

Summary Report for Individual Task
805K-79R-7700
Produce Operations Orders
Status: Approved

Distribution Restriction: Approved for public release; distribution is unlimited.

Destruction Notice: None

Foreign Disclosure: FD1 - This training product has been reviewed by the training developers in coordination with the Fort Knox, KY 40121 foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

Condition: The Battalion Operations Officer received an operations plan, or a warning, operations or fragmentary order from higher headquarters and is exercising mission command. The commander issued guidance on planning operations using the military decision making process.

Standard: The Battalion Operations Officer and staff plans operations using the military decision making process to assist the commander in understanding the situation, make decisions, and synchronize those decisions into a fully developed plan or order. The entire staff participates in the military decision making process. The operations officer leads by integrating the activities of the commander, subordinate headquarters, and other unified action partners to understand the situation and mission: develop and compare courses of action; decide on a course of action that best accomplishes the mission; and produce an operation plan and publish to subordinate units for execution.

Special Condition: None

Safety Risk: Low

MOPP 4:

Task Statements

Cue: None

DANGER
None

WARNING
None

CAUTION
None

Remarks: None

Notes: None

Performance Steps

1. The Operations Officer executes the operations process, supported by the staff, based on the commander's intent during the production of operational orders in order to facilitate mission command.

2. The Operations Officer and staff conduct the following major mission command activities during all operations:

a. Conceptual and detailed planning activities:

(1) Developing an understanding of the operational environment.

(2) Framing the problem.

(3) Defining a desired end state.

(4) Developing an operational approach to achieve the desired end state.

(5) Translates the operational approach into a complete and practical plan, which includes scheduled, coordinated, or technical issues involved with moving, sustaining, and directing forces.

(6) A plan or order that includes:

(a) Communicating the commander's visualization.

(b) Directing actions of subordinates that focus them on the end state.

(7) Revising plans and developing branches and squeals during the execution.

b. Preparation activities that improve friendly forces opportunities for success such as team building among modular forces, joint, interagency, intergovernmental, and multinational partners.

c. Execution activities that put the plan into action while using situational understanding to assess progress and adjusted operations as the situation changes.

d. Assessment activities, to include:

(1) Continuously monitoring, evaluating, and assessing the current situation and the progress of the operation.

(2) Continuously evaluating relevant information to assist with judging how the operation is progressing toward achieving objectives and the desired end state.

3. The Operations Officer, supported by the staff, uses the operations process to drive the conceptual and detailed planning, to include:

a. Build and maintain situational understanding throughout the operations process.

(1) Apply analysis and judgment to relevant information to determine the relationships among the operational and mission variables to facilitate decision-making.

(2) Build and maintain situational understanding to:

(a) Establish the situation's context

(b) Develop effective plans.

(c) Assess operations.

(d) Make quality decisions throughout the operations process.

(3) Use operational variables to help analyze and describe the operational environment:

(a) Policy.

(b) Military.

(c) Economic.

(d) Social.

(e) Information.

(f) Infrastructure.

(g) Physical environment.

(h) Time.

(4) Use mission variables in combination with operational variables to refine their understanding of the situation and to visualize, describe, and direct operations:

(a) Mission.

(b) Enemy.

(c) Terrain and weather.

(d) Troops and support available.

(e) Time available.

(f) Civil considerations.

b. Visualize.

(1) The commander's visualization provides the staff the basis for developing plans and orders.

(2) During execution, the commander determines if, when, and what to decide in order to adapt to changing conditions.

c. Describe the operational environment.

(1) During planning the commander describes, to the staff and subordinates, a visualization of the operation to facilitate a shared understanding of the situation, the mission, and intent.

(2) The commander's visualization is described to subordinates to assist in developing courses of action and preparation activities.

(3) The commander's visualization is included in the initial commander's intent and planning guidance to include an operational approach that guides the force toward the desired end state.

(4) During operations, the commander describes an updated visualization as planning guidance that results in fragmentary orders.

d. Direct.

(1) The commander directs all aspects of the operation.

(2) The commander makes decisions and directs action based on situational understanding during planning, preparation, execution, and assessment.

(3) The commander uses control measures to focus the operation on the desired end state.

(4) The commander directs operations by:

(a) Preparing and approving plans and orders.

(b) Assigning and adjusting tasks, task organizations, and control measures based on changing conditions.

(c) Positioning units to maximize combat power, anticipating actions, or creating or preserving options.

(d) Allocating resources based on opportunities and threats.

(e) Accepting risk to create opportunities to seize, retain, and exploit the initiative.

(f) Committing the reserve.

(g) Changing priorities of support.

e. Lead - The commander provide purpose, direction, and motivation to subordinate commanders, the staff, and Soldiers throughout the conduct of the operation.

f. Assessing military operations.

(1) The Operations Officer and staff continuously assess the process to better understand current conditions and to determine how the operation is progressing.

(2) The Operations Officer and staff incorporate the assessments of subordinate commanders, subordinate staffs, and other partners to form an assessment of the situation.

(3) The Operations Officer and staff modify plans and orders to better accomplish the mission based on assessments.

4. The Operations Officer encourages collaboration and dialogue in developing a shared understanding throughout the force, to include:

a. Subordinate commanders.

b. The staff.

c. Unified action partners.

5. The Operations Officer and staff apply critical and creative thinking to identify and solve problems throughout the operations process.

a. Use critical thinking to accomplish the following:

(1) Understanding situations.

(2) Identifying problems.

(3) Finding causes.

(4) Arriving at justifiable conclusions.

(5) Developing plans.

(6) Assessing the progress of operations.

b. Use creative thinking with unfamiliar problems or old problems that require new solutions and result in developing:

(1) New or original ideas.

(2) New insights.

(3) Novel approaches.

(4) Fresh perspectives.

(5) New ways of understanding and conceiving things.

6. The Operations Officer and staff use the principles of mission command during the operations process to accomplish the following:

a. Build cohesive teams through mutual trust.

b. Create a shared understanding.

c. Provide a clear commander's intent.

d. Exercise disciplined initiative.

e. Use mission orders.

f. Accept prudent risk.

7. The Operations Officer and staff use several integrating process throughout the operations process, to include:

a. Intelligence preparation of the battlefield.

b. The targeting process.

c. Risk management.

d. Inform and influence activities to include the integration of designated information-related capabilities in order to synchronize themes, messages, and actions with operations to inform United States and global audiences, influence foreign audiences, and affect adversary and enemy decision making.

e. Cyber electromagnetic activities to seize, retain, and exploit an advantage over adversaries and enemies in both cyberspace and the electromagnetic spectrum, while simultaneously denying and degrading adversary and enemy use of the same and protecting the mission command system.

8. The commander and staff continuously plan for and coordinate the following “continuing activities” throughout the operations process, to include:

a. Establishing “Liaison” between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action.

b. Information collection” that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination of systems in direct support of current and future operations.

c. "Security operations” that provide:

(1) Early and accurate warning of threat operations.

(2) Time and maneuver space needed to react to the threat.

(3) Developing a situation that allows the effective use of the protected force.

d. “Protection” to preserve the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area.

e. Terrain management” that establishes areas of operation, designating assembly areas, and specific locations for units and activities that deconflict activities that might interfere with each other.

f. Airspace control” that increases operational effectiveness by promoting safe, efficient, and flexible use of airspace

9. The Operations Officer and staff establish a battle rhythm to assist in integrating and synchronizing the activities, meetings, and reports within their headquarters, with their higher headquarters, and with subordinate units in order to accomplish the following:

a. Establishing a routine for staff interaction and coordination.

b. Facilitating the interaction between the commander, staff, and subordinate units.

c. Facilitating planning by the staff and decision-making by the commander.

10. The commander and the staff use running estimates to continuously assess the current situation to determine if the current operation is proceeding according to the commander’s intent and if planned future operations are supportable.

a. The staff’s running estimates include recommendations for anticipated decisions.

b. The commander uses the staff’s recommendations to select feasible, acceptable, and suitable courses of action for further analysis during planning.

c. The commander uses the staff's recommendations from running estimates in decision-making during preparation and execution.

d. The commander's estimate is used to crosscheck and supplement the staff's running estimates.

(Asterisks indicates a leader performance step.)

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier scores NO GO, show the Soldier what was done wrong and how to do it correctly.

Evaluation Preparation: This task may be evaluated by using the evaluation guide and/or administering the performance test. Evaluation Guide. If the task is performed on the job, use the materials listed in the CONDITIONS statement above. This task can be evaluated by using the evaluation guide.

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The Operations Officer executed the operations process, supported by their staff, during the conduct of mission command.			
2. The Operations Officer and staff conducted the following major mission command activities during all operations:			
a. Conceptual and detailed planning activities:			
(1) Developed an understanding of the operational environment.			
(2) Framed the problem.			
(3) Defined a desired end state.			
(4) Developed an operational approach to achieve the desired end state.			
(5) Translated the operational approach into a complete and practical plan, which included scheduled, coordinated, or technical issues involved with moving, sustaining, and directing forces.			
(6) A plan or order that included:			
(a) Communicated the commander's visualization.			
(b) Directed actions of subordinates that focused them on the end state.			
(7) Revised plans and developed branches and squeals during the execution.			
b. Preparation activities improved friendly forces opportunities for success such as team building among modular forces, joint, interagency, intergovernmental, and multinational partners.			
c. Execution activities that put the plan into action while using situational understanding to assess progress and adjusted operations as the situation changes.			
d. Assessment activities that included:			
(1) Continuously monitoring, evaluating, and assessing the current situation and the progress of the operation.			
(2) Continuously evaluated relevant information to assist with judging how the operation was progressing toward achieving objectives and the desired end state.			
3. The Operations Officer, supported by the staff, used the operations process to drive the conceptual and detailed planning:			
a. Built and maintained situational understanding throughout the operations process.			
(1) Applied analysis and judgment to relevant information that determined the relationships among the operational and mission variables to facilitate decision making.			
(2) Built and maintained situational understanding in order to:			
(a) Establish the situation's context.			
(b) Develop effective plans.			
(c) Assess operations.			
(d) Make quality decisions throughout the operations process.			
(3) Used operational variables to help analyze and describe the operational environment:			
(a) Policy.			
(b) Military.			
(c) Economic.			
(d) Social.			
(e) Information			
(f) Infrastructure.			
(g) Physical environment.			
(h) Time.			
(4) Used mission variables in combination with operational variables to refine their understanding of the situation and to visualize, describe, and direct operations:			
(a) Mission.			
(b) Enemy.			
(c) Terrain and weather.			
(d) Troops and support available.			

(e) Time available.			
(f) Civil considerations.			
b. Visualize.			
(1) The commander's visualization provided the staff the basis for developing plans and orders.			
(2) During execution, the commander determined if, when, and what to decide in order to adapt to changing conditions.			
c. Describe the operational environment.			
(1) During planning the commander described, to the staff and subordinates, a visualization of the operation to facilitate a shared understanding of the situation, the mission, and intent.			
(2) The commander's visualization was described to subordinates to assist in developing courses of action and preparation activities.			
(3) The commander's visualization was included in the initial commander's intent and planning guidance to include an operational approach that guided the force toward the desired end state.			
(4) During operations, the commander described an updated visualization as planning guidance that resulted in fragmentary orders.			
d. Direct.			
(1) The commander directed all aspects of the operation.			
(2) The commander made decisions and directed action based on situational understanding during planning, preparation, execution, and assessment.			
(3) The commander used control measures to focus the operation on the desired end state			
(4) The commander directed operations by:			
(a) Prepared and approved plans and orders.			
(b) Assigned and adjusted tasks, task organizations, and control measures based on changing conditions.			
(c) Positioned units to maximize combat power, anticipated actions, or created or preserved options.			
(d) Allocated resources based on opportunities and threats.			
(e) Accepted risk to create opportunities to seize, retain, and exploit the initiative.			
(f) Committed the reserve.			
(g) Changed priorities of support.			
e. The commander provided purpose, direction, and motivation to subordinate commanders, the staff, and Soldiers throughout the conduct of the operation.			
f. Assessed military operations.			
(1) The commander and staff continuously assessed the process to better understand current conditions and to determine how the operation was progressing.			
(2) The Operations Officer and staff incorporated the assessments of subordinate commanders, subordinate staffs, and other partners to form an assessment of the situation.			
(3) The Operations Officer and staff modified plans and orders to better accomplish the mission based on assessments.			
4. The Operations Officer encouraged collaboration and dialogue in developing a shared understanding throughout the force, to include:			
a. Subordinate commanders.			
b. The staff.			
c. Unified action partners.			
5. The Operations Officer and staff applied critical and creative thinking to identify and solve problems throughout the operations process.			
a. Used critical thinking to accomplish the following:			
(1) Understanding situations.			
(2) Identifying problems.			
(3) Finding causes.			
(4) Arriving at justifiable conclusions.			

(5) Developing plans			
(6) Assessing the progress of operations.			
b. Used creative thinking with unfamiliar problems or old problems that required new solutions and resulted in developing:			
(1) New or original ideas.			
(2) New insights.			
(3) Novel approaches.			
(4) Fresh perspectives.			
(5) New ways of understanding and conceiving things			
6. The Operations Officer and staff used the principles of mission command during the operations process to accomplish the following:			
a. Build cohesive teams through mutual trust.			
b. Create a shared understanding.			
c. Provide a clear commander's intent.			
d. Exercise disciplined initiative.			
e. Use mission orders.			
f. Accept prudent risk.			
7. The Operations Officer and staff used several integrating process throughout the operations process, to include:			
a. Intelligence preparation of the battlefield.			
b. The targeting process.			
c. Risk management.			
d. Inform and influence activities to include the integration of designated information-related capabilities in order to synchronize themes, messages, and actions with operations to inform United States and global audiences, influence foreign audiences, and affect adversary and enemy decision making.			
8. The Operations Officer and staff continuously planned for and coordinated the following "continuing activities" throughout the operations process, to include:			
a. Established "Liaison" between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action.			
b. Information collection" that synchronized market analysis, trends analysis and historical data.			
c. Security operations" that provided:			
(1) Early and accurate warning of threat operations.			
(2) Time and maneuver space needed to react to the threat.			
(3) Developed a situation that allowed the effective use of the protected force.			
d. "Protection" that preserve the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area.			
e. "Terrain management" that established areas of operation, designated assembly areas, and specific locations for units and activities that deconflicted activities that might interfere with each other.			
9. The commander and staff established a battle rhythm that assisted in integrating and synchronizing the activities, meetings, and reports within their headquarters, with their higher headquarters, and with subordinate units in order to accomplish the following:			
a. Established a routine for staff interaction and coordination.			
b. Facilitated the interaction between the commander, staff, and subordinate units.			
c. Facilitated planning by the Operations Officer, staff and decision-making by the commander.			
10. The Operations Officer and the staff used running estimates to continuous assess the current situation to determine if the current operation was proceeding according to the commander's intent and if planned future operations were supportable.			
a. The staff's running estimates included recommendations for anticipated decisions.			

b. The commander used the staff's recommendations to select feasible, acceptable, and suitable courses of action for further analysis during planning.			
c. The commander used the staff's recommendations from running estimates in decision-making during preparation and execution.			
d. The commander's estimate was used to crosscheck and supplement the staff's running estimates.			

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADRP 3-0	Unified Land Operations	Yes	Yes
	ADRP 5-0	The Operations Process	Yes	Yes
	ADRP 6-0 (Change 002, March 28, 2014)	Mission Command http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp6_0_new.pdf	Yes	Yes
	USAREC MANUAL 3	Recruiting	Yes	No
	USAREC MANUAL 3-0	Recruiting Operations	Yes	No
	USAREC MANUAL 3-30	Recruiting Company Operations V1	Yes	No

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

Safety: In a training environment, leaders must perform a risk assessment in accordance with ATP 5-19, Risk Management. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical (NBC) Protection, FM 3-11.5, Multiservice Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Decontamination.

Prerequisite Individual Tasks : None

Supporting Individual Tasks : None

Supported Individual Tasks : None

Supported Collective Tasks : None