

# Training and Evaluation Outline Report

**Task Number:** 71-8-5320

**Task Title:** Synchronize Information-Related Capabilities (Battalion-Corps)

**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 Leavenworth foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

**Supporting Reference(s):**

Step Number	Reference ID	Reference Name	Required	Primary
	ADRP 6-0 (Change 002, March 28, 2014)	Mission Command <a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp6_0_new.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp6_0_new.pdf</a>	Yes	No
	FM 3-13	Inform and Influence Activities	Yes	Yes
	FM 6-0	COMMANDER AND STAFF ORGANIZATION AND OPERATIONS	Yes	No

**Condition:** The command received an operations plan, or a warning, operations, or fragmentary order from higher headquarters and is exercising mission command. The commander issued guidance on Synchronizing Information-Related Capabilities. The command established communications with subordinate and adjacent units, and higher headquarters. The mission command system is operational and processing information in accordance with standard operating procedures. Some iterations of this task should be performed in MOPP 4.

**Standard:** The staff synchronizes information-related capabilities (IRC), to include integrating IRC into operations and supporting information operations, throughout the operations process in order to diminish the effectiveness of threat and adversary decisionmaking, to shield friendly decisionmaking from threat and adversary information operations, and to influence complex operational environments.

**Safety Risk:** Low

<b>Task Statements</b>
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**Cue:** None

**DANGER**

Leaders have an inherent responsibility to conduct Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

## **WARNING**

Risk Management is the Army's primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All soldiers have the responsibility to learn and understand the risks associated with this task.

## **CAUTION**

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

**Remarks:** None

**Notes:** Note 1: Task content last updated 21 May 2014.

Note 2: The information environment consists of the physical dimension, informational dimension, and cognitive dimension. The phrase 'three dimensions of the information environment' used in this T&EO refers to these. For more details on the information environment and its three dimensions, see Chapter 2 of FM 3-13.

## TASK STEPS

\* 1. The commander and staff synchronize IRC during planning.

a. (Optional\*) The Commander and staff, in collaboration with subordinate units and unified action partners, integrate aspects of the information environment while conducting Army design methodology.

Note: The decision whether or not to conduct Army design methodology as a prelude to conducting the Military Decisionmaking Process rests with the commander. If the commander opts not to conduct design, this step is not evaluated.

(1) Establishes contextual understanding of the information environment when framing the operational environment.

(a) Reviews higher plans, policies, and orders on the employment of IRC and resolves contradictory or ambiguous guidance.

(b) Identifies operationally relevant conditions in the information environment.

(c) Describes how conditions in the information environment came to be from historical and cultural perspectives.

(d) Describes how conditions in the information environment interrelate and influence each other and other aspects of the OE.

(e) Describes current trends in the information environment.

(f) Describes realistic alternative future states of relevant actors.

(2) Describes the difference between the current conditions in the operational environment and the end state conditions when framing the problem.

(a) Identifies conditions that need to change in the information environment.

(b) Identifies conditions that need not change in the information environment.

(c) Describes obstacles in any of the operational variables which might impede reaching the desired end state conditions.

(d) Describes why obstacles exist and their relationships to each other and conditions in the information environment.

(e) Creates a narrative and problem statement that describe the set of interrelated problems, including those that impact the information environment or can be changed through the employment of IRC.

(3) Develops an operational approach:

(a) Identifies decisive points in the information environment.

(b) Establishes objectives in the information environment or that can be attained (in part or whole) through application of IRC or IO.

(c) Develops lines of operation and lines of effort that include objectives in the information environment and that link all objectives in time, space, and purpose.

(d) Includes information environment conditions and IRC employment considerations when developing the commander's visualization.

(e) Describes IRC resources required to execute the approach.

(f) Identifies risk in the information environment and in the employment of IRC.

b. The unit integrates aspects of the information environment and considerations for employing IRC at each step of military decisionmaking process (MDMP).

(1) During Receipt of mission (Step 1 of MDMP):

(a) The staff updates information environment aspects of running estimates.

(b) The staff identifies initial information requirements for the information environment.

(c) The staff initiates information collection.

(d) The staff initiates necessary movement of IRC assets.

(e) The commander includes the information environment, IRC employment, and IO when developing initial commander's intent, to include:

\_1\_ Information environment conditions as part of defining success for the operation.

\_2\_ Key tasks for IRC assets, and for other capabilities that will create success in the information environment.

\_3\_ Information environment end state conditions.

Note: This sub-step may be performed during the development of an operational approach (Step 1.a.3.) if the commander elects to conduct the Army design methodology

(2) During mission analysis (Step 2 of MDMP), the staff:

(a) Analyses higher orders for:

\_1\_ Specified tasks for IRC, or to achieve objectives in the information environment.

\_2\_ Implied tasks for IRC, or to achieve objectives in the information environment.

\_3\_ Constraints and limitations on employing IRC or IO, or on other capabilities that can directly impact the information environment.

(b) Updates running estimates with mission-specific requirements, including such factors as:

\_1\_ Significant cultural events expected during the periods of operations such as religious holidays, anniversaries of historic events or deaths, or anticipated periods of civil unrest.

\_2\_ Threat/adversary and third party capabilities to effect the information environment or the employment of friendly IRC or IO.

\_3\_ Assigned, attached, or supporting IRC assets, or other IRC or IO available from higher headquarters upon request.

\_4\_ Knowledge gaps.

(c) Generates information requirements to fill knowledge gaps for inclusion in the information collection plan.

(d) Conducts intelligence preparation of the battlespace to include the information environment, IRC, and IO.

\_1\_ Defines the OE.

\_a\_ Identifies elements of the operational variables (political, military, economic, Social, Information, Infrastructure, physical environment, and time) that impact the information environment, or that relate to enemy IRC.

\_b\_ Identifies mission variables (mission, enemy, terrain & weather, troops available, and time) that impact the information environment, or that relate to enemy IRC.

\_c\_ Identifies adversary/threat/neutral party IRC that affect friendly capabilities or the information environment.

\_2\_ Defines the impacts of any operational or mission variables on the information environment or the employment of IRC when describing environmental effects on operations.

\_3\_ Evaluates the threat, including considerations of how threats, adversaries, or third parties use information, and how they impact the information environment, including but not limited to the following:

\_a\_ Threat/adversary/neutral party IRC.

\_b\_ How threat/adversaries/neutral parties employ IRC to effect the information environment or influence others.

\_c\_ Threat/adversary/neutral party vulnerabilities in the information environment or to their employment of IRC or IO.

\_d\_ Identify high value targets in the information environment.

\_4\_ Determines the threat courses of action (COA), including the following in each COA:

\_a\_ How threat/adversaries/neutral parties will employ their IRC in support of the COA.

\_b\_ How threat/adversaries/neutral parties will employ their IRC to protect their decisionmaking or to prevent or degrade friendly efforts to influence others in support of the COA.

\_c\_ How threat/adversaries/neutral parties will try to influence others in support of the COA.

\_d\_ High payoff targets (HPT) in the information environment.

(e) Recommends initial planning guidance for employing IRC, and impacting the information environment.

(f) Recommends COA evaluation criteria related to the information environment or employment of IRC or IO.

(3) The staff develops friendly COAs (Step 3 of MDMP) that include considerations for the information environment and employment of IRC into each COA developed, to include the following:

(a) A mission narrative and supporting themes and messages.

Note: narrative is a brief description of a commander's story used to visualize the effects the commander wants to achieve in the information environment to support and shape their operational environments (FM 3-13).

(b) Task organization for IRC assets.

(c) Tasks and scheme of maneuver for available IRC assets to support the operation, achieve objectives, or reach desired end state conditions.

(d) Requirements for additional IRC or IO assets.

(e) Scheme of support that provides logistics requirements for IRC assets.

(f) Recommendations for attacking specific HPT in the information environment at the time and place, and with the best asset, to achieve maximum effect in support of the concept.

(g) An assessment plan that will assist the commander and staff to determine progress towards accomplishing IRC tasks (Measures of Performance [MOP]), and achieving objectives in the information environment (Measures of Effectiveness [MOE]).

(4) During COA Analysis and wargaming (Step 4 of MDMP), the staff further synchronizes IRC with other functions and capabilities by:

(a) Accurately representing threat/adversary/third party IRC during the action/reaction/counteraction of the wargame.

(b) Including critical events and/or decision points involving IRC or IO employment and/or the information environment in order to enable effective comparison of COAs later.

(c) Refining coordination, synchronization, and timing of employment of IRC with the scheme of maneuver, application of firepower, and other capabilities.

(d) Recording the results.

(e) Refining planning products to reflect refinements established during wargaming.

(5) During COA Comparison (Step 5 of MDMP), the staff conducts:

(a) Analysis of advantages and disadvantages of each COA, to include those regarding employment of IRC, and achieving objectives in the information environment.

(b) COA comparison based on evaluation criteria established during mission analysis.

(c) An approval briefing IAW unit SOP that includes the advantages and disadvantages for each COA in achieving objectives in the information environment.

(6) During COA Approval (Step 6 of MDMP).

(a) The commander modifies and/or approves the COA, to include:

\_1\_ Objectives in the information environment.

\_2\_ Employment of IRC, and other capabilities to achieve objectives.

(b) The staff captures commander's modifications to any of the following:

\_1\_ Commander's intent.

\_2\_ Commander's critical information requirements.

\_3\_ Essential elements of friendly information.

\_4\_ Tasks to IRC assets.

\_5\_ Targeting products related to objectives in the information environment.

\_6\_ Preparation and rehearsal instructions.

(7) During Orders Production (Step 2 of MDMP), The staff.

(a) Revises planning products for inclusion in orders based on the guidance received at the COA approval briefing.

(b) Prepares Annexes and Appendices related to IRC, IO, and the information environment IAW unit SOP and as needed, to include:

\_1\_ Appendix 13 to Annex C (Military Information Support Operations).

\_2\_ Appendix 14 to Annex C (Military Deception).

\_3\_ Appendix 15 to Annex C (Information Operations).

\_4\_ Annex J (Public Affairs).

2. The unit prepares for operations in the information environment.

a. The staff requests additional IRC support required as identified during MDMP.

b. The staff coordinates with supporting IRC assets to ensure they understand tasks, timing, effects desired, and other aspects of their support to the unit.

c. The unit conducts rehearsals IAW guidance and SOP, including the following as appropriate:

(1) Threat/adversary/third party IRC & IO, attempts to influence others, and friendly responses.

(2) Rehearse attacking targets in the information environment IAW the targeting plan, to include DP, timing, triggers for employment, and communications links between sensors and engagement.

(3) Mitigating potential loss of IRC or IO assets.

(4) Potential opportunities for exploitation in the information environment by IRC, IO, or other capabilities.

3. During execution, the staff monitors operations and synchronizes IRC with other systems and functions as conditions vary from those anticipated during planning to achieve end state conditions.

a. Conducts information operations working groups (IOWG) (See task 71-8-0016, Conduct an IOWG)

b. Conducts the targeting process, including synchronization of attack of targets in the information environment with IRC, IO, or other capabilities (see task 71-8-3300, Conduct the Targeting Process).

c. Maintains running estimates for IRC, IO, and the information environment.

d. Manages IR and CCIR related to the information environment by continuing to pursue answers to them, and adjusting them and the information collection plan as needed.

e. Monitors operations to identify variances from expected conditions, unanticipated opportunities to exploit success, or requirements to mitigate unforeseen threat/adversary/neutral party actions.

f. Makes recommendations to the commander for adjustments to the plan to exploit opportunities or respond to threat/adversary/neutral party actions.

g. Conducts Rapid Decisionmaking and Synchronization Process (RDSP) as directed by the commander or CoS/XO in order to adjust tasks to IRC/IO assets, coordination measures, IO targets, employment of capabilities in time & space, or other aspects of the operation (see task 71-8-5002 Conduct RDSP).

h. Implements decisions by resynchronizing operations and publishing FRAGORDs.

4. While assessing operations in the information environment, the staff:

a. Uses the MOP developed earlier to constantly assess execution of IRC tasks.

b. Uses the MOE developed earlier to constantly assess progress towards achieving objectives in the information environment.

c. Identifies when conditions vary sufficiently from those used in design and planning to warrant revision of the operational approach and/or intent.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The unit synchronized information-related capabilities, to include integrating IRC into operations and supporting information operations, throughout the planning process.			
a. (Optional) The commander, staff, and UA partners integrated aspects of the information environment, IRC, and IO when framing the OE, framing the problem, and developing an operational approach when conducting design.			
b. The staff integrated IRC at each step of MDMP.			
2. The unit prepared to employ IRC and to achieve objectives in the information environment.			
3. The staff monitored operations and synchronized IRC with other systems and functions as conditions changed in order to achieve end state conditions.			
4. The staff assessed the effectiveness of IRC employment and the impact of other friendly and threat/adversary/neutral party operations in the information environment.			

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL PERFORMANCE MEASURES EVALUATED							
TOTAL PERFORMANCE MEASURES GO							
TRAINING STATUS GO/NO-GO							

ITERATION: 1 2 3 4 5 M

COMMANDER/LEADER ASSESSMENT: T P U

Mission(s) supported: None

**MOPP 4:** Sometimes

**MOPP 4 Statement:** None

**NVG:** Never

**NVG Statement:** None

**Prerequisite Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
	71-8-5110	Plan Operations Using the Military Decision Making Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5139	Maintain Synchronization (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5200	Conduct Command Post Operations for Corps	71 - Combined Arms (Collective)	Approved

**Supporting Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
	71-8-5111	Conduct the Military Decisionmaking Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5113	Coordinate Commander's Critical Information Requirements (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5310	Manage Information and Data (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5315	Process Relevant Information (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5318	Disseminate Common Operational Picture and Execution Information (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-6300	Conduct Information Assurance (Brigade - Corps)	71 - Combined Arms (Collective)	Approved

**Supporting Individual Task(s):**

Step Number	Task Number	Title	Proponent	Status
	150-MC-2300	Perform Information Collection	150 - Combined Arms (Individual)	Approved
	150-MC-5111	Conduct the Military Decisionmaking Process	150 - Combined Arms (Individual)	Approved
	150-MC-5320	Employ Information-Related Capabilities (Battalion-Corps)	150 - Combined Arms (Individual)	Approved

**Supporting Drill Task(s):** None

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**Supported AUTL/UJTL Task(s):**

Task ID	Title
ART 5.7 - INVALID	INVALID - Integrate Inform and Influence Activities DO NOT USE
ART 5.12.2	SUPPORT INFORMATION OPERATIONS
ART 5.12.1	INTEGRATE INFORMATION-RELATED CAPABILITIES

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**TADSS**

<b>Step ID</b>	<b>TADSS ID</b>	<b>Title</b>	<b>Product Type</b>	<b>Quantity</b>
	71-20	Common Hardware Platform (CHP)	DVC	1
	71-30	Joint Land Component Constructive Training Capability (JLCCTC) Objective System	DVC	1

**Equipment (LIN)**

Step ID	LIN	Nomenclature	Qty
No equipment specified			

**Materiel Items (NSN)**

Step ID	NSN	LIN	Title	Qty
No materiel items specified				

**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. .