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CENTRAL INTELLIGENCE AGENCY
WASHINGTON, D.C. 20505

25 July 1980

MEMORANDUM FOR: The Director of Central Intelligence
FROM : John N. McMahon
Deputy Director for Operations
SUBJECT : USSR GENERAL STAFF ACADEMY LESSONS : The Organization
of the Work of the Front Field Headquarters in the
Preparation of an Offensive Operation

1. The enclosed Intelligence Information Special Report is part of a series now in preparation based on a collection of 29 lessons, classified TOP SECRET, prepared in 1977 for use in the Soviet General Staff Academy. The lessons are broken down into two parts: the first 19 lessons deal with the staff preparation of a front offensive operation with conventional and nuclear weapons, the remaining 10 lessons deal with the conduct of an offensive employing conventional weapons at first with a transition to the use of nuclear weapons. This lesson sets forth the matters covered in the decision-making and planning stages of an operation, to include work organization, personnel required, recommended times, and parallel work of a front operations directorate and subordinate armies. The activities involved are to be performed by 56 personnel over a period of 20 to 22 hours.

2. Because the source of this report is extremely sensitive, this document should be handled on a strict need-to-know basis within recipient agencies.

[Redacted Signature Box]

John N. McMahon

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Intelligence Information Special Report

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COUNTRY USSR

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DATE OF
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SUBJECT

GENERAL STAFF ACADEMY LESSON NO. 1b : The Organization of the Work of the
Front Field Headquarters in the Preparation of an Offensive Operation

SOURCE Documentary

Summary:

The following report is a translation from Russian of a lesson, classified TOP SECRET, prepared for use at the General Staff Academy of the Armed Forces of the USSR. This lesson is to instruct students in the role of front operations directorate chiefs on the organization, time factors, personnel allocation, and coordination of the planning for a front operation. It includes the recommended planning procedures to be followed by the operations directorate of a front field headquarters and possible time breakdown for the decision-making and completion of planning that is required prior to the operation. The parallel work system described is one where lower echelons prepare for the operation, following the preliminary instructions issued by the front, while final planning and orders are still being worked out. It should be noted that a front operations directorate numbers 56 functional personnel only and that the planning from receipt of a directive from higher headquarters to final approval of the operation plans of subordinate armies requires 20 to 22 hours.

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I. Lesson subject: "The organization of the work of the front field headquarters in the preparation of an offensive operation. Development and critique of the schedule for parallel work of the front field headquarters during decision-making, the assignment of tasks to the troops, and the planning of the operation."

II. Training objectives of the lesson:

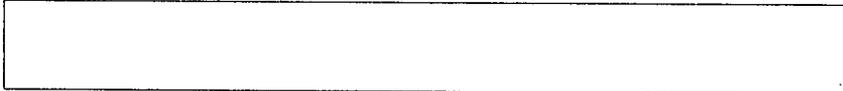
-- to teach the students to skillfully organize the work of the front field headquarters in the preparation of an offensive operation;

-- to give the students practice in developing the schedule for parallel work of the front field headquarters during decision-making, the assignment of tasks to the troops, and the planning of the operation.

III. Training topics and time for their completion.

Designation of training topics	Time for completion		Total
	Group training	Individual study	
Theory of the topic	10-15 min	--	10-15 min
1. Instructions of the <u>front chief of staff</u> on the organization of work	40-45 min	45 min	90-95 min
2. Organization of work in the operations directorate	45-50 min	45 min	90-105 min
3. Critique of the schedule of work of the <u>front field headquarters</u>	60-70 min	45 min	105-115 min
4. Critique of the lesson	Up to 10 min	--	10 min
Total	180 min (4 hours)	135 min (3 hours)	315 min (7 hours)

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IV. Method of conducting the lesson -- group exercise in a classroom with elements of a command-staff exercise.

V. Methodological recommendations on preparation of the instructors for the lesson.

In preparing for the lesson with the students, the directors of the training groups must:

-- study: Control of troops in operations. Textbook, chapters 1 and 6; Recommendations on the organization of the work of commanders and staffs in decision-making, planning the operation, and assigning tasks. Accession no. 105582.*

-- understand clearly:

a) the instructions of the chief of staff on organizing parallel work in the front field headquarters during the preparation of an offensive operation; being guided by the listing of topics in Appendix 1 to the assignment and by the given methodological study aid;

b) the report of the chief of the operations directorate on organizing work in the operations directorate when preparing an offensive operation -- Appendix 2 to the assignment.

c) the analysis of the schedule of parallel work of the front field headquarters (in conformity with the times for the planning of an operation) during decision-making, the assignment of tasks to the troops, and the planning of the operation.

VI. Procedure for conducting the lesson.

During the theoretical part (separately) or while developing the first training topic it is advantageous to examine: (a) what is meant by the organization of the work of a front field headquarters in the preparation of an operation; (b) the essence of the method of parallel work of a front field headquarters in the preparation of an operation.

* Translator's note: not received.

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a) The organization of the work of a front field headquarters means the establishment of a procedure for the work of the headquarters, departments, and services, working groups, and responsible personnel that will ensure, under the conditions of the situation that will have developed, the timely and competent fulfillment of the basic measures of organizing the work and accomplishing the tasks of the headquarters involving the preparation and conduct of an operation by front troops.

The following main measures are related to the organization of the work of the front field headquarters:

-- an overall high level of operational training on the part of the generals, officers, and control organs;

-- selection of a method of work that corresponds to the given conditions of the situation, and chiefly to the time /factor/;

-- the strict definition of the tasks for the directorates, staffs, departments and services, and for each individual general and officer, under the different conditions of the situation;

-- the timely and clear-cut assignment of specific tasks to the commanders, chiefs of staff, and persons heading the control posts of all directorates, departments, and services;

-- the skillful use of the technical means of control; the clear determination of the procedure, scope, and sequence in collecting, storing, processing, displaying, and reporting situation data, and also disseminating information on the situation in the field headquarters of subordinate, adjacent, and cooperating staffs;

-- the continuous search for and adaptation of more modern methods of accomplishing the main tasks of the headquarters and of introducing means of automation;

-- the establishment of a strict daily routine and the determination of the sequence of activity of personnel under the different conditions of the situation.

b) The essence of the method of parallel work of the front field headquarters consists in so organizing the work that lower levels of command begin making decisions and planning an operation or a battle on the basis of preliminary instructions given by the senior commander and can

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implement them without waiting for the full completion of the planning in the higher organs of control.

Simultaneous work from top to bottom under the parallel method, both in the preparation of an operation and in its course, is achieved first and foremost through the swift transmittal of tasks to subordinates and through the receipt of the necessary information from them.

First training topic (45 minutes)

Instructions of the chief of staff on the organization of the work in the front field headquarters during decision-making, the assignment of tasks to the troops, and the planning of the operation.

Operational time -- 0830 hours 1 September.

Students in the role of the front chief of staff will give orders to the chiefs of the directorates (departments), branch arms, special troops, and services and to the chief of staff of the rear on organizing the work of the front field headquarters during preparation of an operation.

Procedure of work of the front field headquarters:

- In the process of clarifying the task.
- In decision-making.
- In the course of informing the troops of the task and of exercising control.
- In completing the planning of the operation.
- During the period when front troops are preparing to fulfil the combat task.

Content of the orders of the front chief of staff

The planning of the offensive operation will be completed by 0300 hours 2 September.

The work plans of the directorates and departments are to be readied in conformity with the schedule of work of the field headquarters. In the directorates and departments functional duties are to be strictly allocated

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among the officers. During the period of decision-making and of completing the planning of the operation, the following groups are to be set up in the front field headquarters:

-- /a group for/ nuclear planning and forecasting of the radiation and chemical situation /made up/ of representatives from the different directorates and departments;

-- in the operations directorate, groups for planning, axes, information, and control.

The work schedule in the operations directorate during decision-making, the assignment of tasks to the troops, and the planning of the operation will be reported to the chief of the operations directorate at 0900 hours 1 September. At 1030 hours, during the operational briefing, the updated schedule of the work of the field headquarters will be reported.

-- In other directorates (departments) /there will be groups for/ planning, information, combat control, etc., depending on the specifics of the work.

Information about the situation is to be disseminated every three hours; important data are to be reported immediately.

For the purpose of the competent and timely completion of the planning for the operation, the work of the front field headquarters during decision-making, assignment of tasks to the troops, and planning of the operation is to be carried out in the following sequence and calendar times.

1. Clarification of the task -- 0800-0830 hours 1 September

On the basis of the clarification of the task, /the following/ is necessary in order to prepare the operation:

-- by 0930 hours 1 September the troops are to be given instructions on the preparation of personnel, equipment, and weapons, on the replenishing of all types of supplies, on preparation of the control organs and the rear services for combat work, and also on refining the plans for combat readiness and for the allocation of battle tasks to subordinate staffs;

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-- by 0900 hours 1 September the chiefs for the axes, using technical means /of communication/, will brief subordinate staffs on the forthcoming actions and on readiness to receive pertinent instructions;

-- by 1000 hours 1 September the chief of the operations directorate, taking account of the prescribed times for troop readiness, will refine the timing for preparing the operation. He will summon the army commanders and the commanders of large units and units subordinate to the front to the front headquarters by 1400 hours 1 September to receive their combat tasks;

-- by 1300 hours 1 September the following will be prepared for the front commander's decision-making: the latest data on the enemy, on the location and condition of our own troops and of adjacent forces, on the factors affecting the conduct of combat actions and the weather forecast, on the status of the supplies of all types of materiel, and also on proposals for the use of the branch arms and special troops in the operation. By this time a model of the operation will be drawn up and operational calculations made on the combat capabilities of the enemy and of our troops, on the move forward and deployment of front troops, on the employment of nuclear weapons, on the repulse of the enemy's massed air strikes and of his ground forces groupings, on the numerical and qualitative balance of forces and means of the sides, and on the forecast of the radiation and chemical situation; rear services calculations also /will be made/.

2. Decision -making -- 0830-1400 hours 1 September

In the process of making the decision:

-- 0830-0930 hours 1 September -- estimation of the situation and definition of the concept of the operation;

-- 1000 hours 1 September -- announcement of the concept of the operation;

-- 1030 hours 1 September -- issuing of preliminary instructions to the troops. The following must be indicated in the preliminary instructions: the composition of the army, the zones and axis of the offensive, adjacent forces, and the time of readiness. In order to save time, preliminary instructions are for the most part to be transmitted along secure communications channels or by direct conversation, and also in code;

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-- 1030-1100 hours -- operational briefing of the chiefs of directorates, departments, and services;

-- 1100-1200 hours 1 September -- definition and assignment of tasks to the first-echelon armies via high-frequency secure communications equipment -- /by/ the front commander, and the chiefs of the operations directorate and of the axes;

-- 1100-1300 hours 1 September -- planning of the initial nuclear strike;

-- 1200-1300 hours 1 September -- examination and approval of the proposals on the combat employment of the branch arms and special troops;

-- 1300-1330 hours 1 September -- examination and approval of the plan for the initial nuclear strike, the plans for the combat employment of the rocket troops and artillery and of the air army, and of the plan for rear services support;

-- 1400 hours 1 September -- announcement of the decision.

3. The transmission of the tasks to the troops and its monitoring

1500-1700 hours 1 September

(0600 hours 5 September -- 0600 hours 7 September)

The combat tasks are to be transmitted to the troops from 1500 to 1700 hours 1 September. The methods of transmittal are: orally, using technical means of communication, through operational directives (combat instructions) given directly or transmitted by communications means, through liaison officers, and in special cases by summoning the appropriate officials. All combat instructions given orally by the commander, the chief of staff, or the chiefs of branch arms and services are to be put in writing immediately and transmitted to subordinates in document form. The tasks must first be transmitted to the first-echelon armies, the air army, and the front missile brigades.

To monitor the timely transmission of combat tasks to the troops, the chiefs of the axes must ensure strict recording of the time flow of the operational directives, orders, and combat instructions, beginning with their encoding (in the communications center) up to their receipt by the addressee. Along with this, the compliance of the decisions made by

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subordinate formation commanders (commanders) with the concept of the front commander must be strictly verified, as must the correctness and completeness of the planning of cooperation and all-round support measures.

During this monitoring, the readiness of the troops to begin combat actions at the prescribed times must be determined.

The monitoring plan is to be developed by 2100 hours 1 September.

4. Completion of the planning for the operation -- 1500 hours 1 September to 0300 hours 2 September

In the course of completing the planning for the operation:

-- by 1600 hours, detailed development of the decision and posting it on a map;

-- it has been ordered that the decision of the front commander is to be reported to the General Headquarters of the Supreme High Command at 1600 hours 1 September;

-- by 1800 hours 1 September, submission for signature of the front operational directive and the calendar plan of preparation of the operation;

-- from 2100 hours up to 2400 hours 1 September -- examination and approval of the decisions of the army commanders;

-- from 2400 hours 1 September to 0100 hours 2 September -- approval of the operation plan on the map, and of the plan for front troop control;

-- 0100-0300 hours 2 September -- approval of the plans for the combat employment of the branch arms and of the support plans;

--- by 0300 hours 2 September, development of the plan for commander's reconnaissance and the plan for the organization of cooperation.

5. In the period of preparation of the front troops for fulfillment of the combat tasks, it is necessary:

-- before 1400 hours 2 September, to refine the plans for bringing the troops to combat readiness;

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-- by 1500 hours 2 September -- to plan the combat and political preparation of the troops, in keeping with the decision on the forthcoming tasks in the operation;

-- on the night of 2 September -- to plan the moving out of covering troops. Control of front covering troops is to be exercised from a fixed, protected command post, /or/ from the forward or airborne control post;

-- by 2000 hours 5 September, to set up the system of troop control.

Second training topic (45 minutes)

Organization of work in the operations directorate of the front staff during decision-making, the assignment of tasks to the troops, and the planning of the operation.

Students in the role of the chief of the operations directorate will report the organization of work in the directorate according to the following plan:

- 1) The personnel strength level of the operations directorate and its readiness to fulfill its assigned tasks;
- 2) The allotment of tasks of the operations directorate with respect to control posts;
- 3) The distribution of directorate personnel by working groups, specifying the chiefs of the groups and the times for fulfillment of the tasks.

REPORT OF THE CHIEF OF THE OPERATIONS DIRECTORATE OF THE FRONT STAFF ON THE ORGANIZATION OF WORK IN THE DIRECTORATE DURING DECISION-MAKING, THE ASSIGNMENT OF TASKS, AND THE PLANNING OF THE OPERATION (variant)

Operational time -- 0900 hours 1 September.

1. The directorate is fully manned according to staff (sic -- T/O&E) and has in its complement: one chief of the directorate and two deputies; the operations department -- 24 officers, including one department chief, one deputy department chief, 15 senior officers, and seven officers; the department of control posts -- 11 officers, including one department chief, one deputy department chief (he is the senior officer for the mobile posts), eight senior operations duty officers, and one senior officer for

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the airborne control posts; the information department -- eight officers, including one department chief, one deputy department chief, three senior officers, and three officers; the section for forecasting and hydrometeorological services -- four officers, including one section chief, two senior officers and one officer; the secret /classified materials/ department -- six persons, including three enlisted men and three Soviet Army employees. In all, 56 persons, including 50 officers, three enlisted men, and three Soviet Army employees. The directorate is ready for work.

2. Personnel of the operations directorate are distributed among the control posts as follows: command post - 31/2; alternate command post - 16/1; rear control post - 2; airborne control post - 4.

3. In order to fulfill the assigned tasks in the prescribed time, I consider it advantageous to distribute operations directorate personnel in the following working groups, having determined for each of them specific tasks and times for fulfilling them.

The group for planning the initial nuclear strike (one person from the operations directorate). The composition of this group has been determined by you: (the chief of the front rocket troops and artillery; the chief of staff of the air army; the chief of the intelligence directorate; and officers: from the rocket troops and artillery, air army staff, and the intelligence directorate.)

The planning group, which I head, includes in its complement the chief of the operations department, eight senior officers, and five officers -- in all, 15 persons.

The group fulfills the following tasks:

-- plots the tasks of the front on maps and prepares reference information and calculations as of 0830 hours 1 September;

-- submits to the formation commander the calculated data on the strength and combat capabilities of our troops and on the balance of forces, by 0900 hours 1 September;

-- draws up the map for the decision and a brief explanatory memorandum by 1000 hours 1 September;

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-- works out the plan for operational deployment and a calendar plan of preparation for the operation -- 1400 hours 1 September;

-- participates in developing the initial nuclear strike, from 1100 hours 1 September;

-- updates the decision and the plan for the initial nuclear strike together with the chiefs of the branch arms and services and with the rear staff, and works out a plan for the assault landing operation by 1400 hours 1 September;

-- reports the map for the decision on the operation to the chief of staff, 1400 hours 1 September;

-- completes the development of the operation plan and the plans for cooperation, operational camouflage, and control, by 2100 hours 1 September;

-- reports to the chief of staff the operation plan, the plan for the organization of cooperation, and the plan for the organization of troop control, by 2300 hours 1 September;

-- coordinates the plans of the chiefs of branch arms and the support plans with the decision, 2100 to 2300 hours 1 September;

-- reports the plan for the assault landing operation to the chief of staff, 2300 hours 1 September;

-- updates the operation plan, 2400 hours 1 September to 0300 hours 2 September;

-- develops measures for camouflage and combat against enemy sabotage groups, by 1600 hours 1 September;

-- develops measures for radioelectronic warfare, together with the chief of radioelectronic warfare -- by 1600 hours 1 September.

The group of axis officers -- headed by the deputy chief of the operations department, and consisting of seven senior officers, and five officers in all, 13 persons.

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The main tasks of this group are:

-- preparation of reference information and calculations, 0830 hours 1 September;

-- operational briefing of the troops, 0830 hours to 0900 hours 1 September;

-- preparation of preliminary instructions, 0900 hours to 1000 hours 1 September;

-- reporting of preliminary instructions, 1000 hours 1 September;

-- transmittal of preliminary instructions to the troops, 1030 hours to 1100 hours 1 September;

-- development of operational directives for the armies, under the guidance of the chief of the operations directorate, with the participation of the chiefs of the branch arms and services, by 1300 hours 1 September;

-- development of the front operational directive, by 1800 hours 1 September;

-- report to the chief of staff of the drafts of the operational directives for the armies, 1330 hours 1 September;

-- development of combat instructions on camouflage and protection against weapons of mass destruction, 1400 hours 1 September;

-- transmittal of the operational directives to the armies, 1500 hours to 1700 hours 1 September;

-- report of the front operational directive to the chief of staff, 1530 hours 1 September;

-- transmittal of instructions on protection against weapons of mass destruction and on camouflage, before 1700 hours 1 September;

-- study of the decisions of the army commanders, and submission of the decisions of the army commanders to the chief of staff, 2100 hours 1 September;

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-- monitoring and assistance to the troops, 0600 hours 5 September to 0600 hours 7 September;

-- participation in the organization of cooperation, from 1000 hours 2 September.

The information group (center for the collection and processing of data on the situation)

In the complement: eight officers of the information department; the chief of the information department is the senior.

Main tasks:

-- preparation of the report for the chief of staff and transmittal of the report to the General Staff as to receipt of the General Headquarters directive, 0830 hours 1 September;

-- dissemination of information within the front field headquarters, preliminary briefing of the chiefs of the branch arms, directorates, services, and departments on the task that has been received, before 1100 hours 1 September;

-- dissemination of information on the decision for the operation /and/ the cooperation of staffs (in the parts that concern them). Preparation of the report to the General Staff on the decision taken for the operation -- 1330 hours 1 September;

-- transmittal of the report to the General Staff, 1500 to 1600 hours 1 September;

-- collection and collation of data on the situation, preparation of information maps, and dissemination of information; development of reports and summaries; before 2000 hours 1 September;

-- maintenance of a reporting map and combat actions log.

Control group -- the department for control posts has 11 persons (the department chief, the deputy, eight senior operations duty officers, and one senior officer for airborne control posts).

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The group accomplishes the following main tasks:

-- checking of the system for warning the front troops. Refining the calculations for moving out the field headquarters, and the organization of measures for combat support while the front field headquarters is moving out -- 0800 hours to 1200 hours 1 September;

-- development of a plan for the organization of front troop control, by 2100 hours 1 September;

-- development of a plan for the relocation of front control posts and of a plan for commander's reconnaissance. Preparation of work points for work on the ground. Development of instructions for the provost and traffic control service -- before 0300 hours 2 September.

Third training topic (70 minutes)

Analysis of the schedule of parallel work of the front field headquarters during decision-making, the assignment of tasks to the troops, and the planning of the operation

Operational time is 1030 hours 1 September. Students in the role of the chief of the operations directorate of the staff will report the updated schedule for the work of the field headquarters and will analyze it, chiefly /its/ time indices, underscoring in the process the advantage of the parallel method of work.

Content of the report of the chief of the operations directorate (variant)

The entire process of the work of the front field headquarters during decision-making, the assignment of tasks to the troops, and the planning of the operation, with regard to the schedule under examination, may be arbitrarily divided into two periods:

-- the first period -- decision making -- 0830 hours to 1400 hours 1 September;

-- the second period -- completing the planning of the operation -- 1500 hours 1 September to 0300 hours 2 September.

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The sequence of the work of the field headquarters:

1. The first period -- decision-making .

The work of the commander and of the whole complement of the combat control center during decision-making may be broken down into five stages for convenience of examination.

First stage -- clarification of the task. From receipt of the General Headquarters directive, work at the combat control center may proceed in the following sequence. The front commander announces the text of the directive, at the same time recording it on a tape recorder. Subsequently, together with other officials, he clarifies the task, the concept, and the role and place of the front in the operation; /also/ the aim and scope of the operation, the tasks, the cooperation requirements, and the readiness times. On the basis of the clarification of the task, conclusions are drawn regarding the forthcoming actions of the front. The chief of staff or the chief of the operations directorate refines the timing and schedule of the work of the front field headquarters. Officials not participating in the work of the combat control center are informed of the directive. The chiefs of the axes, by order of the chief of staff, brief the staffs of the armies.

Second stage -- estimate of the situation: the front commander, after clarification of the task, proceeds to make an estimate of the situation and a determination of the concept of the operation. Under the parallel method of work, the estimate of the situation and the working out of the concept of the operation are usually done simultaneously, as a unified process, and not separately. After the main matters of the concept of the operation have been defined, the commander draws it up and announces it, and gives orders for the issuing of preliminary instructions to the troops. (The composition of the army, the zones and axis of the offensive, adjacent forces, and the readiness time.)

Upon completing the work of defining the concept, the front commander refines the procedure for further work on the planning of the operation. On the basis of this, the chief of staff or the chief of the operations directorate conducts an operational briefing. After the operational briefing, all the directorates and departments undertake the development of the necessary planning documents, in conformity with the approved schedule.

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Third stage -- definition of the tasks for the troops, branch arms, special troops, and services (under the direction of the formation commander). Planning is done for the initial nuclear strike of the front (under the direction of the chief of staff). This stage is the most extensive.

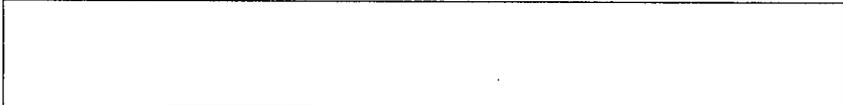
Fourth stage -- examination and approval of the proposals for the combat employment of the branch arms and services. Continuation of the planning for the initial nuclear strike.

Fifth stage -- completion of the work on decision-making and of informing the troops of the tasks. This stage begins with examination and approval by the /front/ commander of the plan for the initial nuclear strike of the front. After finishing the work on decision-making, the front commander announces it and signs the operational directives for the armies.

Analysis of time indices in decision-making

<u>Front</u>	<u>Time</u>	<u>Army</u>
--receipt of directive; --clarification of task;	1 September 0800 0800-0830	Study of the situation and preparation of source materials for decision-making and for planning the operation.
-definition and announcement of concept of the operation;	1000	
--issuing of preliminary instructions;	1030	Receipt of <u>front</u> preliminary instructions
--operational briefing of chiefs of directorates and departments of the <u>front</u> field headquarters.	1030-1100	From this moment begins the parallel work in the armies on decision-making for army operations.

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Thus, only two and a half hours after receipt of the General Headquarters directive, the concept of the front operation has been determined and communicated to the senior officers of the front, and tasks have been assigned to the troops through preliminary instructions; in other words, all the departments and services of the front field headquarters have been set to work, /as have also/ the subordinate formation commanders and their staffs.

(Front)	(Time)	(Army)
Definition of the tasks for the troops and planning the initial nuclear strike.	1 September 1100-1300	Study of preliminary instructions and clarification of task. Estimate of the situation, definition and preparation of preliminary instructions for large units.
Approval of proposals for the combat use of branch arms and services; completion of the work of the nuclear planning group.	1300-1330	Transmittal of preliminary instructions to large units. Definition of tasks for the troops.
Completion of work on decision-making, and announcement of the decision.	1400	Approval of proposals on the combat use of branch arms and services. Completion of the working out of the decision; examination of combat instructions.
Transmittal of tasks to the troops.	1500-1700	
A total of 10 hours is spent in the first stage of work.		

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2. During completion of the planning of the operation

This stage in the work of the front field headquarters, and of the front commander and his staff, is longer and includes a great volume of work. The decisions made by the army commanders must be examined and approved. The development of a large number of plans must be completed, and the main questions of cooperation, control, and support must be resolved. In this process it is very important to ensure that the documents that have been developed are strictly according to plan and are coordinated.

During this period in the work of the field headquarters, special attention is to be paid to:

- the detailed development and drawing up of the decision, and the working out of the operation plan on a map;
- the examination and approval of the decisions of the formation commanders;
- the approval of the operation plan;
- the approval of the plans for the combat employment of the branch arms.

Analysis of the time indices during completion of the planning of the operation

Front	Time	Army
Detailed development and drawing up of the decision, development of the operation plan on a map.	1 September 1600-2100	Refinement of the decision and combat instructions to the troops based on the front operational directive. Submission of the decision to the front staff. Dissemination of combat instructions to troops. Detailed development and drawing up of the decision.

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Front	Time	Army
Examination and approval of the decisions of the army commanders and control matters.	2100-2400	Approval of the decisions of the division commanders.
Approval of the operation plan; completion of the development of plans for the combat use of branch arms and services and of the combat support plans; working out of matters of cooperation among armed forces branches, armies, branch arms, and large units.	2400	Completion of the development of plans for the combat use of branch arms and of support plans. Working out of cooperation plans.
Approval of the plans for the combat use of branch arms and of support plans.	2 September 0100-0300	Approval of the planning documents.

A total of 10 to 12 hours is spent in the second stage of work.

- CONCLUSION:
1. The front field headquarters required 20 to 22 hours to fully complete the work of planning the operation.
 2. The schedule of the work of the front field headquarters being examined ensures the parallel accomplishment of the main tasks of the operation at the front-army-division levels, within the times specified by the directive of the General Headquarters of the Supreme High Command.

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VII. Critique of the lesson (8 to 10 minutes)

The director of the training group informs the students of the subject of the lesson and the training objectives, and comments on how well these have been achieved in the course of the lesson.

He rates the students' reports and points out the positive and negative aspects of their reports.

He gives instructions on the elimination of the deficiencies that have come to light during the lesson. As necessary, he gives individual assignments to certain students.

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