control of the corridor and in position to defeat any enemy attempt to regain the corridor.

           (2) Concept of Operations.

                (a) Scheme of Maneuver. Kilo will attack north in zone with 1 tank platoon up and 2 mech platoons, 1 OCD back and 1 CAAT in ovenvatch. Upon clearing Delta corridor, Kilo will defend in sector with 1 CAAT and 1 tank platoon up in security area, and 2 mech platoons back in BP. <u>Main Effort</u>. One mech plt (+) attacks to destroy the enemy on the southrn half of Co Obj 3. <u>Supporting Effort #1</u>. One mech plt (+) attcks to destroy the enemy on the northern half of Co Obj **3.** <u>Supporting Effort #2.</u> One tank plat provides destruction and suppressive fires ISO the breach and the assault on Co Obj 3. <u>Supporting Effort #3.</u> One OCD conducts a breach of the complex obstacle ISO the company's attack. <u>Supporting Effort #4.</u> One CAAT provides ovenvatch of the company in its attack north.

                (b) Fire Support Plan. See target lists and schedules.

                (c) Engineer Plan. Conduct breach of enemy obstacle vic 869014 IOT allow for the continued attack of the company. In the defense, emplace obstacles in the chokepoint vic 844086 to disrupt the enemy's advance and to decieve him as to our MBA. Emplace an obstacle vic 871033 to fix the enemy in our EA. Prepare survivability positions in the BP for the company's vehicles.

b. Tasks.

(1) 1st Platoon:
  (a) At H-hr, attack along Axis Brandy to destroy the enemy on the northern half of Co Obj 3 IOT support the ME attack.
  (b) You are Supporting Effort #1.
  (c) Upon securing Co Obj 3, attack along Axis Rachel to destroy the enemy on the southern half of Co Obj 4 IOT complete the destruction of the enemy in zone. You are the ME.
  (d) BPT attack to destroy the enemy on Co Obj 2 IOT allow for the compny's continued attack North.
  (e) O/O, defend from Battleposition Red to block the enemy north of the BP IOT protect BP Tank's east flank.
  (f) BPT defend from alternate BP vic 876000 to prevent the enemy's penetration of the **99** Northing.

(2) 2d Platoon:
  (a) At H-hr, attack along Axis Brandy to destroy the enemy on the southern half of Co Obj 3 IOT allow for the company's continue attack North.
  (b) You are the Main Effort.
  (c) Upon securing Co Obj **3,** attack along Axis Rachel to destroy the enemy on the northern of Co Obj 4 IOT support the main efforts attack. You are the SE.
  (d) 010, defend from Battleposition White to block the enemy north of the BP IOT prevent the enemy's use of the draw into our rear.
  (e) BPT defend from alternate BP vic 880004 to prevent the enemy's penetration of the **99** Northing.

(3) Weapons Plat:
  (a) O/O, est mor pos vic SBF 4-2 to suppress the enemy on Co Obj 4 IOT allow the assault plts to close on the obj.
  (b) Priority of Fires to ME.
  (c) 010, establish Firing Position between BP White and Red ISO the company's defense.
  (d) BPT operate as an infantry squad upon expending all rounds.

(4) X Platoon, Co A, 1" Tk Bn:
  (a) At h-hr, attack north along Axis Wendy to establish SBF 3-1 and suppress the enemy on Co Obj 3 IOT set the conditions for the breach.
  (b) You are Supporting Effort #2.
  (c) Attack Co Obj 1 by fire only to destroy the enemy vehicles IOT allow the company to bypass the position to continue the attack north.
  (d) Detach 1 TWMP to the OCD upon OCD arriving at obstacle to proof the lane. TWMP reattach as plt moves thru the breach.
  (e) Upon proofing of the breach, occupy SBF 3-2 and suppress the enemy on Co Obj 3 IOT allow the assault platoons to close on the obj.
  (f) Upon rounds complete arty, occupy SBF 3-3 and suppress the enemy on Co Obj **3** IOT support the ME attack.
  (g) Upon cease SBF 3-3, est screen BP south of PL Red IOT protect the company's north flank from CATK.
  (h) 010, attack along Axis Rachel to est SBF 4-2 to suppress the enemy on Co Obj 4 IOT support the ME attack.
  (i) BPT attack to destroy the enemy on Co Obj 2 IOT allow for the compny's continued attack North.
  (j) 010, establish BP Forward vic ckpt **39** to destroy the CRP IOT decieve the enemy as to the actual MBA. You are the Security Area Commander.

  (k) Upon withdrawal fiom BP Forward, move along Rt Gasoline and defend from BP
       Tank IOT block the enemy norht of the 99. You are the ME.

(5) CAAT
  (a) O/O, attack along Route Diesel and occupy ABF 3-4 to attrit the enemy on Co Obj 3
       IOT support the company's attack north.
  (b) Upon Co Obj 3 secure, occupy ABF 4-1 to attrit the enemy on Co Obj 4 IOT support
       the company's attack North.
  (c) O/O, occupy BP Front to disrupt the enemy's attack IOT decieve the enemy as to the
       MBA.
  (d) Upon withdrawal, move along Rt Gasoline and defend from BP CAAT IOT fix the
       enemy in the EA for destruction by Tanks and supporting arms.

(6) 2d Plat, Co C, 1st Cbt Engr Bn:
  (a) At H-hr, attack along Rt Diesel and Axis Wendy to breach the complex obstacle vic
       872014 IOT allow for the company's continued attack North.
  (b) O/O, conduct counter mobility operations ISO the security force IOT disrupt the
       enemy's attack and to decieve him as to the MBA.
  (c) Upon completion of Xmob in Security Area, conduct Xmob ops in the EA IOT fix
       the enemy in the EA for destructioin by direct and IDF.
  (d) Provide the CO with recommendations for obstacles and minefields prior to
       beginning construction.
  (e) Upon completion of Xmob in EA, construct survivability positions in the BP.
  (f) You are GS to the Co. Priority of work: Xmob ISO Tk in Sec Area; Xmob ISO ME
       in EA; Survivability ISO tank plat, AAV, CAAT, then forward in security area.

c. Reserve: None

d. Coordinating Instructions:

(1) H-hour: 011200UNov00
(2) LD: 97 Northing
(3) Direction of Attack: North
(4) Direction of Assault: West to East
(5) Base Unit: 2d platoon
(6) Defend NLT 020500UNov00
(7) Priority of Work:
     -SAFE
     -Prepare fire plan sketches and range cards
     -Lay Comm wire
     -Emplace obstacles
     -Rehearse Withdrawal to Alternate positions
(8) Check Points:

RP 1 875987	PL White: 99 Northing
S P 2 865070	PL Red: 04 Northing
RP2 871030	

(9) Objectives/Positions:

Co Obj 1 900997	SBF 3-1 872013
Co Obj 2 871990	SBF 3-2 874020
Co Obj 3 874031	SBF 3-3 874026
Co Obj 4 858076	ABF 3-4 869000
FST OP 1 868998	ABF4-1 861051
	SBF 4-2 865064

(10) Boundaries/Tactical Control Measures: See my Map
(11) PL Red: approx rg of AT-5 on Co Obj 4. Do not cross without suppression on Co Obj 4.

(12) Veh marking: Lead- White Engr Tape

                                Trail- Red Flag on antenna

(13) NBC: MOPP level 0

(14) ADA Conditions: Warning Condition WHITE

    -Wpns hold for Fixed Wing

    -Wpns hold for rotary wing

(15) Order of Mvt: From Atk Pos: Tk, CP, 1st, 2d, 81mm

                          Rt Diesel: CAAT, Engr

                          Axis Wendy: Tk, Engr, 1st, 2d

                          Axis Brandy: Engr, Tk, 1st, CP, 2d, CAAT, 81

                          Axis Rachel: Tk, Mor, CP, 1st, 2d

                          Rt Gasoline: CAAT, Tk, Engr

(16) Target Precedence: By SOP

    Tanks: Tk, ATGM, Engr, APC

    HMG: APC, Engr, ATGM

    TOW: Tk, APC, Engr

(17) Security:

    -Stand To: TBD

    -Illum/Smoke on my approval

    -Report Ops to me/other platoons

    -Patrols depart on CP approval only

(18) Withdrawal Criteria:

    -TOW EA: 1 veh of CRP destroyed or CRP East of 83 Easting.

    -Security Area: CRP, 4 veh of FSE destroyed or engr assets at the breach

                        1 of 4 Tk des

    -Battleposition: Withdrawal from BP to alternate pos requires Co Cmdr approval

                        Tanks: 3of 4 Tks des

                        AAVs: 6 of 8 veh des

                        CAAT: 4 of 6 veh des

                        Inf: 50% cas due to IDF; 66% cas tot

           -Fall back to alternate positions on reverse slope.

(19) Chenypicker = simulated casualty

(20) Medevac / Casevac = actual casualty

(21) Casualty Collection Points: Co CCP: vic south side of breach

                                            Intermediate CCP: dismount point of assault

                                            Plt CCP: as warranted

4.   <u>Administration and Logistics</u>:

  a.   Chowlwater: Maintain 1 DOS chow/h2o at all times. Contact Co Gy for resupply

  b.   Ammo: As issued.

  c.   Cherrypicker / Routine Casevac: SA, BA, CA. Evac to intermediate CCP for transport to company CCP.

  d.   EPW: IAW ROE

  e.   Batteries: ensure battery power to last throughout the night. Contact Co Gy for resupply

  f.   ROE: ensure each platoon has 1 copy. Brf every Marine and ensure understanding.

5.   <u>Command and Signal</u>:

  a.   Signal:

- Shift / Cease SBF: Gm SM
- 5 min to Breach Complete: WSC
- Breach open: GSC
- Obj secure: WSP
- All Obj secure: WSC
- Fire FPF: GSC
- Cease FPF: GSP

      -    Withdraw: Ylw SM

b.   Communications:
      -   Freqs/Callsigns: As pub in CEOI
      -   Chall/Password:
         Purple/Donkey

c.   Reports: Contact and SALUTE reports as req.
            PATREPs and POSREPs every hour

d.   Command Posts:

    (1) In attack: init FST OP; between Aslt plts.
    (2) In def: Vic 877018

c.   Succession of Command: XO, 2d, 1st, Tk, FST, Engr

ACKNOWLEDGE RECIEPT

Capt USMC
Commanding