

# Training and Evaluation Outline Report

**Status: Approved**

**09 May 2024**

**Effective Date: 05 Feb 2025**

**Task Number:** 71-BDE-5001

**Task Title:** Conduct Army Design Methodology

**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
	ATP 5-0.1	ARMY DESIGN METHODOLOGY	Yes	Yes	
	FM 3-0	OPERATIONS	Yes	No	
	FM 5-0, C1	Planning and Orders Production	Yes	No	
	UNIT SOP	Unit / Unit's Standard Operating Procedure SOP	Yes	No	

**Conditions:** The unit receives an order from higher headquarters (HHQ) or the commander derives a mission requiring the unit to conduct army design methodology (ADM). The commander issues guidance on conducting ADM 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. All eight 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."

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 ADM to help the commander and staff apply critical and creative thinking to understand, visualize, and describe problems and approaches to solving them. The unit conducts ADM in accordance with (IAW) ATP 5-0.1, established timelines, the Army Ethic, the commander's intent, orders from HHQ, and standard operating procedures (SOP).

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 T rating, a unit must perform this task

incorporating the identified training environment; with 75% of 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 defined as the commander; executive officer (XO); command sergeant major (CSM); S-1; S-2; S-3; S-4; S-6; fire support officer (FSO); operations sergeant major (SGM); knowledge management officer (KMO); aviation officer; cyber electromagnetic warfare officer (CEWO); air liaison officer (ALO); chemical, biological, radiological, and nuclear (CBRN) officer; operations security (OPSEC) officer; command teams of assigned/attached units; and any other leaders on the unit's modified table of organization and equipment (MTO&E) that the commander deems essential to conducting ADM.

**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
BDE & Above											
Dynamic and Complex (All OE Variables and Hybrid Threat)	Night		Live / Constructive	>=75%	>=80%	Yes	>=80% GO	All	>=85% GO	T	T
Dynamic and Complex (All OE Variables and Single Threat)	Day			60-74%	60-79%	No	65-79% GO	>All	75-84% GO	P	P
Dynamic and Complex (<All OE Variables and 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

**Task Statements**

**Cue:** The unit receives an order from HHQ or the commander derives a mission requiring the unit to conduct army design methodology (ADM).

## **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 considers how to manage their own level of involvement and the benefits and risks associated with varying levels of participation in the Army design methodology (ADM) process. There are the two primary techniques that reflect varying levels of commander involvement:

- The commander leads the team and facilitates the dialogue.
- The commander comes in and out of the activities of ADM and is involved periodically at points throughout the effort.

Note: To help determine their degree of involvement in ADM, commanders consider the following questions:

- How much time can they devote to the planning effort?
- If they cannot be involved in all aspects, what are the critical parts they want to be involved in?
- Where can they have the greatest impact?
- If they cannot be involved in all aspects, how do they want the team to communicate their logic and decisions?
- How frequently does the commander need updates and in what format?

+\* 2. The commander provides guidance for conducting ADM, including:

- \* a. Initial planning for:
  - Conducting ADM.
  - Incorporating ADM into the military decision-making process (MDMP).

Note: Commanders may also conduct ADM concurrently with the MDMP. This technique allows both planning efforts to inform each other. In this instance, the commander forms separate planning teams. One team performs ADM while the other team leads the staff through the mission analysis step of the MDMP.

- \* b. Integrating UAP, non-governmental organizations (NGOs), and relevant stakeholders into the ADM process.

- \* c. Incorporating subject matter experts (SME).

- \* d. Identifying critical information for better understanding.

- \* 3. The commander develops the initial commander's intent that describes:

- a. Success for the operation.
- b. The operation's purpose.
- c. Key tasks across all domains.
- d. Conditions that define the end state.

+\* 4. The commander directs the staff, to initiate the ADM process by forming a planning team that should include:

- A team leader: (executive officer (XO) or designee from the commander) to actively facilitate ADM collaboration for solving a specific problem and visualizing an end state.
- A lead planner: (from S-3) for critical application of the planning effort to the problem to be

solved.

- Functional planners: (from fires, protection, sustainment, and other SMEs as required).
- Red team members: (available at division and higher echelons).
- Designated note taker(s): to capture key points, inputs-outputs of logic maps, and assumptions planning.
- Graphic artists: to develop clear visual models for presentation to others outside the group.

+ 5. The staff, led by the XO, prepares to conduct ADM in accordance with the commander's ADM guidance.

- a. The XO:
  - (1) Implements the ADM team planning timeline.
  - (2) Directs integrating ADM with UAP expertise across all domains.
  - (3) Supervises the ADM planning team.
  - (4) Synchronizes ADM actions with detailed MDMP planning events.
  - (5) Coordinates ADM briefing timeline with key leaders and staff members.

Note: If the commander is fully engaged in ADM, an off-site with subordinate commanders and the planning team is recommended. Scheduling periodic design sessions (daily, every other day, weekly) is another recommendation.

- (6) Assigns ADM team members to specific roles to include:
  - (a) Team leader.
  - (b) SMEs.
  - (c) Red team members.
  - (d) Knowledge manager/recorders.
  - (e) Graphics developers.
  - (f) Other experts and team members as required (across all domains).

- b. ADM team members prepare to conduct ADM by:

- (1) Organizing designated facilities for collaboration and break-out work sessions.
- (2) Assembling networked computers on appropriately classified networks.

[illegible]

- (3) Assembling maps, overlays, and graphical material to support ADM research.
- (4) Organizing visual aid materials (e.g., whiteboards, projectors, drawing tools, etc.).
- (5) Assembling network collaboration means.

+ 6. The ADM planning team captures its work in a problem frame that describes the set of interrelated problems in a narrative supported by visual models that:

- a. Supports the commander's dialogue with higher commanders and UAP in defining problems and developing shared problem resolution expectations.

- b. Supports problem framing to identify obstacles impeding progress toward achieving the desired end state.

\* 7. The commander and ADM team frame the operational environment (OE).

Note: There is no “one-way” or set of steps for framing an OE. There are, however, several activities that help the commander and staff develop an environmental frame including:

- Understanding higher guidance and direction.
- Understanding the current state of an OE.
- Projecting how an OE may trend in the future.
- Discerning desired future states of other actors.
- Envisioning a desired end state.

\* 8. The commander and ADM team frame the problem, in order to answer questions such as:

- What is the difference between the current state of an OE and the desired end state?
- What is the difference between the natural tendency of an OE and the desired end state?
- What is the difference between the desired end state of other actors and the desired end state?
- What is preventing the command from reaching the desired end state?
- What needs to change?
- What does not need to change?
- What are the opportunities and threats from a friendly perspective?
- What are the opportunities and threats from an enemy and other actor's perspective?

Note: Like framing an OE, there is no “one way” or set of steps for framing problems. Some activities that may help the commander and staff develop a problem frame include:

- \* a. Reviewing the environmental frame.
- \* b. Identifying problems and mapping out their relationships.
- \* c. Capturing the problem frame in text and graphics.

\* 9. The commander and ADM team frame solutions by developing an operational approach across all domains, then transitioning to detailed planning.

- \* a. Determining the enemy and friendly center of gravity (COG), (i.e., the source of power that provides moral or physical strength, freedom of action, or will to act).

- \* b. Identifying decisive points such as geographic places, specific key events, critical factors, or functions that, when acted upon, allows commanders to gain a marked advantage over an adversary or contribute materially to achieving success.

- \* c. Determining a direct or indirect approach.
  - The direct approach attacks the enemy's COG or principal strength by applying combat power directly against it.
  - The indirect approach attacks the enemy's COG by applying combat power against a series of decisive points while avoiding enemy strength.

- \* d. Establishing objectives and devising lines of operations (LOO) and lines of effort (LOE) by linking objectives in time, space, and purpose to attaining desired end state conditions.

- \* e. Refining the operational approach by considering additional elements of operational art, to include the following:

- End state and conditions.
- Centers of gravity.
- Decisive points.
- Lines of operations and lines of effort.
- Tempo.
- Phasing and transitions.
- Operational reach.
- Culmination.
- Basing.

\* 10. The commander and ADM team conduct assessment activities to determine the progress toward accomplishing the task, creating a condition, or achieving the objective, by:

- Monitoring the current situation to collect relevant information.
- Evaluating progress toward attaining end state conditions, achieving objectives, and performing
- Recommending or directing action for improvement.

\* 11. The commander and ADM team conduct reframing activities (when required) to shift understanding of the problem in order to gain a better perspective.

Note: At any time during the operations process, the decision to reframe may be triggered by factors such as:

- Assessment reveals a lack of progress.
- Key assumptions prove invalid.
- Unanticipated success or failure.
- A major event that causes “catastrophic change” in the OE.
- A scheduled periodic review that shows a problem.
- A change in mission or end state issued by higher authority.

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										

**Mission(s) supported:** None

**MOPP 4:** Never

**MOPP 4 Statement:** None

**NVG:** Never

**NVG Statement:** None

**Prerequisite Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
	71-BDE-5200	Conduct Command Post Operations	71 - Mission Command (Collective)	Approved
	71-BDE-5330	Conduct Knowledge Management	71 - Mission Command (Collective)	Approved

**Supporting Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
2.	71-BDE-5011	Communicate Commander's Intent Internally and Externally	71 - Mission Command (Collective)	Approved
6.	71-BDE-5310	Manage Information and Data	71 - Mission Command (Collective)	Approved
10.	71-BDE-5130	Assess the Tactical Situation and Operation	71 - Mission Command (Collective)	Approved

**OPFOR Task(s):** None

**Supporting Individual Task(s):**

Step Number	Task Number	Title	Proponent	Status
	150-C2-8010	Conduct Problem Solving	150 - Mission Command (Individual)	Approved
	158-LDR-5001	Develop Cohesive Teams Through Mutual Trust	158 - Center for Army Profession and Leadership (Individual)	Approved

**Supporting Drill(s):** None

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

Task ID	Title
SN 5.7.3.1	Conduct Planning
OP 5.3.2	Issue Planning Guidance

## 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.