Training and Evaluation Outline Report

Status: Approved 22 Apr 2024 Effective Date: 30 Apr 2024

Task Number: 71-BN-5002

Task Title: Conduct Rapid Decision-Making and Synchronization Process (RDSP)

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
	ADP 5-0	The Operations Process	Yes	No	
	ATP 6-0.5	COMMAND POST ORGANIZATION AND OPERATIONS	Yes	No	
	FM 5-0	Planning and Orders Production	Yes	Yes	
	FM 6-0	Commander and Staff Organization and Operations	Yes	No	
	LOCAL SOP	LOCAL SOP	Yes	No	

Conditions: While conducting operations, the unit receives an order from higher headquarters (HHQ) or the commander assesses variances requiring it to conduct the rapid decision-making and synchronization process (RDSP). The commander issues guidance on conducting RDSP in a dynamic and complex operational environment (OE) throughout operations to shape, counter aggression, and prevail in large scale combat operations (LSCO), and consolidate gains and achieve mission objectives. Hybrid threats contest the unit's objectives in all five domains (land, maritime, air, space, and cyberspace), all three dimensions (human, physical, and information), and the electromagnetic spectrum (EMS). Additionally, the threat maintains 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 (political, military, economic, social, information, infrastructure, physical environment, and time [PMESII-PT]) are present and dynamic. The order from HHQ includes all applicable overlays and/or graphics, area of operations (AO) boundaries, control measures, and criteria for subsequent tactical actions. All necessary personnel and equipment on the unit's modified table of organization and equipment (MTO&E) are available. The unit is task-organized with necessary units and reinforced with assets from higher to accomplish assigned tasks. The command has communications with subordinate units, adjacent units, and HHQ. The commander has organized the four components of the command and control (C2) system to support decision making, facilitate communication, and conduct operations.

Note 1: The conditions statement for this task determines the highest training conditions, reflected in the objective task evaluation criteria matrix, 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 C2, 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) not releasable to foreign nationals (NOFORN) by exception only.

Note 3: The unit may execute some iterations of this task with a multinational component to the force. Exercise planners should coordinate for a multinational partner to participate in the exercise as a component of the multinational task force (MNTF) or should resource training support to role play and replicate a multinational force (MNF) in simulation. 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."

Note 4: Conduct and evaluate this task in conjunction with another overarching task, such as Conduct an Attack.

Environment: Some iterations of this task should be performed with degraded C2 networks, degraded conditions in the EMS, and/or with a degraded, denied, and disrupted space operations environment (D3SOE). Also, enemies and/or adversaries have taken actions to create anti-access or area-

denial (A2/AD) conditions. This task should not be trained in MOPP 4.

Standards: The unit conducts RDSP to seek a timely and effective solution within the commander's intent, mission, and concept of the operations (CONOPS) during execution of the operation when either an opportunity or a threat presents itself or a change in operational and mission variables invalidates or weakens a current course of action (COA) and decision criteria before leaders can make a decision. The unit develops and refines workable COAs. Commanders and their staff combine their experience and intuition to quickly reach situational understanding of the current operational picture (COP). The unit conducts RDSP in accordance with (IAW) FM 5-0, the Army Ethic, established timelines, the commander's intent, orders from HHQ, and standard operating procedures (SOP).

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 unit leaders 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.

Leader is the commander, executive officer (XO), command sergeant major (CSM), S-1, S-2, S-3, S-4, S-6, protection officer, safety manager, command teams of assigned/attached units, and other leaders on the unit's MTO&E that the commander deems essential to conducting RDSP.

Live Fire: No

Objective Task Evaluation Criteria Matrix:

Plan	Plan and Prepare Execute			Eval	Evaluate					
Operation Environme		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
Dynamic and Complex (4+ OE Variables and Hybrid Threat)	Night		>=75%	>=80%	Yes	>=80% GO	All	>=85% GO	Т	Т
Dynamic (Single Threat)	Day	Live / Constructive	60-74%	60-79%	No	65- 79% GO	<ali< td=""><td>75- 84% GO</td><td>Р</td><td>Р</td></ali<>	75- 84% GO	Р	Р
Static (Single Threat)	ly .		<=59%	<=59%	0	<65% GO	KAII	<=74% GO	U	U

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

Notes: This training and evaluation outline (T&EO) identifies responsible staff sections for each step; however, staff responsibilities in the unit SOP should take precedence.

Safety Risk: Low

Task Statements

Cue: While conducting operations, the unit receives an order from higher headquarters (HHQ) or the commander assesses variances requiring it to conduct the rapid decision-making and synchronization process (RDSP) in a dynamic and complex operational environment (OE).

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.

STEP/MEASURE	GO	NO-GO	N/A
+* 1. The commander fulfills command responsibilities for conducting rapid decision-making and synchronization process (RDSP).			
Note: The RDSP is based on an existing order and the commander's priorities as expressed in the order. The most important of these control measures are the commander's intent, concept of operations (CONOPS), and commander's critical information requirements (CCIRs). The RDSP is a technique that commanders and staffs commonly use during execution.			
 a. Uses RDSP when the following considerations apply: Rapid analysis is often more important than detailed analysis. Much of the analysis may be mental rather than written. The current operations integration cells, future operations cells, or both, should often conduct rapid analysis drills. 			
 +* b. Facilitates continuous integration and synchronization of the warfighting functions (WfFs) during execution by ensuring the process is: Comprehensive, integrating all WfFs. Inclusive of all actions supporting the decisive operation by relating them to the commander's intent and CONOPS. Flexible to allow rapid changes to the order or mission. Continuous, allowing commanders to react immediately to opportunities and threats. 			
+* c. Maintains situational awareness (SA) of changes in operational and mission variables in the operational environment (OE).			
+* d. Issues clear and concise planning guidance for the staff to develop into a course of action (COA).			
+* e. Intervenes directly in COA development, if implementing a new COA.			
* 2. The commander, supported by the staff, decides to use the five-step RDSP during the execution of the operation. The five steps of RDSP are: • Step 1: Compare the current situation to the order. • Step 2: Determine that a decision is required and determine the type of decision. • Step 3: Provide guidance for developing a COA. • Step 4: Refine and validate the COA. • Step 5: Implement.			
Note: Indicators that a possible RDSP needs to be conducted include the following: when there is a potential opportunity for the command to take advantage of; a new threat to the command appears in the area of operations (AO) and the risk it presents; there is time available to make a decision; or guidance is needed for adjusting the COA.			
 + 3. Step 1: Compare the current situation to the order. The staff, led by the executive officer (XO), identifies variances by comparing the current situation to the situation anticipated in the order and the facts and assumptions on which the order is based, to include: Monitoring indicators that support CCIR and decision points (DPs) identified in the order. Monitoring the situation for exceptional information that could answer one of the CCIRs if recognized and stated earlier as a CCIR. Identifying the degree to which changed conditions represent variances from the order that present opportunities and risks. Identifying changes to the threat or the threat's center of gravity (COG). 			
Note: Changed conditions represent variances from the order. Staff officers look for indicators of variances that affect their areas of expertise (Examples of change indicators in FM 5-0).			
* 4. Step 2: Determine that a decision is required and determine the type of decision. The commander and staff determine the type of decision required while comparing the current situation to the expected end state.			
 a. The staff, led by the XO, advises the commander to intervene directly in cases that affect the overall direction of the unit by: Describing the situation. Directing their subordinates to provide any additional information they need. Ordering the implementation of planned responses or development of an order to redirect the force. 			
* b. The commander directs action and the operations leads quickly compare the current situation to the expected situation by: • Describing the variance.			
Determining if the variance provides a significant opportunity or threat and examining the potential of either. Determining if identification of the variance requires the commander to make a decision:			
o Indicates an opportunity to exploit in order to accomplish the mission faster or with fewer resources.			
 o Identifies threats to the decisive operation's success. o Threatens shaping operation that impact decisive operation. o Determines the need of an execution decision (within CDR's intent and concept). o Determines the need of an adjustment decision (substantial change to concept) 			
Note: Execution decisions implement a planned action under circumstances anticipated in the order. An execution decision is normally tied to a DP, which is a point in space or time the commander or staff anticipate making a key decision concerning a specific COA (FM 5-0).			

 c. The staff, led by the XO, determines the need for an adjustment decision by: Reallocating resources. Changing the CONOPS. Changing the mission. 		
Note: Adjustment decisions modify the operation to respond to unanticipated opportunities or threats. They often require implementing unanticipated operations and resynchronizing the WfFs. Commanders direct the major change themselves.		
5. The staff provides the commander a staff recommendation when there is a requirement for an adjustment.		
* 6. Step 3: Provide guidance for developing a COA. The commander, assisted by the staff, provides guidance for developing a COA.		
+ 7. The staff, led by the S-3, conducts COA development to include:		
a. Integrating all WfF.		
 b. Applying the following conditions to screen COAs: Mission. Commander's intent. Current dispositions and freedom of action. 		
 CCIR. Limiting factors, such as: Supply constraints. Boundaries. Combat strength. 		
c. Recommending changes to the CCIR.		
+* 8. The commander provides implementation guidance after the COA brief to include:		
+ a. Designating the new COA.		
* b. Directing the XO or staff officer to supervise implementation of execution decisions.		
Note: The current operations integration cell (COIC) oversees the synchronization and integration needed to implement execution decisions.		
c. Allocating essential assets to shaping operations.		
+ d. Delivering guidance for refining the COA.		
+ 9. Step 4: Refine and validate the COA. The staff, led by the current operations integration cell (COIC), refines and validates the COA by:		
Note: During RDSP the command can develop multiple COAs but does not need to develop decision or COA comparison criteria.		
 a. Validating the COA using the criteria of feasibility, suitability, and acceptability. 		
+ b. Synchronizing the warfighting functions to generate and apply the needed combat power.		
c. Developing the details of the new COA.		
 + d. Considering potential enemy reactions, the unit's counteractions, and secondary effects that might impact the force's synchronization. Each staff member considers the following items: Is the new COA feasible in terms of my WfF or area of expertise? How will this new action affect my WfF or area of expertise? Does it require changing my information requirements? For example: Should any of the information requirements be nominated as a CCIR? Should we add or modify essential elements of friendly information (EEFIs)? What other CP cells and elements does this action affect? What actions within my WfF or area of expertise does this change require? Will this COA require changing objectives or targets nominated by staff members? What are potential enemy reactions? What are the possible friendly counteractions? O Does this counteraction affect my area of expertise? Will it require changing my information requirements? Are any of my information requirements potential CCIRs? 		
o What actions within my area of expertise does this counteraction require? o Will it require changing objectives or targets nominated by staff members? o What other CP cells and elements does this counteraction affect?		
+* 10. Step 5: Implement. The commander delivers the decision to implement the COA to the staff and subordinate units by:		
* a. Issuing verbal orders to subordinates in situations requiring quick reactions.		
* b. Providing guidance for production of written fragmentary orders (FRAGORDs) to confirm verbal orders to ensure synchronization, integration, and notification of all parts of the force.		
+* c. Verifying that subordinates understand critical tasks by using the confirmation or back brief.		
+ 11. The XO directs the staff to conduct the following actions:		
a. Publish warning orders (WORNORDs) to alert subordinates to a pending change.		·
+ b. Implement the COA through a FRAGORD and make common revisions to products needed to affect adjustments, including the following: • Updated enemy situation, including the situation template. • Revised CCIRs.		
Updated information collection plan. Updated scheme of maneuver and tasks to maneuver units, including an execution matrix, decision support matrix (DSM), or decision support template (DST). Updated scheme of fires, including the fire support execution matrix, high-payoff target list (HPTL), and attack guidance matrix (AGM). Updated information tasks.		

c. Determine how much time the unit requires to implement the change without losing integration or exposure to unnecessary tactical risk.		
d. Update the DST and its DSM, execution matrix, the execution checklist, and all synchronization matrices.		
e. Coordinate actions with other cells/sections and higher, adjacent, supporting, and supported units to eliminate friction.		
f. Provide the results of the synchronization to the current operations integration cell.		
g. Update the common operational picture (COP).		
+ 12. The staff, led by the S-3, publishes the order and distributes the order to the higher command, subordinate commands, adjacent units, the staff, and unified action partners (UAPs).		
a. The staff produces orders, estimates, and other staff products on the secret//releasable (S//REL) network while retaining not releasable to foreign nationals (NOFORN) information on the secret internet protocol router network (SIPRNET).		
b. The staff coordinates for translation of the order for multinational partners.		
 13. During implementation of RDSP, the current operations integration cell keeps the WfFs synchronized as the situation changes. The following outcomes are considered: Combined arms integration. Responsiveness. Timeliness. 		
+* 14. The commander and staff continually assesses the progress of the COA towards achievement of the end state conditions by:		
a. Answering CCIRs tied to commander decisions.		
b. Updating of staff running estimates.		
c. Analyzing the updated common operational picture (COP).		
d. Monitoring the situation for exceptional information.		

Task Performance Summary Block									
Training Ur	nit				ITER	ATION			
		1 2		3		4			
Date of Training pe	r Iteration:								
Day or Night Tra	aining:	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
CONDUCT WMD ELIM OPS	Conduct WMD Elimination Operations	0	Not Selected
COOR CBRN RESPONSE OPS	Coordinate CBRN Response 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-5100	Conduct the Operations Process for Command and Control (C2)	71 - Mission Command (Collective)	Approved

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
14.	71-BN-5144	Develop a Running Estimate	71 - Mission Command (Collective)	Approved

OPFOR Task(s): None

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-C2-5116	Conduct Course of Action Comparison	150 - Mission Command (Individual)	Approved
	150-C2-5117	Prepare a Warning Order	150 - Mission Command (Individual)	Approved
	150-C2-5121	Conduct Course of Action Approval	150 - Mission Command (Individual)	Approved

Supporting Drill(s): None

Supported AUTL/UJTL Task(s):

Task ID	Title
OP 5	Provide Command and Control (C2)

TADSS

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