

# Training and Evaluation Outline Report

**Status: Approved**

**10 Apr 2023**

**Effective Date: 30 Apr 2024**

**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):

Step Number	Reference ID	Reference Name	Required	Primary	Source Information
	(DO NOT USE SUPERSEDED) ATP 6-01.1	Techniques for effective Knowledge Management	Yes	No	
	(SUPERSEDED, DO NOT USE) ATP 3-60	Targeting	Yes	No	
	ADP 5-0	The Operations Process	Yes	Yes	
	ADP 6-0	Mission Command: Command and Control of Army Forces	Yes	No	
	ATP 5-0.1	ARMY DESIGN METHODOLOGY	Yes	No	
	ATP 6-0.5	COMMAND POST ORGANIZATION AND OPERATIONS	Yes	No	
	FM 3-0	Operations	Yes	No	
	FM 3-55	Information Collection	Yes	No	
	FM 6-0	Commander and Staff Organization and Operations	Yes	No	
	LOCAL SOP	LOCAL SOP	Yes	No	

**Conditions:** The unit receives an order from higher headquarters, or the commander derives a mission that requires the unit to conduct the operations process for command and control (C2) in a dynamic and complex operational environment (OE). Hybrid threat(s) contest the unit objectives in all five domains (land, maritime, air, space, and cyberspace), all three dimensions (human, physical, and information), and the electromagnetic spectrum. Additionally, they maintain the ability to sustain all nine forms of contact (direct; indirect; non-hostile; obstacle; chemical, biological, radiological, and nuclear (CBRN); aerial; visual; electromagnetic; and influence) with the unit. Four or more operational variables of PMESII-PT are present and dynamic. The order from higher headquarters includes all applicable overlays and or graphics, area of operations (AO) boundaries, control measures, and criteria for subsequent tactical actions. The command has communications with subordinate units, adjacent units, and higher headquarters. The commander has organized the four components of the command and control system to support decision making, facilitate communication, and conduct operations.

Note 1: The conditions statement for this task reflects the training conditions required for the evaluated unit to receive a trained (T) rating. However, a unit can only receive a T rating if the task is executed under these conditions during an external evaluation.

Note 2: Conduct the task using Secret//Releasable (S//REL) classified mission partner network (MPN) to enable command and control, decision making, and shared understanding with mission partners (collaboration and the display and sharing of relevant information), which realistically portrays a mission partner environment (MPE). The Army will likely conduct operations on an MPN, within an MPE in a combined theater. Produce orders and other staff products on the MPN using secret internet protocol router (SIPR) NOFORN (not releasable to foreign nationals) by exception only.

Note 3: The unit may execute some iterations of this task with a multinational (MN) component to the force. When the unit is training this task with a MN partner, evaluate all MN-related steps and measures in this T&EO. For the purpose of this requirement, the MN partner is a brigade or larger size force that reports directly to the unit and has interoperability focus area capabilities (fires, intelligence, sustainment, and mission command). When the unit is executing this task in a scenario without a multinational component, evaluators should rate steps in this task that only apply to multinational operations scenarios as N/A.

Environment: Some iterations of this task should be performed with degraded command and control networks, degraded conditions in the electromagnetic spectrum, and/or degraded, denied, and disrupted space operations environment (D3SOE). This task should not be trained in MOPP 4.

**Standards:** The unit conducts the operations process to organize efforts, integrate the warfighting functions across multiple domains, and synchronize forces to accomplish missions. The unit conducts the operations process for C2 in accordance with (IAW) the Army Ethic, ADP 5-0, 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 standard evaluation criteria used by commanders to objectively assess their unit 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 75% of leaders (see next paragraph) and 80% of Soldiers present for training, attaining 80% on performance measures, 100% on critical performance measures, and 85% 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: Leader is the commander; executive officer (XO); command sergeant major (CSM); S-1; S-2; S-3; S-4; S-6; fire support officer (FSO); support operations officer (SPO) [sustainment battalions only]; operations sergeant major (SGM); cyber electromagnetic warfare officer (CEWO); air liaison officer (ALO); chemical, biological, radiological, and nuclear (CBRN) officer; and other leaders on the unit table of organization and equipment (TO&E) that the commander deems essential to conducting the operations process.

**Live Fire:** No

**Objective Task Evaluation Criteria Matrix:**

Plan and Prepare		Execute					Evaluate		
Operational Environment	Training Environment (L/V/C)	% Leaders present at training/authorized	% Present at training/authorized	External evaluation	Performance measures	Critical performance measures	Leader performance measures	Evaluator's observed task proficiency rating	Commander's assessment
CO & BN									
Dynamic and Complex (4+ OE Variables and Hybrid Threat)	Night	>=75%	>=80%	Yes	>=80% GO	All	>=85% GO	T	T
Dynamic (Single Threat)	Day	60-74%	60-79%	No	65-79% GO	<All	75-84% GO	P	P
Static (Single Threat)		<=59%	<=59%		<65% GO		<=74% GO	U	U
Live / Constructive									

**Remarks:** For questions, concerns, or comments, please contact: [usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ted@army.mil](mailto:usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ted@army.mil)

**Notes:** None

**Safety Risk:** Low

**Task Statements**

**Cue:** The unit receives an order from higher headquarters, or the commander derives a mission that requires the unit to conduct the operations process for command and control (C2) in a dynamic and complex operational environment.

## **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.





- b. The commander and staff consider all units that can be committed to the operation, paying special attention to support relationships and constraints.
- c. The commander and staff review previous assumptions for continued validity and necessity.
- d. The staff reviews the list of known critical events and decision points (DPs).
- e. The S-3 selects the war-gaming 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 wargame the operation and assess the results.
- 9. 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 area of operations (AO).
    - Best facilitate information themes and messages.
  - b. The staff compares COAs.
- + 10. The staff, led by the XO, conducts a COA decision briefing to obtain commander approval. The staff:
  - Reviews higher's and next higher's commander's intent.
  - Reviews status of the force and its components.
  - Reviews the current IPB.
  - Reviews the COAs considered.


- +\* 11. The commander approves a COA to accomplish the mission and issues:
  - Final planning guidance.
  - Refined commander's intent (if necessary).
  - Refined CCIR to support execution (if necessary).
  - Additional guidance on priorities for the warfighting functions (WfF), orders preparation, rehearsal, and preparation.


- + 12. The staff produces an operation order (OPORD).
  - The commander broadly describes the operation through clear commander's intent.
  - The S-3 and S-2 collaborate to finalize the information collection plan drafted during COA development and refined during war-gaming.
  - The staff, led by the fire support officer (FSO), conducts targeting to finalize fires products drafted during COA development and refined during war-gaming.
  - The staff, led by the S-3, incorporates risk assessment and risk controls into the plan/order per commander's guidance.
  - The staff, led by the knowledge management (KM) coordinator, refines the unit KM plan (KMP) (including foreign disclosure [FD] requirements) to set conditions for relevant information and knowledge to reach the commander, staff sections/cells, and UAPs that need it once the operation commences.


- + 13. The staff, led by the S-3, integrates operational security (OPSEC) control measures.
- + 14. The staff, led by the XO and S-3, accomplishes the following tasks:
  - Prepares requisite annexes.
  - Reconciles plans and orders to ensure the plan or order and all annexes are complete and in agreement.
  - Crosswalks plans and orders with higher and adjacent command orders to ensure unity of effort.
  - Publishes the order.


**Prepare**

- +\* 15. The commander and staff conduct activities to improve the unit's ability to execute the operation by:
  - Improving situational understanding.
  - Developing a common understanding of the plan.
  - Training/rehearsing critical tasks.
  - Task organizing.
  - Integrating the force.
  - 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 (CONOPS).
  - 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 UAPs.
- 18. The S-3, supported by the S-2, initiates information collection IAW 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.










+ 50. The staff, led by the S-3, coordinates CEMA 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.

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**Assess**

+\* 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, led by the XO, implements changes directed by the commander by issuing orders and coordinating with all UAPs.

Note: When time permits following the operation, the commander leads an after action review (AAR) to learn from the experience and improve future operations. Unit SOPs should be updated as applicable.


Task Performance Summary Block										
Training Unit			ITERATION							
			1		2		3		4	
Date of Training per Iteration:										
Day or Night Training:			Day / Night		Day / Night		Day / Night		Day / Night	
			#	%	#	%	#	%	#	%
Total Leaders Authorized		% Leaders Present								
Total Soldiers Authorized		% Soldiers Present								
Total Number of Performance Measures		% Performance Measures 'GO'								
Total Number of Critical Performance Measures		% Critical Performance Measures 'GO'								
Live Fire, Total Number of Critical Performance Measures		% Critical Performance Measures 'GO'								
Total Number of Leader Performance Measures		% Leader Performance Measures 'GO'								
MOPP LEVEL										
Evaluated Rating per Iteration T, P, U										

**Missions(s) supported:**

Mission ID	Mission Title	Frequency	Recommended Interval
*COOR CBRN PROTECTION*	Coordinate CBRN Protection	0	Not Selected
*COOR CBRN RESPONSE OPS*	Coordinate CBRN Response Operations	0	Not Selected
*CONDUCT WMD ELIM OPS*	Conduct WMD Elimination Operations	0	Not Selected

**MOPP 4:** Never

**MOPP 4 Statement:** None

**NVG:** Never

**NVG Statement:** None

**Prerequisite Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
	71-BN-5120	Prepare for Tactical Operations	71 - Mission Command (Collective)	Approved
	71-BN-5200	Conduct Command Post Operations	71 - Mission Command (Collective)	Approved

**Supporting Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
4.	71-BN-5002	Conduct Rapid Decision-Making and Synchronization Process (RDSP)	71 - Mission Command (Collective)	Approved
4.	71-BN-5135	Conduct an Operations Synchronization Meeting	71 - Mission Command (Collective)	Approved

**OPFOR Task(s):** None

**Supporting Individual Task(s):**

Step Number	Task Number	Title	Proponent	Status
	150-C2-5131	Assist the Commander in Executing Operations	150 - Mission Command (Individual)	Approved

**Supporting Drill(s):** None

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

Task ID	Title
OP 1.2.5	Conduct Offensive Operations

**TADSS**

TADSS ID	Title	Product Type	Quantity
20-101	Joint Land Component Constructive Training Capability - Multi-Resolution Federation - Standard Configuration	DVC	1
71-20	Common Hardware Platform (CHP)	DVC	1

**Equipment (LIN)**

LIN	Nomenclature	Qty
No equipment specified		

**Materiel Items (NSN)**

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 the current Environmental Considerations manual and the current GTA Environmental-related Risk Assessment card. Refer to GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

**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. Refer to GTA 05-08-012 INDIVIDUAL SAFETY CARD.