Task Number: 71-BN-5100

Task Title: Conduct the Operations Process for Command and Control (C2)

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

Supporting Reference(s):

<table>
<thead>
<tr>
<th>Step Number</th>
<th>Reference ID</th>
<th>Reference Name</th>
<th>Required</th>
<th>Primary</th>
<th>Source Information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ADP 1-02</td>
<td>Terms and Military Symbols</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ADP 5-0</td>
<td>The Operations Process</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ADP 6-0</td>
<td>Mission Command</td>
<td>Yes</td>
<td>No</td>
<td><a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp6_0_new.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp6_0_new.pdf</a></td>
</tr>
<tr>
<td></td>
<td>ATP 2-01.3</td>
<td>Intelligence Preparation of the Battlefield</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ATP 3-60</td>
<td>Targeting</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ATP 5-0.1</td>
<td>ARMY DESIGN METHODOLOGY</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ATP 5-19</td>
<td>RISK MANAGEMENT, with change 1 dated 8 Sep 2014</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ATP 6-0.5</td>
<td>COMMAND POST ORGANIZATION AND OPERATIONS</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ATP 6-01.1</td>
<td>Techniques for effective Knowledge Management</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FM 3-0</td>
<td>Operations</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FM 3-55</td>
<td>Information Collection</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FM 6-0</td>
<td>COMMANDER AND STAFF ORGANIZATION AND OPERATIONS (THIS ITEM IS PUBLISHED W/ BASIC INCL C1 AND C2)</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>

Conditions: The battalion receives an order from higher headquarters or the commander derives a mission requiring the battalion to conduct the operations process. The commander issues guidance on conducting the operations process in a dynamic and complex operational environment, with hybrid threats, contesting battalion objectives in all five domains (air, land, sea, space, and cyberspace), the information environment (IE), the electromagnetic spectrum (EMS), and throughout operations to achieve mission objectives. The order from higher headquarters includes all applicable overlays and/or graphics, area of operation (AO) boundaries, control measures, and criteria for subsequent tactical actions. All necessary personnel and equipment are available. The command has communications with subordinate units, adjacent units, and higher headquarters.

Note 1: The conditions statement for this task determines the highest training conditions reflected in the Objective Task Evaluation Criteria Matrix are required for the evaluated unit to receive a fully trained (T) or trained (T-) rating. However, a unit can only receive a T/T- rating if the task is executed under these conditions and during an external evaluation.

Note 2: Evaluate this task in conjunction with the battalion conducting a mission essential task (MET) from the units mission essential task list (METL).

Environment: Some iterations of this task should be performed with degraded mission command networks, degraded conditions in the electromagnetic spectrum, and/or with degraded, denied, and disrupted space operations environment (D3SOE). Some iterations of this task should be performed in MOPP 4.
Standards: The battalion conducts the operations process to organize efforts, integrate the warfighting functions across multiple domains, and synchronize forces to accomplish missions. The commander, supported by the staff and subordinate command teams, commands and controls the battalion by exercising authority and direction over assigned and attached forces, and controlling operations to achieve objectives and accomplish the mission. The unit conducts command and control (C2) using the mission command approach of empowering subordinate decision making and decentralizing execution. The unit plans, prepares, executes, and assesses operations. The commander drives the operations process through the activities of understand, visualize, describe, direct, lead, and assess. The executive officer (XO) leads the staff to conduct the operations process in support of the commanders operational approach and decision making. The unit establishes the C2 system to support the commander, staff, and subordinates in the conduct of command and control. The unit conducts the operations process to command and control the battalion in accordance with the Army Ethic, ADP 5-0, ADP 6-0, doctrine specific to the unit, established timelines, the commander's intent, orders from higher headquarters, and standard operating procedures (SOPs).

The Objective Task Evaluation Criteria Matrix (below) is the Army's standard evaluation criteria used by commanders to objectively assess their unit's collective task training conducted during collective training events. Task assessment is determined by the environment, percentages of leaders and Soldiers present at training, task performance, and external task evaluation. For example, in order to receive a fully trained (T) rating, a unit must perform this task incorporating the identified training environment; with 85% of division leaders and 80% of Soldiers present for training; attaining 90% on performance measures, 100% on critical performance measures, and 90% on leader performance measures; and with an external evaluation. Failure to meet any one of these criteria will result in a lower than (T) rating.

Note: Leaders are defined as the commander, executive officer, command sergeant major, commanders of assigned/attached units, S-1, S-2, S-3, S-4, S-6, all other principal staff officers and NCOs (designated leaders of each staff section), battle captains, operations sergeant, digital master gunners (DMGs), knowledge management officer (KMO), and any other leader on the battalion's table of organization and equipment the commander deems essential to conducting the operations process to command forces and control operations.

Live Fire: No
### Objective Task Evaluation Criteria Matrix:

<table>
<thead>
<tr>
<th>Operational Environment</th>
<th>Plan and Prepare</th>
<th>Execute</th>
<th>Assess</th>
</tr>
</thead>
</table>
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.
## Performance Steps and Measures

NOTE: Assess task proficiency using the task evaluation criteria matrix.

NOTE: Asterisks (*) indicate leader steps; plus signs (+) indicate critical steps.

<table>
<thead>
<tr>
<th>STEP/MEASURE</th>
<th>GO</th>
<th>NO-GO</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Plan</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ 1. The commander, supported by the staff, applies mission command principles (competence, mutual trust, shared understanding, commander's intent, mission orders, disciplined initiative, and risk acceptance) throughout the operations process.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* a. The commander develops mutual trust between themselves, subordinates, and unified action partners.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* b. The commander creates shared understanding with subordinate commanders, the staff, and unified action partners.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* c. The commander provides clear commander's intent that includes:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The purpose of the operation.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Key tasks.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Conditions that clearly define the end state.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* d. The commander issues mission orders.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* e. The commander manages acceptable risk by:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Assessing risk (including ethical risk).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2) Instituting measures to mitigate risk.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(3) Deciding what risk to accept.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* f. The commander exercises disciplined initiative.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* g. The commander sets conditions for subordinates to exercise disciplined initiative by:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Managing risk.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2) Establishing the expectation that subordinates act within their delegated authority, incorporating commander's intent.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(3) Supporting sound decisions.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(4) Underwriting good faith mistakes made when exercising initiative in uncertain situations, but fail within the commander's intent.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ 2. The commander, supported by the staff, commands assigned and attached forces.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* a. The commander delegates authority to subordinates (orally, in orders, or in SOPs) to accomplish a mission or assist in fulfilling their responsibilities, where the delegated authority is appropriate to their role, their capabilities, the situation, and legally and ethically delegated.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* b. The commander designates a succession of command appropriate to the situation.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* c. The commander prioritizes resources, considering:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Effective mission accomplishment.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Protecting Soldiers' lives.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The principles of mass and economy of force.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Posturing the force for subsequent operations.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* d. The commander directs subordinate units and the staff to accomplish tasks that lead to the end state.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* e. The commander determines personal location during operations considering:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The need to understand the situation.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The need to make decisions.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The need to communicate.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The need to motivate subordinates.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* f. The commander maintains unity of effort with unified action partners through personal effort, while directing subordinates to coordinate and cooperate with partners to achieve common objectives.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* g. The commander empowers subordinate decision making to enable decentralized execution.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ 3. The commander, supported by the staff, controls operations through the elements of control (direction, feedback, information, and communication).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* a. DIRECTION: The battalion operates under the direction of the commander.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) The commander provides direction to subordinates by establishing objectives, assigning tasks, and providing instruction on how forces will cooperate to accomplish the mission.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2) The staff, led by the XO, assists the commander in providing direction by preparing and disseminating products such as:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Mission orders.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Execution matrices.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Decision support templates/matrices.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Control measures.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* b. FEEDBACK: Battalion leaders and Soldiers provide feedback internally and externally to sustain shared understanding.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) The commander seeks feedback (both positive and negative) from higher, lower, adjacent, supported, and supporting units and other unified action partners to help compare the actual situation to the plan, and deciding whether to make changes or adjustments.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Subordinate units provide feedback to the commander and battalion staff before, during, and after the operation.

Principal staff officers synthesize feedback within their functional areas and sections to provide the commander information, knowledge, and assessment based on experience to contribute to shared understanding.

The XO and leaders of integrating cells provide collaborated feedback from a cross-functional perspective.

The staff, led by the XO, provides feedback to subordinate units, particularly in areas affecting their resources, plans, missions, or synchronization with one another.

* c. INFORMATION: The battalion uses information to facilitate control of operations.

(1) The commander determines information requirements and information priorities by establishing commander’s critical information requirements (CCIR), and by describing relevant information for the operation.

(2) The commander assesses relevant information in the context of the current situation to maintain shared understanding and make adjustments or execution decisions.

(3) The staff, led by the XO and supported by subordinate units, establishes, maintains, and distributes the battalion’s common operational picture (COP) to support shared understanding.

(4) The staff, led by the XO, conducts knowledge management (KM) and information management (IM) to provide the commander and subordinate units with information relevant to the operational environment (OE).

Note: The KM plan should address information relevant to the operational variables (political, military, economic, social, information, infrastructure, physical environment and time – PMESII-PT), and the mission variables (mission, enemy, terrain & weather, troops and support available, time available, and civil considerations – METT-TC).

* d. COMMUNICATION: The commander, staff, and subordinate units disseminate and share information to exercise control over forces and to sustain shared understanding.

(1) The commander communicates with other commanders through command channels.

(2) The staff communicates to staff counterparts in other headquarters for control-related activities.

(3) Selected staff elements communicate with similar units, offices, or staff sections to coordinate technical functions (e.g., S-6 staff communicate along technical channels to manage network operations).

(4) The battalion, led by the S-6, plans for anticipated interruptions in communications by developing primary, alternate, contingency, and emergency (PACE) means for exchanging relevant information throughout the operation.

* 4. The commander, supported by the staff, organizes the battalion’s command and control system to support the commander’s decision making; to collect, create, and maintain relevant information and prepare products to support the commander’s and leaders’ understanding and visualization; and to prepare and communicate directives.

* a. The commander delegates and assigns responsibilities to their second in command.

* b. The commander assigns responsibilities to the battalion command sergeant major (CSM) to extend command influence, assess morale of the force, and assist during critical events.

* c. The commander assigns staff responsibilities in the unit SOP that address:

  • Informing the commander.
  • Developing and maintaining running estimates.
  • Maintaining the COP.
  • Providing recommendations to the commander on adjustment to operations within their staff specialty.
  • Preparing plans, mission orders, and other staff writings.
  • Assessing operations.
  • Managing information within their area of expertise.
  • Identifying and analyzing problems.
  • Performing risk management.
  • Performing intelligence preparation of the battlefield (IPB).
  • Conducting staff inspections.
  • Conducting operations security.
  • Exercising staff supervision over their area of expertise.

+ d. The XO dedicates internal and external liaison personnel appropriate to the unit’s role and mission, and in accordance with the commander’s guidance, ensuring liaisons:

  • Take actions to improve cooperation and understanding among commanders and staffs of different headquarters and other unified action partners.
  • Coordinate tactical matters to achieve unity of effort.
  • Synchronize lethal and nonlethal effects.
  • Provide parent and host unit understanding of implied or inferred coordination measures to achieve synchronized results.

e. The XO establishes integrating procedures for the staff and subordinates in accordance with the commanders guidance, including:

  • IPB.
  • Information collection.
  • Targeting.
  • Risk management.
  • KM.

Note: Each of these processes is addressed in greater detail later in the body of this T&EO.

+ f. The staff, led by the S-6, establishes the unit’s Department of Defense Information Network – Army (DODIN-A) consisting of:

(1) The S-6, signal digital master gunners (DMGs), mission command DMGs, and information system operators install and maintain current versions of software applications and devices required to display and disseminate information.
(2) The S-6, supported by DMGs, installs, operates, and maintains information services.
(3) The S-6, with the assistance of the KM officer (KMO), manages information and data.
(4) The S-6 and network, radio, and satellite communications operators install, operate, maintain, and protect network transport devices and network management devices and software.
(5) The staff, led by the S-3, plans for cyber electromagnetic activities in order to seize, retain, and exploit advantages over threats in both cyberspace and across the electromagnetic spectrum.

The KMO, supported by all sections’ KM representatives, leads the knowledge management process to develop the unit’s knowledge management plan (KMP) and PACE plan.

(1) Assesses the unit, the operation, commander’s guidance, commander’s information requirements, SOPs, and task organization to develop a knowledge management strategy.
(2) Designs a knowledge management action plan.
(3) Develops the detailed knowledge management action plan.
(4) Pilots the knowledge management action plan to refine the plan.
(5) Implements knowledge management solutions.

h. The battalion headquarters, led by the XO, operations sergeants major, and battle captains, establishes battalion command posts (CPs) in accordance with commander’s guidance to facilitate effective command and control.

i. The battalion establishes CPs from which the commander and staff will perform their activities:

(1) The commander identifies CPs the unit will require for the operation and assigns responsibilities for specific aspects of the situation.
(2) The senior leader in each CP, under the direction of the XO, and supported by battle captains, establishes battalion command posts (CPs) in accordance with commander’s guidance to facilitate effective command and control.

(3) The XO or S-3 directs passing operational control between CPs and directs CP displacement to support the operation.

5. The commander, supported by the staff, drives the operations process (planning, preparing, executing, and assessing operations) through the activities of understanding, visualizing, describing, directing, leading, and assessing operations.

a. The commander leads personnel in the unit team throughout the operations process.

(1) Establishes shared understanding by approving the problem frame, operational environment frame, and operational approach.
(2) Visualizes the operation through planning guidance, initial intent, operational theme development, and course of action (COA) approval.
(3) Describes the operation through clear commander’s intent and concept of operations.
(4) Directs the operation through mission orders.
(5) Assesses operational progress by establishing and collecting measures of effectiveness and associated indicators.

b. Motivates and inspires subordinate commanders, the staff, and Soldiers to give maximum effort to accomplish the mission.

c. Receives recommendations from subordinate commanders, the staff, and Soldiers to encourage collaboration and dialogue that increase understanding.

(1) Encourages critical and creative thinking.
(2) Conducts battlefield circulation to connect with subordinates and Soldiers.

6. The commander and staff frame the operation by conducting the Army design methodology (ADM) in accordance with ATP 5-01, Army Design Methodology, to gain greater understanding of the OE and the problems the unit must address. [OPTIONAL]

Note: Depending on the time available, familiarity with the OE, and the complexity of the operation, the commander may abbreviate the ADM, conduct ADM in concert with conducting the military decision making process (MDMP), or may elect not to conduct ADM at all. Should the commander decide not to conduct ADM, evaluate this step as “N/A.”

a. The design team frames the OE.

b. The design team frames the problem(s).

c. The design team frames solutions.

d. The design team reframes the OE, problems, or solutions as conditions change or understanding improves.

e. The commander includes ADM outcomes in planning guidance.
Note: Steps 7 through 13 address the commander and staff planning the operation by conducting the MDMP in accordance with the operational timeline, the desired end state, the commander’s intent, and FM 6-0, Commander and Staff Organization and Operations.

* 7. The staff, led by the XO, takes actions upon receipt of mission.
   a. The current operations cell (Battle Captain) alerts the staff and other key participants of the pending planning requirement.
   b. The staff gathers needed tools.
      (1) Appropriate publications, including ADP 1-02 and FM 6-0.
      (2) All documents related to the mission and area of operations (AO), including the higher headquarters’ operation plan (OPLAN)/operation order (OPORD), maps and terrain products, and operational graphics.
   c. Higher headquarters’ and other organizations’ intelligence and assessment products.
   d. Estimates and products from other military and civilian agencies and organizations.
   e. Both their own and the higher headquarters’ standing operating procedures (SOPs).
   f. Any Army design methodology products.
   g. The staff updates running estimates.
   h. The staff analyzes the commander’s intent and the mission’s requirements to determine:
      • The time needed to plan and prepare for the mission for both headquarters and subordinate units.
      • Guidance on conducting the Army design methodology and abbreviating the MDMP, if required.
      • Which outside agencies and organizations to contact and incorporate into the planning process.
      • The staff’s experience and cohesion.
   i. The staff provides initial guidance following receipt of mission, which may include:
      • Initial operational time allocations for planning and preparing.
      • Determining to initiate ADM or go straight into the MDMP.
      • Abbreviating the MDMP, if required.
      • Necessary liaison officer coordination.
      • Authorized movements, including initiation of information collection.
      • Collaborative planning times and locations.
      • Initial information requirements.
      • Additional staff tasks.
   j. The XO establishes the battle rhythm to assist in integrating and synchronizing activities, meetings, and reports within the headquarters and with subordinate units.
   k. The S-3 publishes a warning order (1) following receipt of mission.

* 8. The commander and staff conduct mission analysis.
   a. The commander and staff analyze the higher headquarters’ plan or order to develop full understanding of:
      (1) The higher headquarters’:
         • Commander’s intent.
         • Mission.
         • Concept of operations.
         • Available assets.
         • Timeline.
      (2) Adjacent, supporting, and supported unit’s missions and their relationships to the higher headquarters’ plan.
      (3) Unified action partner’s missions or goals.
      (4) The assigned AO.
   b. The staff, led by the S-2, conducts IPB in accordance with ATP 2-01.3 by:
      (1) Defining the OE.
      (2) Describing environmental effects on operations.
      (3) Evaluating the threat.
      (4) Determining threat COAs.
      (5) Providing the commander, staff, and subordinates IPB products:
         • Modified combined obstacle overlay (MCOO).
         • Threat COA statements and sketches.
         • Event template and matrix.
         • Decision support template and decision support matrix.
         • Information requirements as inputs to the initial information collection plan.
   c. The staff, led by the plans officer:
      (1) Determines specified, implied, and essential tasks.
      (2) Reviews available assets.
      (3) Identifies resource shortfalls.
      (4) Determines constraints.
      (5) Identifies critical facts.
      (6) Develops assumptions.
      (7) Begins risk management by identifying and assessing hazards.
      (8) Develops initial CCIR and essential elements of friendly information (EEFI).
Develops the initial information collection plan.

Updates plan for available time use.

Develops initial themes and messages.

Develops a proposed problem statement.

Develops a proposed mission statement.

d. The staff, led by the XO, conducts a mission analysis briefing, including:

(1) Mission and commander’s intent of the headquarters two echelons up.

(2) Mission, commander’s intent, and concept of operations of the headquarters one echelon up.

(3) A proposed problem statement.

(4) A proposed mission statement.

(5) Review of the commander’s initial guidance.

(6) Initial IPB products, including civil considerations impacting the conduct of operations.

(7) Specified, implied, and essential tasks.

(8) Pertinent facts and assumptions.

(9) Constraints.

(10) Forces available and resource shortfalls.

(11) Initial risk assessment.

(12) Proposed themes and messages.

(13) Proposed CCIR and EEFI.

(14) Initial information collection plan.

(15) Recommended timeline.

(16) Recommended collaborative planning sessions.

(17) Proposed evaluation criteria.

e. The commander approves the mission and provides initial visualization:

- Initial commander’s intent.
- Initial planning guidance.
- CCIR.

f. The commander and staff develop the COA evaluation criteria.

g. The S-3 publishes a warning order (2) with pertinent mission analysis information.

h. The staff, led by the XO, develops COAs based on planning guidance and initial intent. For each COA, the staff:

(1) Assesses relative combat power.

(2) Generates options on how to complete the commander’s intent using combat power assessment and commander’s guidance.

i. The staff, led by the XO, analyzes COAs to ensure each meets the screening criteria:

(1) Feasible.

(2) Acceptable.

(3) Suitable.

(4) Distinguishable.

(5) Complete:

- Identifies the decisive operation.
- Identifies how shaping operations create and preserve the conditions for decisive operation success.
- Explains how sustaining operations support the decisive and shaping operations.
- Accounts for required offensive, defensive, and stability or defense support to civil authorities tasks.
- Tasks to be performed.
- Conditions to be achieved.

j. The commander arrays forces to provide sufficient combat power during decisive and shaping operations to accomplish assigned tasks.

k. The commander develops a broad concept of the operation that includes:

(1) The purpose of the operation.

(2) An acceptable risk statement.

(3) Identifying critical friendly events and transitions between phases (if the operation is phased).

(4) Designating the reserve, including location and composition.

(5) Information collection activities.

(6) Essential stability tasks.

(7) Identifying maneuver options that may develop during an operation.

(8) Assigning subordinate areas of operations.

(9) Developing scheme of fires.

(10) Themes, messages, and means of delivery.

(11) Military deception operations (on a need-to-know basis).

(12) Key control measures.
Designating the operational framework for this operation:
(a) Deep-close-security.
(b) Main and supporting effort.
(c) Decisive-shaping-sustaining operations.

Designating the decisive operation, along with its task and purpose, linked to how it supports the higher headquarters’ concept.

The commander assigns subordinate headquarters to groupings of forces.
The staff, led by the XO, develops COA statements and sketches that include:

1. The unit and subordinate unit boundaries.
2. Unit movement formations (but not subordinate unit formations).
3. The line of departure or line of contact, and phase lines, if used.
4. Information collection graphics.
5. Ground and air axes of advance.
6. Assembly areas, battle positions, strong points, engagement areas, and objectives.
7. Obstacle control measures and tactical mission graphics.
8. Fire support coordination and airspace coordinating measures.
9. The main effort.
10. Location of CPs and critical communications nodes.
11. Known or template enemy locations.
13. Combined information overlay.

The staff, led by the XO, conducts a COA briefing to the commander, including:
1. An updated IPB (if there are significant changes).
2. As many threat COAs as necessary, with a minimum, the most likely and most dangerous threat COA (or as specified by the commander).
3. The approved problem statement and mission statement.
4. The commander’s and higher commander’s intents.
5. COA statements and sketches, including lines of effort if used.
6. The rationale for each COA, including:
   (a) Considerations that might affect enemy COAs.
   (b) Critical events for each COA.
   (c) Deductions resulting from the relative combat power analysis.
   (d) The reason units are arrayed as shown on the sketch (See ADP 1-02 for doctrine on COA sketches).
   (e) The reason the staff used the selected control measures.
   (f) The impact on civilians.
   (g) How the COA accounts for minimum essential stability tasks.
   (h) New facts and new or updated assumptions.
   (i) Refined COA evaluation criteria.

The commander (or designee) selects and/or refines COAs for continued development and analysis.
The staff, led by plans officer, refines courses of action per commander’s guidance.
The staff, led by the plans officer, plans military deception as directed by the commander.

The staff, led by the XO, analyzes COAs through war-gaming and produces a synchronization matrix leading to a decision support matrix based on CCIR.

The staff gathers tools:
1. Running estimates.
2. Commander’s revised planning guidance.
3. Updated assumptions.
4. Threat templates and models.
5. Civil considerations overlays, databases, and data files.
6. Modified combined obstacle overlays and terrain effects matrices.
7. A recording method.
8. Completed COAs, including graphics.
9. A means to post or display enemy and friendly unit symbols and other organizations.
10. A map of the AO.

The commander and staff consider all units that can be committed to the operation, paying special attention to support relationships and constraints.
The commander and staff review previous assumptions for continued validity and necessity.
The staff reviews the list of known critical events and decision points.
e. The S-3 selects the war-gaming method.
   • Belt method (or modified belt method).
   • Avenue-in-depth method (or modified avenue-in-depth method).
   • Box method (or modified box method).

f. The S-3 selects a technique to record and display results.

Note: The staff may conduct a war-gaming brief for review and to ensure it captures all relevant points of the war-game for presentation to the XO.

+ g. The commander and staff war-game the operation and assess the results.

(1) The commander and staff examine many areas during the war-gaming, including but not limited to:
   (a) All friendly capabilities.
   (b) All enemy capabilities and critical civil considerations that impact operations.
   (c) Actions within the information environment in response to proposed actions.
   (d) Movement considerations.
   (e) Closure rates.
   (f) Lengths of columns.
   (g) Formation depths.
   (h) Ranges and capabilities of weapon systems.
   (i) Desired effects of fires.

(2) The commander and staff refine (or modify):
   (a) Each COA, to include identifying branches and sequels that become on-order or be-prepared missions.
   (b) The locations and times of decisive points.
   (c) The enemy event template and matrix.
   (d) The task organization, including forces retained in general support.
   (e) Control requirements, including control measures and updated operational graphics.
   (f) CCIR and other information requirements—including the latest time information is of value—and incorporate them into the information collection plan.

(3) The commander and staff identify:
   (a) Key or decisive terrain and how to use it.
   (b) Tasks the unit retains and tasks assigned to subordinates.
   (c) Likely times and areas for enemy use of weapons of mass destruction and friendly chemical, biological, radiological, and nuclear defense requirements.
   (d) Potential times or locations for committing the reserve.
   (e) The most dangerous enemy COA.
   (f) The most likely enemy COA.
   (g) The most dangerous civilian reaction.
   (h) Locations for the commander and CPs.
   (i) Critical events.
   (j) Support requirements for each warfighting function.
   (k) Effects of friendly and enemy actions on civilians and infrastructure.
   (l) Effects of civil activities on military operations.
   (m) Named areas of interest (NAI), target areas of interest (TAI), and the decision points and intelligence requirements needed to support them.
   (n) Strengths and weaknesses of each course COA.
   (o) Hazards, associated risk, hazard control measures, and residual risk (risk management).
   (p) The coordination required for integrating and synchronizing interagency, host-nation, and nongovernmental organization involvement.

(4) The commander and staff analyze:
   (a) Potential civilian reactions to operations.
   (b) Potential informational environment reactions to operations.
   (c) Potential impacts on civil security, civil control, and essential services in the AO.

(5) The commander and staff develop:
   (a) Decision points.
   (b) A synchronization matrix.
   (c) A decision support template and matrix.
   (d) Solutions to achieving minimum essential stability tasks in the AO.
   (e) The information collection plan and graphics.
   (f) Themes and messages.
   (g) Fires, protection, and sustainment plans, and graphic control measures.

(6) The commander and staff determine:
   (a) The requirements for military deception and surprise.
(b) The timing for concentrating forces and starting the attack or counterattack.
(c) Movement times and tables for critical assets, including information systems nodes.
(d) The estimated duration of the entire operation and each critical event.
(e) The projected percentage of enemy forces defeated in each critical event and in the overall operation.
(f) The percentage of minimum essential tasks the unit can or must accomplish.
(g) The media coverage and impact on key audiences and the information environment.
(h) The targeting requirements in the operation, to include identifying or confirming high-payoff targets and establishing attack guidance.

(7) Staff officers perform function-specific actions during war-gaming:
(a) The XO coordinates staff actions during war-gaming.
(b) The S-2:
   1. Role-plays the enemy commander, other threat organizations in the AO, and critical civil considerations in the AO.
   2. Develops critical enemy decision points in relation to the friendly COAs, projects enemy reactions to friendly actions, and projects enemy losses.
   3. Refines intelligence and information requirements, and manages planning requirements tools.
   4. Refines the situation and event templates, including NAIs that support decision points.
   5. Refines the event template with corresponding decision points, TAIs, and high-value targets.
   6. Participates in targeting to select high-payoff targets from high-value targets identified during IPB.
   7. Recommends priority intelligence requirements that correspond to the decision points.
   8. Refines civil considerations overlays, databases, and data files.
   9. Refines the MCOO and terrain effects matrices.
   10. Refines weather products that outline the critical weather impacts on operations.
(c) The S-3 and plans officer:
   1. Role-play the friendly maneuver commander.
   2. Assess warfighting function requirements, solutions, and concepts for each COA.
   3. Determine potential branches and sequels arising from various war-gamed COAs.
   4. Coordinate and synchronize the warfighting functions on the decision support template and matrix.
(d) The fire support officer:
   1. Assesses the fire support feasibility of each war-gamed COA.
   2. Identifies high-payoff targets.
   3. Develops a proposed high-payoff target list, target selection standards, and attack guidance matrix.
   4. Works with the intelligence officer to identify named TAIs for enemy indirect fire weapon systems that may influence the positioning of field artillery and air defense artillery assets.
   5. Recommends fires priorities.
(e) The protection officer assesses protection element requirements, refines EEFIs, and refines the scheme of protection for each war-gamed COA.
(f) The S-1 assesses the personnel aspect of building and maintaining the combat power of units.
(g) The S-4:
   1. Assesses the logistics feasibility of each war-gamed COA.
   2. Assesses the commander’s AO to determine the best COA for resource usage.
   3. Identifies critical requirements.
   4. Recommends priorities for each class of supply and service.
(h) The S-6 assesses network operations, spectrum management operations, network defense, and information protection feasibility of each war-gamed COA.
(i) The information operations officer assesses the information operations concept of support against the ability of information-related capabilities to execute tasks in support of each war-gamed COA.

   Note: At battalion level IO is most likely an additional duty assigned by unit SOP.
(j) The electronic warfare officer provides information on the electronic warfare target list, electronic attack taskings, electronic attack requests, and the electronic warfare portion of the collection matrix and the attack guidance matrix.
(k) The staff judge advocate advises the commander on all matters pertaining to law, policy, regulation, good order, and discipline for each war-gamed COA.
(l) The safety officer provides input to influence accident and incident reductions by implementing risk management procedures throughout the mission planning and execution process.

(m) The knowledge management officer assesses the effectiveness of the knowledge management plan for each COA.
The space operations officer provides and represents friendly, threat, and non-aligned space capabilities.

The identified battalion recorder captures coordinating instructions, subunit tasks and purposes, and information required to synchronize the operation.

10. The staff conducts COA comparison.
   a. The staff identifies advantages and disadvantages of each COA, considering:
      • Pose the minimum risk to the force and mission accomplishment.
      • Place the force in the best posture for future operations.
      • Provide maximum latitude for initiative by subordinates.
      • Provide the most flexibility to meet unexpected threats and opportunities.
      • Provide the most secure and stable environment for civilians in the AO.
      • Best facilitate information themes and messages.
   b. The staff compares COAs.

11. The staff, led by the XO, conducts a COA decision briefing to obtain commander approval. The staff:
   a. Reviews higher’s and next higher’s commander’s intent.
   b. Reviews status of the force and its components.
   c. Reviews the current IPB.
   d. Reviews the COAs considered, including:
      (1) Assumptions used.
      (2) Results of running estimates.
      (3) A summary of the war-game for each COA, including critical events, modifications to any COA, and war-game results.
      (4) Advantages and disadvantages (including risks) of each COA.

12. The commander approves a COA to accomplish the mission and issues:
   a. Final planning guidance.
   b. Refined commander’s intent (if necessary).
   c. Refined CCIRs to support execution (if necessary).
   d. Additional guidance on priorities for the warfighting functions, orders preparation, rehearsal, and preparation.

13. The S-3, supported by the staff, publishes a warning order (3) with information pertinent to the COA decision, usually including:
   • The AO.
   • Mission.
   • Commander’s intent.
   • Updated CCIR and EEFI.
   • Concept of operations.
   • Principal tasks assigned to subordinate units.
   • Preparation and rehearsal instructions.
   • Timeline for the operation.
   • Execution matrix.

14. The staff produces an operation order (OPORD).
   a. The commander broadly describes the operation through clear commander’s intent.
   b. The S-3 and S-2 collaborate to finalize the information collection plan drafted during COA development and refined during war-gaming.
   c. The staff, led by the fire support officer, conducts targeting to finalize fires products drafted during COA development and refined during war-gaming.
   (1) Decide: decides which high value targets to attack (designating high-payoff targets (HPT)), when and where to attack them, and what effects to achieve with the forces available.
   (2) Detect: detects and tracks targets by incorporating HPT identification into the information collection plan and reports results to fires assets.
   (3) Deliver: develops fire support execution products to direct fires and other assets to deliver munitions and other effects-producing means to accomplish the commander’s guidance.
   (4) Assess: develops an assessment plan to conduct post-attack battle damage assessment and make re-attack recommendations.
   d. The staff, led by the S-3, incorporates risk assessment and risk controls into the plan/order per commander’s guidance.
   e. The staff, led by the KMO, refines the unit KMP (including foreign disclosure requirements) to set conditions for relevant information and knowledge to reach the commander, staff sections/cells, and unified action partners that need it once the operation commences.
   f. The staff, led by the S-3, integrates OPSEC control measures.
   g. The staff, led by the G-5, frames the operations assessment approach during Army Design Methodology (ADM) (or during the MDMP if the commander elects not to conduct ADM) by:
      (1) Identifying objectives, the desired end state, and associated desired conditions.
      (2) Identifying tasks the force will conduct.
      (3) Determining how to organize the staff for assessing the operation (e.g., establishing an assessment cell and conducting assessment working groups).
   h. The staff, led by the G-5, develops the assessment plan during MDMP by:
Developing indicators that will reflect changes in the area of operations over time and are pertinent to the operation.

(2) Identifying indicators that constitute the quantifiable metrics in both measures of performance (MOPs) and measures of effectiveness (MOEs) used to evaluate the unit’s progress.

Note: An indicator is a specific piece of information that infers the condition, state, or existence of something, and provides a reliable means to ascertain performance or effectiveness. MOPs are indicators used to measure a friendly action that is tied to measuring task accomplishment. MOEs are indicators used to measure a current system state, with change indicated by comparing multiple observations over time. (JP 5-0)

(3) Developing a feedback mechanism.

(4) Developing a collection plan.

(5) Assembling tools needed to gather assessment data.

(6) Directing responsibilities for conducting analysis and generating recommendations.

Prepare

15. The commander and staff conduct activities to improve the battalion’s ability to execute the operation by:
   a. Improving situational understanding.
   b. Developing a common understanding of the plan.
   c. Training/rehearsing critical tasks.
   d. Task organizing.
   e. Integrating the force.
   f. Positioning forces and resources.

* 16. The commander receives subordinate commander and key staff confirmation briefs to ensure shared understanding of:
   • Commander’s intent, mission, and concept of operations.
   • Their unit’s tasks and associated purpose.
   • The relationship between the unit’s mission and the mission of other units in the operation.

17. The XO establishes liaisons internally, with external headquarters, and unified action partners.

18. The S-3, supported by the S-2, initiates information collection in accordance with the information collection plan.

19. Subordinate units initiate (and the staff battle-tracks) security operations (screen, guard, cover, area security, and local security).

20. Subordinate units initiate (and the staff battle-tracks) troop movements, including permissible route reconnaissance and assembly areas.

21. Subordinate units complete (and the staff battle-tracks) task organization.

22. The staff and subordinate units integrate new units and Soldiers into the force, including:
   • Receiving and introducing new units to the force and the AO.
   • Exchanging SOPs.
   • Conducting briefs and rehearsals.
   • Establishing communications links.
   • Exchanging liaison teams (if required).

+* 23. The commander, supported by the staff, builds teams, inside and outside their organizations, throughout the operations process.
   a. The team, including applicable unified action partners, develops confidence in the character, integrity, professional competence, commitment, and abilities of one another while engaging in the first principle of mission command, “build cohesive teams through mutual trust.”
   b. Team members share resources and expertise to achieve shared understanding and common goals.
   c. The commander develops shared confidence by consistently employing interpersonal tact to foster effective communication.
   d. The team, led by the commander, completes its assigned or designated end-state with all team members contributing in their designated roles and responsibilities.
   e. The commander establishes and maintains liaison teams between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action.

24. The S-3 directs training of tasks critical to the operation.

25. Staff and subordinate units conduct pre-operations checks and inspections (PCI), including reporting PCI completion.

26. Subordinate units, under the direction of the S-4, initiate sustainment preparation.

27. The S-6 and supporting signal units/Soldiers initiate network preparations by:
   • Managing available bandwidth.
   • Providing availability and location of data and information.
   • Positioning and structuring network assets.
   • Tracking status of key network systems.

+ 28. All staff sections and subordinate units prepares to conduct operations in the cyber electromagnetic environment:
   • Verify current versions of software and security patches when performing preventive maintenance checks and services of electronic equipment.
   • Include execution of CEMA tasks per the OPORD when conducting rehearsals.

29. The S-3 manages terrain.
30. Subordinate units prepare terrain (e.g. prepare fighting positions, reducing or reinforcing obstacles).

31. Engineer units build/improve roads, trails, airfields, bridges, etc. to prepare the terrain for the operation.

+ 32. The commander, subordinate units, and staff conduct rehearsals by:
   a. Participating in directed higher headquarters rehearsals.
   b. Conducting internal rehearsals in accordance with the commander’s final planning guidance to:
      • Practice essential tasks.
      • Identify weaknesses or problems in the plan.
      • Coordinate subordinate element actions.
      • Improve Soldier understanding of the concept of operations.
      • Foster confidence among Soldiers.

33. The staff, under the supervision of the XO, conducts plans-to-operations transition to ensure the current operations integration cell (COIC) fully understands the plan prior to execution by:
   a. The plans cell briefing members of the COIC before the combined arms rehearsal.
   b. Reviewing decision support products (execution matrixes, decision support templates, decision support matrices, and risk assessment matrixes).
      • Analyzing known friction points.
      • Reviewing branches and sequels under consideration, and their triggering criteria.
      • Reviewing outstanding requests for information and issues.

34. The S-3 revises and refines the plan by publishing fragmentary orders (FRAGORDs) to publicize adjustments to the plan/order that arise from increased understanding as a result of rehearsals and early information collection efforts.

+ 35. Leaders (commanders, staff leaders, subordinate unit leaders) supervise preparation activities, ensuring:
   a. Situational understanding.
   b. A common understanding of the plan.
   c. Proficiency in critical tasks.
   d. Organization and integration of the force.
   e. Positioning forces and resources.

36. CP personnel in each CP, led by battle captains and operations sergeants major, rehearse CP standing operating procedures, address:
   a. Organization and setup.
   b. Staffing and shift plans, including eating and sleeping plans.
   c. Physical security and defense.
   d. Priorities of work.
   e. Equipment and vehicle maintenance, including journals and maintenance logs.
   f. Load plans and equipment checklists.
   g. Orders production and dissemination procedures.
   h. Plans for handling, storing, and cleaning up hazardous materials.
   i. Battle rhythm.
   j. Use of information systems (e.g., Command Post Computing Environment (CPCE)):
      • CP battle drills.
   k. Shift-change briefings.
   l. Reports and returns.
   m. Operations update and assessment briefings.
   n. Operations synchronization meetings.
   o. Procedures for transferring control between CPs.

+ 37. Staff and subordinate units implement control measures for risk, OPSEC, and information security.

**Execute**

+ 38. The commander and staff execute the operation by applying combat power to accomplish the mission and adjusting operations based on changes in the situation by:
   a. Seizing and retaining the initiative.
      • Taking action.
      • Creating and exploiting opportunities.
      • Accepting risk
   b. Building and maintaining momentum.
      • Maintaining focus and pressure.
      • Controlling the tempo.
      • Anticipating transitions.
      • Moving rapidly between types of operations.
   c. Exploiting success.
      • Acting within the higher commander’s intent to achieve objectives and accomplish the mission.
      • Understanding the impact of operations on sustainment and the impact of sustainment on operations.
39. The commander:
   * a. Locates where to best exercise command of the operation.
   * b. Maintains shared understanding across the force and with partners.
   * c. Directs changes to the operation based on variances from the plan, experience, and judgment.

40. The commander, staff, and subordinate units assess the operation by:
   a. Monitoring conditions relevant to the current operation.
   b. Evaluating progress of the current operation.
   c. Analyzing variances from the plan to identify significance, and whether a decision is required to alter the plan.

   Note: Variances may represent opportunities to exploit or threats to the force or mission accomplishment to mitigate.

41. The commander and leaders make anticipated decisions, such as those indicated on the decision support matrix and based on unforeseen circumstances.
   * a. The commander and delegated leaders make execution decisions to implement planned actions under circumstances anticipated in the plan (e.g., committing the reserve).
   * b. The commander makes adjustment decisions to implement unanticipated actions in response to unanticipated opportunities or threats.
   + c. The staff, led by the commander, XO, or S-3, conducts the rapid decision-making and synchronization process (RDSP) to:
      (1) Reallocate resources.
      (2) Change the concept of operations.
      (3) Change the mission.
         (a) Develops a COA.
         (b) Refines and validates the COA.
         (c) Implements the COA.

42. The commander and staff implement changes:
   a. The commander describes changes to the situation, which in turn, require changes to the operation (visualization).
   b. The commander issues changes to the mission, intent, or concept of operations.
   + c. The staff prepares and issues FRAGORD(s) to implement the changes.

43. The staff supports the commander during execution by:
   a. Anticipating events.
   b. Synchronizing forces and warfighting functions.
   c. Coordinating and directing execution.
   d. Maintaining and sharing running estimates.
   e. Assessing operations to identify variances from the plan, relevant information, and exceptional information.
   f. Coordinating support requests from subordinates.
   g. Solving problems.
   h. Acting with authority delegated by the commander and within commander’s intent.
   i. Planning follow-on operations.

44. The staff conducts operations synchronization meetings, per the unit battle rhythm and SOP.

45. The staff conducts CP operations by:
   + a. Displaying a COP.
   + b. Continuously updating IPB.
   + c. Conducting targeting to synchronizing the application of combat power in accordance with the battle rhythm.
   + d. Conducting knowledge management to update the KMP as the situation evolves.
   e. Managing the command and control system.
   f. Managing information and data.
   g. Conducting information protection.
   h. Integrating space capabilities.
   i. Processing relevant information.
   j. Maintaining continuity of command and control.
   k. Displacing the CP as directed or as required by the situation.

46. The battle captain in each CP, supported by the operations sergeant major, supervises the CP’s support to the operations process and decision making by:
   a. Supervising CP functions.
      (1) Maintaining running estimates.
      (2) Developing and disseminating orders.
      (3) Coordinating with higher, lower, and adjacent units.
      (4) Conducting network operations.
      (5) Providing a facility for the commander to control operations, issue orders, and conduct rehearsals.
(6) Maintaining the COP.
(7) Performing CP administration.
(8) Supporting the commander’s decision making process.
(9) Monitoring and controlling current operations.
(10) Receiving and cataloguing reports.
(11) Filing reports required by higher headquarters and supported/supporting units.
(12) Adjusting control measures.
(13) Monitoring and assessing the progress of higher and adjacent units.
(14) Performing short-range planning.
(15) Providing input to targeting and future operations planning.
(16) Maintaining analog battle tracking in the event of denied or degraded communications.

b. Directing execution of the KMP to analyze information and data, and create and disseminate knowledge inside the CP and to other authorized users.
c. Maintaining the CP battle rhythm.
d. Training CP personnel on SOPs, battle drills, and functions.
e. Managing CCIR:
   (1) Maintaining CCIR status.
   (2) Monitoring information collection efforts to answer CCIR.
   (3) Notifying the commander and executing unit SOP/drill when CCIR are met.
f. Managing the decision support matrix.
   (1) Maintaining status of criterion.
   (2) Monitoring information collection efforts in NAIs that support anticipated decisions.
   (3) Notifying the commander and executing unit SOP/drill when CCIR are met.
g. Facilitating planning, operations, briefings, meetings, and the COP.
h. Leading operations synchronization meetings, situation updates, and shift change briefs.

47. The staff executes CP battle drills appropriate to the CP and situation, and that may include but are not limited to:
   • React to an air, ground, or chemical, biological, radiological, or nuclear attack.
   • React to or execute indirect fire.
   • React to jamming or suspected communications compromise.
   • Execute dynamic targeting.
   • Execute a close air support mission.
   • React to a cyber intrusion or attack.
   • React to a mass casualty incident.
   • React to a civil riot or incident.
   • React to significant collateral damage.
   • React to incorrect information affecting an operational environment.
   • React to a degraded network.
   • React to a duty status and whereabouts unknown incident.
   • Receive or issue fragmentary orders.
   • Execute request for information management.
   • Conduct update briefs.
   • Execute the decision support matrix.

48. The staff conducts shift-change briefings, informing the incoming shift of:
   a. Current unit status.
   b. Significant activities that occurred during the previous shift.
   c. Significant decisions and events anticipated during the next shift.

49. The staff, led by the S-3, coordinates cyber electromagnetic activities in order to seize, retain, and exploit advantages over threats in both cyberspace and across the electromagnetic spectrum while simultaneously denying and degrading the threat’s use of the same.

Assess

50. The commander and staff assess operations to determine progress and make adjustments to operations by executing assessment activities:

   Note: There is no single way to conduct an assessment. Every mission and OE has its own challenges, and every commander assimilates information differently, making every assessment plan unique. The following steps can help develop an assessment plan.

   a. Monitor indicators to observe conditions relevant to the current operation.
   b. Evaluate MOPs & MOEs to judge progress toward desired conditions.
   c. Staff and subordinate commanders identify variances & recommend corrective actions specific to assigned tasks.
   d. The staff, led by the CEMA officer, coordinates cyber electromagnetic activities in order to seize, retain, and exploit advantages over threats in both cyberspace and across the electromagnetic spectrum while simultaneously denying and degrading the threat’s use of the same.
* 51. The commander and staff adapt the 6-step assessment process to the current operation to answer six general questions:
  - How has the OE changed?
  - Where are we?
  - Why do we think the change happened?
  - Is the current plan still suitable to achieve the objectives?
  - Do changes in the OE impose additional risk or provide additional opportunities?
  - What do we need to do?

a. Step 1: Develop the assessment approach during planning by identifying specific information needed to monitor and analyze conditions associated with attaining the operation’s end state, achieving objectives, and accomplishing tasks.

b. Step 2: Develop the assessment plan to monitor and collect necessary information and intelligence to inform decision making.

c. Step 3: Collect relevant information through routine procedures and reporting, such as maintaining running estimates, through directed information collection, and through recognition of exceptional information.

d. Step 4: Analyze information and intelligence to identify positive or negative movement toward achieving objectives or attaining end state conditions, identify the causes for the changes, and to generate recommendations.

e. Step 5: Communicate feedback and recommendations to the commander.

* f. Step 6: The commander directs changes to operations according to visualization and recommendations to improve operations or take advantage of opportunities.

* 52. The staff makes recommendations on changes to the operation based on assessments and expertise.

<table>
<thead>
<tr>
<th>Task Performance Summary Block</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Unit</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Date of Training per Iteration:</td>
</tr>
<tr>
<td>Day or Night Training:</td>
</tr>
<tr>
<td>Total Leaders Authorized</td>
</tr>
<tr>
<td>Total Soldiers Authorized</td>
</tr>
<tr>
<td>Total Number of Performance Measures</td>
</tr>
<tr>
<td>Total Number of Critical Performance Measures</td>
</tr>
<tr>
<td>Live Fire, Total Number of Critical Performance Measures</td>
</tr>
<tr>
<td>Total Number of Leader Performance Measures</td>
</tr>
</tbody>
</table>

**Mission(s) supported:** None

**MOPP 4:** Sometimes

**MOPP 4 Statement:** None
NVG: Never

NVG Statement: None

Prerequisite Collective Task(s):

<table>
<thead>
<tr>
<th>Step Number</th>
<th>Task Number</th>
<th>Title</th>
<th>Proponent</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>71-TM-5004</td>
<td>Develop a Cohesive Team Through Mutual Trust</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
</tbody>
</table>

Supporting Collective Task(s):

<table>
<thead>
<tr>
<th>Step Number</th>
<th>Task Number</th>
<th>Title</th>
<th>Proponent</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-TM-1001</td>
<td>Conduct Religious Services</td>
<td>16 - Chaplain (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>34-BDE-3001</td>
<td>Direct Operational Intelligence Activities</td>
<td>34 - Combat Electronic Warfare and Intelligence (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>55-BN-0009</td>
<td>Develop Movement Control Battalion Operations Plan</td>
<td>55 - Transportation (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>55-BN-4804</td>
<td>Conduct Deployment Activities at the Battalion Level</td>
<td>55 - Transportation (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>55-TM-0014</td>
<td>Monitor Contracting Services</td>
<td>55 - Transportation (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>55-TM-0016</td>
<td>Direct Vessel Operations Support</td>
<td>55 - Transportation (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>63-BN-4019</td>
<td>Direct Establishment of Subordinate Units and Headquarters Elements</td>
<td>63 - Multifunctional Logistics (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>71-BDE-5001</td>
<td>Conduct Army Design Methodology</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>71-BN-5111</td>
<td>Conduct the Military Decision Making Process</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>71-BN-5113</td>
<td>Coordinate Commander’s Critical Information Requirements</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>71-BN-5144</td>
<td>Develop a Running Estimate</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>71-BN-5145</td>
<td>Conduct Risk Management</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>71-BN-5900</td>
<td>Coordinate Cyber Electromagnetic Activities for Battalions</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>71-BN-9012</td>
<td>Conduct Information Assurance (IO Battalion)</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
<td></td>
</tr>
</tbody>
</table>

OPFOR Task(s): None

Supporting Individual Task(s):
<table>
<thead>
<tr>
<th>Step Number</th>
<th>Task Number</th>
<th>Title</th>
<th>Proponent</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>150-LDR-5001</td>
<td>Develop Cohesive Teams Through Mutual Trust</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-LDR-5002</td>
<td>Develop Mutual Trust</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-LDR-5003</td>
<td>Use the Mission Order Technique</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-LDR-5004</td>
<td>Communicate the Commander's Intent</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-LDR-5005</td>
<td>Direct Information-Related Capabilities to Inform and Influence</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-LDR-5006</td>
<td>Establish Conditions for Subordinates to Exercise Initiative</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-LDR-5007</td>
<td>Establish a Shared Understanding</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-LDR-5013</td>
<td>Organize the Staff for Operations</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-LDR-5014</td>
<td>Lead the Rapid Decision-Making and Synchronization Processes</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-LDR-5015</td>
<td>Lead the Unit</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-LDR-5022</td>
<td>Conduct Pre-Combat Inspections</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-LDR-5100</td>
<td>Lead the Operations Process</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-2210</td>
<td>Provide input for Intelligence Preparation of the Battlefield</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-2300</td>
<td>Perform Information Collection</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5009</td>
<td>Conduct a Course of Action Decision Brief</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5010</td>
<td>Conduct Information Protection (Brigade - Corps)</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5110</td>
<td>Receive a Mission</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5112</td>
<td>Conduct Mission Analysis</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5113</td>
<td>Recommend the Commander's Critical Information Requirements</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5115</td>
<td>Conduct Course of Action Analysis (War-Gaming)</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5116</td>
<td>Conduct Course of Action Comparison</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5117</td>
<td>Prepare a Warning Order</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5119</td>
<td>Prepare an Operation Order</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5121</td>
<td>Conduct Course of Action Approval</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5122</td>
<td>Perform a Rehearsal</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5124</td>
<td>Refine the Plan</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5125</td>
<td>Prepare a Fragmentary Order</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5130</td>
<td>Assess the Current Situation</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5131</td>
<td>Assist the Commander in Executing Operations</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5144</td>
<td>Develop a Running Estimate</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5145</td>
<td>Conduct Risk Management</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5200</td>
<td>Conduct Command Post Operations</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5250</td>
<td>Employ a Mission Command Information System</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5251</td>
<td>Integrate the Mission Command Information System</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5315</td>
<td>Establish the Common Operational Picture</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5320</td>
<td>Employ Information-Related Capabilities</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5900</td>
<td>Coordinate Cyber Electromagnetic Activities (Brigade - Corps)</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-5901</td>
<td>React to Cyber Attack (Battalion through Corps)</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-6111</td>
<td>Employ Operations Security Measures</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-6320</td>
<td>React to a Degraded Network</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-7176</td>
<td>React to Electromagnetic Interference</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-7654</td>
<td>Conduct Knowledge Management</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-8013</td>
<td>Integrate Offensive Cyberspace Operations</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
<tr>
<td>150-MC-8017</td>
<td>Conduct Department of Defense Information Network Operations</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
<td></td>
</tr>
</tbody>
</table>

Supporting Drill(s):
Supported AUTL/UJTL Task(s):

<table>
<thead>
<tr>
<th>Task ID</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>OP 1.2.5</td>
<td>Conduct Offensive Operations</td>
</tr>
</tbody>
</table>

**TADSS**

<table>
<thead>
<tr>
<th>TADSS ID</th>
<th>Title</th>
<th>Product Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-101</td>
<td>Joint Land Component Constructive Training Capability - Multi-Resolution Federation - Standard Configuration</td>
<td>DVC</td>
<td>1</td>
</tr>
<tr>
<td>71-20</td>
<td>Common Hardware Platform (CHP)</td>
<td>DVC</td>
<td>1</td>
</tr>
</tbody>
</table>

**Equipment (LIN)**

<table>
<thead>
<tr>
<th>LIN</th>
<th>Nomenclature</th>
<th>Qty</th>
</tr>
</thead>
<tbody>
<tr>
<td>No equipment specified</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Materiel Items (NSN)**

<table>
<thead>
<tr>
<th>NSN</th>
<th>LIN</th>
<th>Title</th>
<th>Qty</th>
</tr>
</thead>
<tbody>
<tr>
<td>No materiel items specified</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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 the current Environmental Considerations manual and the current GTA Environmental-related Risk Assessment card.

**Safety:** In a training environment, leaders must perform a risk assessment in accordance with current Risk Management Doctrine. 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 current CBRN doctrine.