

# Training and Evaluation Outline Report

**Status: Approved**

**13 Mar 2025**

**Effective Date: 20 May 2025**

**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:** The unit receives an order from higher headquarters (HHQ) or the commander derives a mission requiring the unit to conduct 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); consolidate gains; and achieve mission objectives. Regular, irregular, criminal, and/or terrorist threats contest the unit's objectives in all five domains (land, maritime, air, space, and cyberspace). 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 (MTOE) 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, estimates, 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."

Environment: Some iterations of this task should be performed with degraded C2 networks, degraded conditions in the electromagnetic spectrum (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 during execution of an operation to seek a timely and effective solution within the commander's intent. 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.

Note: Leader is the commander, executive officer (XO), command sergeant major (CSM), S-1, S-2, S-3, S-4, S-6, knowledge management officer (KMO), command teams of assigned/attached units, and other leaders on the unit's MTOE that the commander deems essential to conducting RDSP.

**Live Fire:** No

### Objective Task Evaluation Criteria Matrix:

Plan and Prepare			Execute						Evaluate		
Operational Environment			Training Environment (LV/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	Live / Constructive	>=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	

**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:** 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

<b>Task Statements</b>
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**Cue:** The unit receives an order from higher headquarters (HHQ) or the commander derives a mission requiring the unit to conduct rapid decision-making and synchronization process (RDSP).

## **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

+\* 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 more important than detailed analysis.
  - Much of the analysis may be mental rather than written.

Note: The operations cell should often conduct rapid analysis drills.

- Comprehensive, integrating all WfFs.
- Inclusive of all actions supporting the main effort 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 CCIRs 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.

\* 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 staff quickly compares 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 operation's success.
  - o Threatens supporting efforts that impact the main effort.
  - o Determines the need of an execution decision (within commander's intent and CONOPS).
  - 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).

[illegible]

- [illegible]

5. The staff provides the commander a staff recommendation when there is a requirement for an adjustment.

+ 7. The staff, led by the S-3, conducts COA development to include:

- +\* 8. The commander provides implementation guidance after the COA brief to include:

- \* b. Directing the XO or staff officer to supervise implementation of execution decisions.

\* c. Allocating essential assets to main and supporting efforts.

- + 9. Step 4: Refine and validate the COA. The staff, led by the operations cell, refines and validates the COA by:

a. Validating the COA using the criteria of feasibility, suitability, and acceptability.

- c. Developing the details of the new COA.

- 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 (IRs)? For example:
  - Should any of the IRs be nominated as a CCIR?
  - Should we add or modify essential elements of friendly information (EEFIs)?
- What other command post (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?
  - Does this counteraction affect my area of expertise?
  - Will it require changing my IRs?
  - Are any of my IRs potential CCIRs?
  - What actions within my area of expertise does this counteraction require?
  - Will it require changing objectives or targets nominated by staff members?
  - What other CP cells and elements does this counteraction affect?

\* a. Issuing verbal orders to subordinates in situations requiring quick reactions.

- +\* c. Verifying that subordinates understand critical tasks by using the confirmation or back brief.

a. Publish warning orders (WARNORDs) to alert subordinates to a pending change.

- Updated enemy situation, including the situation template.

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- c. Determine how much time the unit requires to implement the change without losing integration or increasing 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 operations 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 operations 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 assess the progress of the COA towards achievement of the end state conditions by:
  - a. Answering CCIRs tied to commander decisions.
  - b. Updating staff running estimates.
  - c. Analyzing the updated COP.
  - d. Monitoring the situation for exceptional information.

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										

**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.