

Cadet Regulation 3-14

Training

Activity Planning

**HEADQUARTERS
California Cadet Corps
Camp San Luis Obispo, CA
1 October 2017**

UNCLASSIFIED

SUMMARY of CHANGE

CR 3-14

Activity Planning

This is a new regulation.

Effective 1 October 2017

California Cadet Corps

Activity Planning

By Order of the Adjutant
General:

DAVID S. BALDWIN
Major General
The Adjutant General

Official:



GRACE E. EDINBORO
Colonel, CACC
Executive Officer

History. This is a new regulation. Its contents supersede the orders formats found in the previous CR 3-13.

Summary. This regulation describes the recommended planning process for planning cadet activities, and formats for planning orders.

Applicability. This regulation applies to all schools and brigades currently maintaining membership in the CACC, and the HQs and 10th Corps Staff.

Proponent. The Proponent of this regulation is the Executive Officer, CACC, 10 Sonoma Avenue, Bldg 1301 Camp San Luis Obispo, CA 93505.

Exception Authority. The Proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations.

The Proponent may delegate this approval authority, in writing, to a field-grade HQ, CACC staff officer or State Special Projects Officer.

Requests for exceptions or waivers should include a

problem statement, full justification and analysis, and should be routed through your chain of command to the Proponent.

Supplementation. Supplementation of this regulation and establishment of local forms is allowed. Units may conduct planning and publish planning orders in a format which works for them.

Suggested Improvements. Users are invited to send comments and suggested improvements in memorandum form directly to the Proponent.

Distribution. This regulation is available in electronic media only and is intended for all levels of the CACC organization and is authorized for public distribution.

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CHAPTER 1

General

1-1. Purpose.

This regulation prescribes a recommended process for planning cadet activities. It outlines the use of the Operations Plan/Order (OPLAN/OPORD), the Warning Order (WARNORDRD), the Fragmentary Order (FRAGORD) and when and how to use them.

1-2. Authority.

Section 509 of the California Military and Veterans Code directs that the Adjutant General develop training programs and curricula appropriate and necessary to conduct the California Cadet Corps training program.

1-3. General.

Training outside the classroom is a core component of the CA Cadet Corps curriculum. Units from battalion (school) through corps (state) level conduct activities that reinforce the objectives of the CA Cadet Corps (Leadership, Citizenship, Patriotism, Military Knowledge, Academic Excellence, and Health Fitness & Wellness).

Planning these activities is not just a requirement to have a good activity. Planning itself is a skill that we develop in cadet leaders, and is part of the CACC curriculum. Cadet leaders should be integrally involved in the planning process for every activity, and cadet leaders (commanders and staff members) should usually be any activity's primary planners with guidance from adult leaders.

CHAPTER 2 ACTIVITY PLANNING

2-1. Planning.

a. US Army Field Manual 5-0 defines planning as the process by which commanders (and the staff, if available) translate the commander's vision into a specific course of action for preparation and execution, focusing on the expected results. Put another way, planning is the art and science of understanding a situation, envisioning a desired future, and laying out an operational approach to achieve that future. Based on this understanding and operational approach, planning continues with the development of a fully synchronized operation plan or order that arranges potential actions in time, space, and purpose to guide the unit during execution.

b. Said more simply, the commander develops a vision for the activity, the staff comes up with a plan that will allow them to realize the vision, and they then execute the plan.

c. A vision in this context answers the question: What does the commander want to accomplish by the end of the activity? This vision is the most important aspect of planning an activity. The commander must express it, and the staff must fully understand it.

d. For example, we don't do a bivouac just to do a bivouac, or just to award the bivouac ribbon. We do it to conduct field training, to give cadet leaders leadership experiences in a field environment, to bring separate units from the brigade together, and to build cadet morale and esprit de corps.

e. Once the commander has adequately expressed his/her vision, the staff conducts a planning process that determines how they can accomplish the elements of the commander's vision.

2-2. Planning Fundamentals. US Army planning fundamentals are:

- Commanders focus planning
- Planning is continuous
- Planning is time sensitive
- Keep plans simple
- Build flexible plans
- Design bold plans

a. Commanders focus planning. Commanders must be involved in and provide oversight to the planning process. Planning starts with the commander's vision, and the end result is a plan for the activity approved by the commander. The staff figures out how to turn the commander's vision into a workable plan, but it is the commander's responsibility to see that

the plan reflects his/her intent and to put the plan into operation.

b. Planning is continuous and cyclic. The operations process is Planning, Preparation, Execution, and Assessment. The commander and staff develop and publish their plan, then implement it. As the situation develops, they must make changes to the plan in order to make the activity successful. A plan rarely survives intact after an activity starts – that’s why activities are such a good leadership experience. The commander and staff are always somewhere in the cycle of planning, preparing, executing, and assessing – then planning once again.

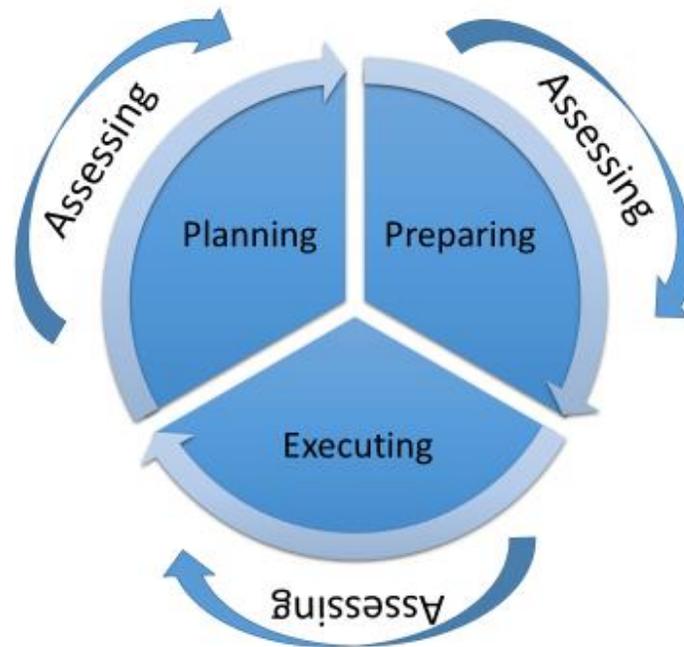


Figure 2-1 Operations Process

c. Planning is time sensitive. The higher level the unit, the earlier a plan must be published. A battalion may be able to publish a plan a couple weeks before an activity. A brigade staff should have an OPORD for a weekend activity a month before the activity, and the 10th Corps should have their plan published two months prior to a major state level activity. That doesn’t mean that the planning process is done; but the staff moves into the preparation process, and planning starts at the lower levels with the information they get from the higher level plan.

d. Keep plans simple and build flexible plans. Don’t get mired in detail when you write a plan; the detail will change, and you’ll find yourself scrapping the plan because it doesn’t reflect reality. Put the major pieces in place, and only work the detail once you have all the information. For cadet activities, you rarely know who’s coming more than a week or two prior to the activity, and it always changes because cadets don’t show when they say they will (or you may allow replacements at the last minute). Don’t plan based on names – plan based on subordinate organization or teams and general numbers. Have a process worked out so you know how you’ll put in the details once you have them.

e. Design bold plans. One of the great things about the planning process is that it allows you to be creative. Don't just execute the same bivouac plan year after year. Envision new goals you want to accomplish, create dynamic new training that will inspire your participants, and actually plan a new activity. It's much more rewarding than doing the same thing time after time.

2.3 Cadet Activity Planning Process (CAPP).

a. The Army uses the Military Decision Making Process (MDMP) and Troop Leading Procedures (TLP) to conduct planning and prepare for operations. This works well for combat operations, but not so well for cadet activities. So we have our own process, the Cadet Activity Planning Process. The CAPP has eight steps. The steps are generally sequential, but some will overlap, as one step starts before you've finished the previous step, or different staff members do different tasks within the process. Step 5 has the staff doing parallel planning.

- Step 1: Envision the Activity
- Step 2: Initial Planning
- Step 3: WARNORDRD/Marketing/Staff Selection
- Step 4: Detailed Planning
- Step 5: Support Planning
- Step 6: Preparation
- Step 7: Execution
- Step 8: Assessment

b. The products of the planning process are the WARNORDRD, the Training Schedule, the OPORD, FRAGORDs as necessary, and the AAR.

2.4 Cadet Activity Planning Checklist.

The CAPP Checklist found in Appendix A is used by cadet staff to ensure they consider all appropriate aspects of the planning process. Not all items on the checklist will apply to every activity, but all should be considered.

2.5 Timing.

Timing plays a huge role in the success of the planning process. If you have a great plan, but it's not complete until the day before the activity, you likely fail. The Army uses the 1/3 2/3 rule – HQs uses 1/3 of the total time available to plan, and gives 2/3 of the time to subordinate units so they can plan and prepare. For an annual cadet activity like a bivouac or drill comp, you know when it's going to be, so you can start planning to give all echelons plenty of time to plan and prepare. Communications is important too. You can have a great plan, but if you don't disseminate it down the chain of command, you fail again. Everyone needs to see the plan and have time to plan and execute their part.

CHAPTER 3 PLANNING ORDERS

3-1. Planning Orders.

Planning Orders are the documents that outline the plan. The planning orders that we use in CACC are the WARNORD, occasionally the OPLAN, the OPORD, and FRAGORDs.

3-2. The Warning Order (WARNORD).

a. The Warning Order is the military equivalent to a Save the Date announcement. An example is found in Appendix B. The WARNORD gives you the format to put out as much information as you have early in the planning process. It is designed to give subordinate units (and individuals) key planning facts and assumptions so that they can conduct parallel planning, or can plan for the activity at their level. The WARNORD is not designed to contain all the information the OPORD will contain. The WARNORD allows students or subordinate schools to get school and parental permission in a timely manner, arrange for chaperones, recruit cadets to attend the activity, arrange for transportation, etc.

b. Minimum information to be contained in the WARNORDRD:

Type of Activity
Dates
Location
Requirements to Attend
Application Process
Events Planned if known
Cost
Whether transportation is provided
Whether meals are provided and cost
Staff Selection if planned
Key Suspense Dates

The format for a WARNORD is the OPLAN/OPORD format, using only the information you're initially putting out. In lieu of OPLAN or OPORD, type WARNORD in the heading. Appendix B shows an example of a WARNORD.

3-3. The Operations Plan/Order (OPLAN/OPORD).

a. The OPLAN is a document that completely plans a potential operation. In the military, a staff will develop an OPLAN for a type of operation, or operation in a location of concern (i.e. OPLAN for invasion of North Korea). CACC could produce OPLANs, but it's a lot of work and not really worth the effort. Examples would be a school having an OPLAN for annual bivouacs. The cadet staff would then use the OPLAN to base their planning process off of, and write an OPORD for the bivouac to be conducted in FEB 2019.

b. The OPORD This is a complete plan that contains all the planning details for an activity. Using the format in Appendix C, along with the CAPP Checklist in Appendix A is an acceptable process to use to plan an activity.

c. The OPORD has five paragraphs:

Situation
Mission
Execution
Sustainment
Command and Signal

3-4. The Fragmentary Order (FRAGORD).

FRAGORD is an order that puts in writing changes to the original plan (as issued in the OPORD). As changes occur, if they need to be disseminated, the command that issued the OPORD issues a FRAGORD. The FRAGORD only contains changes. It does not repeat the parts of the OPORD that have not changed.

3-5. Alternatives to Planning Orders.

a. Planning Orders are not the only way to disseminate information. Because of their military origin, they can be harder for civilians who aren't familiar with their format to understand. A Commandant, Brigade Advisor, or Cadet Commander may choose to use a simpler, more civilian format to put out information regarding an activity.

b. An appropriate format to use to disseminate information would be a Memorandum of Instruction (MOI) or a Circular, found in CR 1. As long as you present the information in a logical order, you may adjust these to fit your purpose.

c. No matter what format you use, you still need to use a logical planning process such as the CAPP to conduct your planning. In lieu of the products listed in the CAPP, you could call these documents enclosures to your MOI or Circular. It doesn't matter what they're called, or even their format. What matters is that you conduct the necessary planning, disseminate the information in a format the recipients understand, and have a plan that enables you to execute your activity.

3-6. Annexes.

a. Annexes will be used in CACC OPORDs, as necessary, to show planning details for functional areas. The format is shown in Appendix E. If an annex is not required, "not used" will be stated by the annex letter in the list of annexes at the end of the order. All annexes will

be listed, whether used or not. Annexes will provide the information listed in the CAPP checklist, as necessary for the activity. If there is functional area information necessary for an activity that is not listed in the CAPP checklist, put that information in the annex after the listed information.

b. Annexes to be used are:

- A: Task Organization
- B: Command and Control
- C: Administration and Personnel
- D: Security and Safety
- E: Training and Operations
- F: Supply and Logistics
- G: Civic, Public, and Military Affairs
- H: Communications and Computers
- I: Any other needed subject area

Appendix A

Cadet Activity Planning Process Checklist

#	STEP	ACTIONS	OPORD	COMPLETE
1	Envision the Activity	Schedule the planning process (1/3 - 2/3 Rule) Set Suspense Dates: WARNORD, OPORD, Applications, Registration, Rosters, Equipment Requests, etc.	Para 3	
		Check Regulations & Higher Cdr Intent		
		Develop Commander's Vision & Intent Intent = Task, Purpose, & End State	Para 3	
		Goals (mission oriented)	Para 3	
		Objectives (SMART) to reach goals	Para 3	
2	Initial Planning	Check Continuity Book/File		
		What: Mission Statement	Para 2	
		Where: Location of the Activity	Para 1	
		When: Date of the Activity	Para 1	
		Who: Participants; Staff hired or organic? Process to hire staff?	Para 1 Para 3	
		Product: WARNO		
3	WARNO/Marketing/Staff Selection	Issue WARNO		
		Publicize the activity		
		Hire the Cadet Staff (Command & Support)		
4	Detailed Plan	Who (Units, Trainers)	Annex A	
		What (Training Events, Formations, Meals, Personal Time, Missions, Transportation)	Tng Schedule	
		Where	Tng Schedule	
		When	Tng Schedule	
		Why	Para 3	
		How	Para 3	
		Product: Training Schedule		
5	Support Planning (parallel planning by staff sections)	Cmd: Task Organization established (units, chain of cmd)	Annex A	
		Orientation Plan	Annex B	
		How units will be identified		
		S1: Registration Process In-Processing Plan Accountability Plan	Annex C	

		Morale Activities Religious Services Awards		
		S2: Medical Support Risk Assessment Security Plan if needed	Annex D	
		S3: Trainers Selected Training Outlines prepared Facilities locked in Unit Identity (hats, T-Shirts, colors, etc.) Plan for ADVON Plan for Rear Det	Annex E	
		S4: Budget Equipment Identified Supplies Identified Meal Plan Billeting Plan Transportation Plan	Annex F	
		S5: Media Plan (including web site & social media) Marketing VIP Plan	Annex G	
		S6: Radios: equipment, SOI Phone/Texting Roster Computer Plan	Annex H	
		Product: OPORD		
6	Preparation	Put plans into place		
		Conduct rehearsals		
		Pack, Forms/Formats, Support Schedule		
		Draw Facilities		
7	Execution	Conduct activity		
		Adjust plans as needed		
		Product: FRAGORDs as needed		
8	Assessment	After Action Review		
		Continuity File		
		Product: AAR		

Appendix B

Warning Order Example (For formatting notes, see para 3.2)

CACC-16th Bde
3 SEP 2016

WARNING ORDER 2016-2017-01

1. SITUATION:

- a. Name of Event/Operation: 16th Bde Fall Bivouac
- b. Dates: 4-6 NOV 2016
- c. Start and End Times: Friday 4 NOV 16 at 1830 hrs/Sunday 6 NOV at 1500 hrs
- d. Location: California State Park (meet at Campsite 17)
- e. Units participating: 16th Bde
- f. Participation Requirements: All 16th Bde cadets in good standing with parental and commandant permission may attend
- g. Training events planned: Land Nav, Archery, Guard Duty, Field Training
- h. Uniform is Class C

2. MISSION: 16th Brigade gathers at its annual bivouac at California State Park 4-6 NOV 2016 to conduct field and adventure training in a field environment.

3. EXECUTION:

a. **Commander's Intent:** 16th Brigade will conduct its annual bivouac in a safe and fun manner, while challenging cadets to learn new skills and meet cadets from all schools within the brigade. Cadets will learn to live and work in a field environment, and participate in friendly competition between units.

b. **Concept of Operations:** The bivouac will focus on three training events: Land Nav, Archery, and Guard Duty. All cadets will compete in the Land Nav and Archery events, which will go toward an overall Honor Unit. All cadets will receive classes on Guard Duty and will perform a shift of Guard Duty to reinforce their General Orders and teach responsibility. All units from the brigade will participate, and we will conduct a morale activity that will bring the cadets from different schools together in a friendly environment.

c. **Goals:** (these may or may not be included in the WARNORD)

- i. Goal 1 is for the cadets to run the Land Navigation Course
- ii. Goal 2 is for the cadets to learn and practice archery
- iii. Goal 3 is for the cadets to learn Guard Duty and reinforce the use of the 3 General Orders

d. **Objectives:** (these may or may not be included in the WARNORD)

- 80% or more of the cadets will pass the Land Nav Course with a score of 75% or higher.
- 100% of participating cadets will learn archery in a safe environment and compete for prizes at the end of the bivouac.
- 80% of cadets will be able to recite all three of their General Orders by the end of the bivouac.

e. **Cadet Leaders & Staff Assignments.** The leaders and staff for this bivouac will be put together from applicants from throughout the brigade. All battalions are encouraged to have cadets apply. Positions available are Deputy Commander, Company Commanders, Platoon Leaders, Assistant Staff Officers (S1 thru S6), Staff NCOs (S1 thru S6), HHC Commander and 1SG, Land Nav and Archery Instructors. Brigade Commander, CSM, XO, and primary staff will be from the existing Brigade Staff. To apply, cadets should send an email to C/MAJ Jones at john.jones@cacadets.org. Suspense for applications is 15 SEP 2016.

f. **Application Process:** Battalion S1s will submit a roster of cadets attending NLT 15 OCT 2016. Roster will include rank, name, emergency point of contact, food allergies, physical limitations, gender, and age. Submit to Bde S1. Please list all adults participating on your rosters as well.

g. There is no **cost** for this activity. Budget provided by School District.

h. Key Suspense Dates:

15 SEP: Staff Applications to C/MAJ Jones

01 OCT: Bde will publish OPORD

15 OCT: Bn Rosters to Bde S1

i. **More:** Include any critical information not already listed that is necessary to know to plan for this activity.

4. SUSTAINMENT:

- a. Meals will be provided at no cost to the individual or school
- b. Transportation is the responsibility of the school
- c. Billeting will be in tents (provided by 16th Bde). Individuals must bring sleeping bag

5. COMMAND and CONTROL:

- a. Cadet Commander for this activity will be the Bde Cdr, C/LTC Morales
- b. Cadet CSM for this activity will be the Bde CSM, C/CSM Chang
- c. Brigade Advisor: MAJ Ivanoff
- d. Questions may be addressed to the Bde Staff through normal channels.

ACKNOWLEDGE:

Morales
C/LTC

DISTRIBUTION:

BDE Advisor
BDE SPO
BDE CDR & Staff
BN CDRs & Staff
All Commandants
District Vice Superintendent

APPENDIX C

OPERATIONS PLAN/ORDER (OPLAN/OPORD) FORMAT

Issuing headquarters (CACC-____)

Date-time of issue

OPERATION PLAN or ORDER _____ (SY-#; e.g. 2016-2017-01)

1. SITUATION:

- a. Name of Event/Operation:
- b. Dates:
- c. Start and End Times:
- d. Location:
- e. Units participating: (list schools with Bn numbers unless entire brigade is participating in which case list the Brigade #):
- f. Participation Requirements:
- g. Uniform:
- h. Advance Party: Who, When, Transportation, Major Tasks, OIC/NCOIC
- i. Rear detachment: Who, Until When, Transportation, Major Tasks, OIC/NCOIC

2. MISSION: (one sentence): Should cover who, what, when, where, and why.

3. EXECUTION:

- a. Commander's Intent: (clear concise statement of what the activity will accomplish, defining success. Answer the WHY of the activity)
- b. Concept of Operations: (HOW the unit will accomplish the mission; should cover tasks, purpose, and end state)
- c. Goals: (major things the commander wants to accomplish)
 - i. Goal 1
 - ii. Goal 2
 - iii. Goal 3
- c. Objectives (measurable results you expect to see; use SMART Objective format: Specific, Measurable, Attainable, Realistic, and Time-driven.
- d. Major Training Events:
 - i.
 - ii.
 - iii. (use as many sub-paragraphs as needed)
- e. Phases of the Operation: (break down the activity into phases. i.e. ADVON; Arrival/Set Up; Training; Breakdown; Transportation Home. These will be further detailed in Annex E)
 - i. Phase I:
 - ii. Phase II:
 - iii. Phase III:
 - iv. Phase IV:
 - v. Phase V:
- f. Process to Hire Staff:
- g. Outline of Preparation Phase – what needs to happen before the activity

- h. Coordinating Instructions: (list here any instructions and tasks that apply to more than one unit.
- i.e. How to Apply, Required rosters, things subordinate units need to know or do to prepare).
- i. More: Include any critical information not already listed in your OPORD that is necessary to know to plan or execute this activity.

4. SUSTAINMENT:

- a. Meals
- b. Transportation
- c. Billeting
- d. Equipment required and source

5. COMMAND & CONTROL:

- a. Chain of Command for the activity
- b. Point of Contact for questions

ACKNOWLEDGE: (subordinate commanders who receive this plan reply that they have it)

Commander's Last Name
Commander's Rank

ANNEXES: (each of these Annexes will cover the items in the CAPP Checklist)

- A: Task Organization
- B: Command and Control
- C: Administration and Personnel
- D: Security and Safety
- E: Training and Operations
- F: Supply and Logistics
- G: Civic, Public, and Military Affairs
- H: Communications and Computers

DISTRIBUTION: (list the people by position who need to receive this order)

- HQ, CACC (for 10th Corps orders)
- Commandant Personnel
- Bde Staff
- Bn Cdrs

APPENDIX D

FRAGMENTARY ORDER (FRAGORD) FORMAT

Issuing headquarters (CACC-____)

Date-time of issue

FRAGMENTARY ORDER _____ (*start at 1 for each OPORD*)

References: *List the order being modified. For example CACC-16 OPORD # 2016-2017-01*

1. SITUATION: *Include any changes to the existing order, or state "No change".*

2. MISSION: *State "No change"*

3. EXECUTION: *Include any changes or state "No change"*

4. SUSTAINMENT: *Include any changes or state "No change"*

5. COMMAND and CONTROL: *Include any changes or state "No change"*

Include any sub-paragraphs that contain a change to the original OPORD.

ACKNOWLEDGE: (subordinate commanders who receive this plan reply that they have it)

Commander's Last Name

Commander's Rank

OFFICIAL:

[Authenticator's Name – usually the S3]

[Authenticator's Position]

ANNEXES: (list any that contain changes)

DISTRIBUTION: (list the people by position who need to receive this order)

APPENDIX E

ANNEX FORMAT

Issuing headquarters (CACC-____)

Date-time of issue

ANNEX use letter and title from para 3-6b to list OPORD HQs & # (i.e. CACC-16 OPORD #2016-2017-01)

1. SITUATION: *Include information affecting the functional area that paragraph 1 of the OPLAN/OPORD does not cover or that needs to be expanded.*

2. MISSION: *State the mission of the functional area in support of the base plan or order.*

3. EXECUTION: *List a separate paragraph for each of the planning factors listed in the CAPP Checklist. For example, for Annex C (Administration & Personnel), paragraphs would be:*

- a. Registration Process
- b. In-Processing Plan
- c. Accountability Plan
- d. Morale Activities
- e. Religious Services
- f. Awards

4. SUSTAINMENT: *Identify priorities of sustainment for functional area key tasks and specify additional instructions as required.*

5. COMMAND and CONTROL:

- a. Command. *State the location of key functional area leaders.*
- b. Liaison Requirements. *State the functional area liaison requirements not covered in the base order, if any (i.e. do units need to establish a liaison with their S1 to the Bde S1?)*
- c. Signal. *Address any functional area-specific communications requirements or reports.*

ACKNOWLEDGE: *(subordinate commanders who receive this plan reply that they have it)*

Commander's Last Name

Commander's Rank

OFFICIAL:

[Authenticator's Last Name – usually the S3 or person writing the order]

[Authenticator's Position]

APPENDIX F

TASK ORGANIZATION FORMAT

Issuing headquarters (CACC-____)
Date-time of issue

ANNEX A (Task Organization) to list *OPLAN/OPORD* (i.e. CACC-16 OPORD #2016-2017-01)

16th Bde
 Bde HHC
 101st Bn
 102nd Bn
 103rd Bn
 104th Bn
 105th Bn

Note: For Summer Camp, the Task Organization would list the units designated for that year's structure. For example:

HQ, 10th Corps
 Corps HHC

BST Regiment
 Basic Battalion
 A Co
 B Co
 NCOA Battalion
 OCT Battalion

Advanced Regiment
 Cyber Unit
 Drill Instructor Unit
 Law Enforcement Unit
 Marksmanship Unit
 Medic Unit
 Mountaineering Unit

Entry Regiment
 Regimental HHC
 OMI Entry Battalion
 CMI Entry Battalion