

**ATP 6-0.5**

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**COMMAND POST ORGANIZATION AND  
OPERATIONS**

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**MARCH 2017**

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# Command Post Organization and Operations

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## Preface

ATP 6-0.5 expands on command post (CP) tactics and procedures found in FM 6-0. This publication provides considerations for organizing a headquarters into CPs and techniques for employing and conducting CP operations. The material in this publication provides a framework for units to develop and refine their standard operating procedures (SOPs) for CP operations.

The principal audience for this publication is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and in some cases host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (See Field Manual 27-10.)

ATP 6-0.5 uses joint terms where applicable. Most terms with joint or Army definitions are in both the glossary and the text. Terms for which ATP 6-0.5 is the proponent publication (the authority) have an asterisk in the glossary. Definitions for which ATP 6-0.5 is the proponent publication are in boldfaced text. For other definitions in the text, the term is italicized and the number of the proponent publication follows the definition.

To comprehend the doctrine contained in this publication, readers must first understand the fundamentals of mission command found in ADRP 6-0 and the fundamentals of the operations process found in ADRP 5-0. Readers must also have a solid foundation in the tactics and procedures of mission command addressed in FM 6-0.

The principal audience for this publication is Army commanders and staffs at battalion through theater Army level. Commanders and staffs of Army headquarters that form the core of a joint task force, joint land component command, or multinational headquarters should also refer to applicable joint or multinational doctrine. This includes JP 3-33; JP 3-31; and JP 3-16. Trainers and educators also use this publication as a guide for instructing CP organization and operations.

ATP 6-0.5 applies to the Active Army, Army National Guard, Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

Headquarters, U.S. Army Training and Doctrine Command (TRADOC), is the proponent for this publication. The preparing agency is the Combined Arms Doctrine Directorate (CADD), U.S. Army Combined Arms Center. Send written comments and recommendations on a DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCD (ATP 6-0.5), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; by e-mail to [usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil](mailto:usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil); or submit an electronic DA Form 2028.

# Introduction

A *command post* is a unit headquarters where the commander and staff perform their activities during operations. (JP 3-0) Based on the situation, commanders organize their mission command system (personnel, networks, information systems, processes and procedures, facilities and equipment) into CPs to assist them in the exercise of mission command.

Headquarters have evolved throughout military history. In the nineteenth century, Napoleon recognized that a headquarters that provided the planning and analytic capability for a campaign was too large to use in battle. He exercised command through a smaller grouping brought forward from the larger headquarters. By World War II, U.S. Army doctrine clearly specified dividing an organization's headquarters into two echelons: forward and rear. AirLand Battle doctrine of the 1980s to the late 1990s focused on an echeloned threat and a linear battlefield. Units echeloned their headquarters into a rear CP, main CP, and tactical CP. In 2003, the Army undertook a fundamental shift from a division-based force toward a brigade-based force. Army transformation and modularity significantly modified the roles and organization of division through theater Army headquarters to include eliminating the rear CP.

The relatively fixed nature of operations following major combat in Iraq and Afghanistan led to units establishing large, static, and complex CPs. Units often operated from a single and fixed CP within a forward operating base. While this technique was appropriate to the situations in Iraq and Afghanistan, Army forces must be prepared to operate across the range of military operations to include fast paced and large scale combat operations over great distances. As such, headquarters must be capable of deploying, constructing, camouflaging and concealing, operating, echeloning, positioning, and displacing CPs rapidly in austere environments.

To reduce deployment time and increase the mobility, agility, and survivability of CPs, the Army is currently modifying CP organization for division and corps headquarters. Division and corps headquarters are in the process of converting their headquarters to operate from a home station CP and forward CP. This publication provides a framework for the employment of this new design in appendix E.

The ability to conduct effective CP operations is essential for a headquarters to sustain continuous operations. Commanders and staffs develop command post SOPs that address staff organization, CP layouts, knowledge management, battle rhythm, planning, battle drills, security and life support. Commanders ensure their staffs are trained on CP operations and direct revisions to the SOP as required.

This publication provides techniques and best practices to assist commanders and staffs in organizing, employing, and operating CPs. A summary of this publication by chapters and appendices follows.

**Chapter 1** defines a CP and describes the common functions of all CPs. A discussion of the types of CPs by echelon and unit follows. Next, the chapter provides considerations for effective CP organization and employment. The chapter concludes with multinational considerations for effective CP operations.

**Chapter 2** describes the components of a mission command system—the building blocks commanders use to organize their CPs. Next, this chapter provides considerations for organizing personnel. The chapter concludes with techniques for the physical layout of a CP to facilitate effective CP operations.

**Chapter 3** describes continuous operations. Next, it provides consideration for developing command post SOPs to facilitate continuous operations. A discussion of CP security and defense follows. This chapter concludes with a discussion about life support for CP personnel and equipment.

**Appendix A** addresses the unit's battle rhythm to include responsibilities, development, and approval. It then provides descriptions and templates for the typical meetings, boards, and working groups that take place in a CP.

**Appendix B** describes the purpose and characteristics of CP battle drills. It includes a technique for how to develop battle drills and templates for documenting them.

**Appendix C** provides information about communication capabilities and systems typically found in a CP. It then gives descriptions of the current information systems used in the development of the common operational picture (COP). The appendix concludes with considerations for CP communications.

**Appendix D** describes and provides examples of a decision support template and decision support matrix and lists key synchronization and decision-making tools commanders and staffs use during the conduct of operations.

**Appendix E** addresses the new division and corps headquarters design to include a framework for CP employment.

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# Chapter 1

## Command Posts

This chapter defines a command post (CP) and describes the common functions of all CPs. A discussion of the types of CPs by echelon and unit follows. Next, the chapter provides considerations for effective CP organization and employment. The chapter concludes with multinational considerations for effective CP operations.

### DEFINITION AND FUNCTIONS

1-1. A *command post* (CP) is a unit headquarters where the commander and staff perform their activities (FM 6-0). Often divided into echelons, each echelon of the headquarters is a CP regardless of whether the commander is present. When necessary, commanders control operations from other locations away from the CP. In all cases, the commander alone exercises command when in a CP or elsewhere.

1-2. CPs are facilities that include personnel, equipment, information systems, and networks, guided by processes and procedures that assist commanders in the exercise of mission command. Commanders employ CPs to help control operations through continuity, planning, coordination, and synchronizing of the warfighting functions. Commanders organize their CPs flexibly to meet changing situations and requirements of different operations (see chapter 2 for CP organization).

1-3. CP functions directly relate to assisting commanders in understanding, visualizing, describing, directing, leading, and assessing operations. Different types of CPs, such as the main CP or the tactical CP, have specific functions by design. Functions common to all CPs include —

- Conducting knowledge management and information management.
- Building and maintaining situational understanding.
- Controlling operations.
- Assessing operations.
- Coordinating with internal and external organizations.
- Performing CP administration.

### CONDUCTING KNOWLEDGE MANAGEMENT, INFORMATION MANAGEMENT, AND FOREIGN DISCLOSURE

1-4. *Knowledge management* is the process of enabling knowledge flow to enhance shared understanding, learning, and decisionmaking (ADRP 6-0). *Information management* is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products (ADRP 6-0). Combined, knowledge management and information management enables the provision of relevant information to the right person at the right time and in a usable format in order to facilitate understanding and decision making.

1-5. Developing and managing the unit's battle rhythm is a key aspect of effective knowledge management. The unit's battle rhythm establishes various boards, working groups, and planning teams to assist the commander and staff with integrating the warfighting functions, coordinating activities, and making effective decisions throughout the operations process. The battle rhythm arranges the sequence and timing of reports, meetings, and briefings based on the commander's preference, higher headquarters requirements, and the type of operations. There is no standard battle rhythm for all units. Depending on echelon and type of operations, the commander and staff develop and adjust their battle rhythm based on the situation. Managed by the chief of staff (COS) or executive officer (XO), the unit's battle rhythm facilitates decision making and

routine interactions among commanders, staffs, forces, and unified action partners (see paragraph 3-27 and see appendix A).

1-6. Both the knowledge management and signal staff sections within CPs assist the commander and other staff members in developing and implementing effective knowledge and information management plans. Detailed doctrine on assessing, designing, developing, piloting, and implementing knowledge management solutions is located in ATP 6-01.1. ATP 6-01.1 also includes doctrine on developing a knowledge management standard operating procedure (SOP) and offers techniques for content management.

1-7. The G-2 or S-2 (assistant chief of staff, intelligence or battalion or brigade intelligence staff officer) consults the foreign disclosure officer early in operations to facilitate the line of communications between Army elements and partner nations. The foreign disclosure office may approve the disclosure of classified and controlled unclassified military information to foreign representatives (see paragraphs 1-70-1-73).

## BUILDING AND MAINTAINING SITUATIONAL UNDERSTANDING

1-8. Effective knowledge management and information management are essential to building and maintaining situational understanding. *Situational understanding* is the product of applying analysis and judgment to relevant information to determine the relationships among the operational and mission variables to facilitate decisionmaking (ADP 5-0). Building and maintaining situational understanding helps in establishing the situation's context, developing effective plans, assessing operations, and making quality decisions during execution. CP activities that contribute to this include—

- Receiving information including reports from subordinate units.
- Analyzing information.
- Generating, distributing, and sharing information and knowledge products to include reports required by higher headquarters.
- Conducting battle tracking.
- Conducting update and information briefings.

1-9. Running estimates and the common operational picture (COP) are key products used for building and maintaining situational understanding. A *running estimate* is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable (ADP 5-0). In their running estimates, each CP cell and staff section continuously considers the effects of new information and they update the following:

- Facts.
- Assumptions.
- Friendly force status.
- Enemy activities and capabilities.
- Civil considerations.
- Conclusions and recommendations.

1-10. The staff uses its running estimates to advise the commander and make recommendations. Information in running estimates also helps build the *common operational picture* which is a single display of relevant information within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than one command (ADRP 6-0). Maintaining the COP within a CP and with other CPs assists the commander and staff in maintaining situational understanding and promoting a shared understanding throughout the command. See appendix C for additional information on the COP.

## CONTROLLING OPERATIONS

1-11. *Control* is the regulation of forces and warfighting functions to accomplish the mission in accordance with the commander's intent (ADP 6-0). Control takes two basic forms: procedural and positive. Procedural control relies on a combination of orders, regulations, policies, doctrine, and standard operating procedures. Positive control involves commanders and leaders actively assessing, deciding, and directing subordinates. Commanders, supported by their staffs, balance the two forms of control for each situation.

1-12. Personnel within CPs assist commanders in controlling operations to include coordinating, synchronizing, and integrating actions within their delegated authority. They also integrate and synchronize resources in accordance with the commander's priority of support. Staff members monitor and evaluate the progress of operations and make or recommend adjustments to operations in accordance with the commander's intent. While all CPs assist the commander in controlling operations, different CPs are assigned specific control responsibilities. For example, a brigade commander may employ the brigade tactical CP to control battalion air assault operations.

1-13. Language used in controlling operations should be simple, clear, and easily understood. Using doctrinal terms and graphics shortens the amount of explicit communication needed to convey or explain an order or plan and promotes mutual understanding throughout the force. See ADRP 1-02 for approved Army terms and symbols used during the conduct of operations.

### ASSESSING OPERATIONS

1-14. Personnel within CPs continuously assess operations. *Assessment* is the determination of the progress toward accomplishing a task, creating a condition, or achieving an objective (JP 3-0). Assessment involves deliberately comparing forecasted outcomes with actual events to determine the overall effectiveness of force employment. More specifically, assessment helps commanders and staffs in determining progress toward attaining the desired end state, achieving objectives, and performing tasks. It also involves continuously monitoring and evaluating the operational environment to determine which changes might affect the conduct of operations. See ADRP 5-0 for a detailed discussion of assessment.

1-15. Commanders assign aspects of assessing the operations to different CPs and specific cells and staff sections within a CP. For example, the intelligence cell within a main CP is responsible for battle damage assessment. The protection cell is normally responsible for risk assessment. The detailed analysis and assessment of the overall progress of operations is the function of a unit's main CP.

### COORDINATING WITH INTERNAL AND EXTERNAL ORGANIZATIONS

1-16. Units do not operate in isolation. They synchronize their actions with those of others. Coordination is essential to this synchronization. Personnel within CPs continuously coordinate with higher, lower, adjacent, supporting units, and supported units, and with unified action partners. Coordination helps—

- Develop shared understanding.
- Ensure a thorough understanding of the commander's intent and concept of operations.
- Inform an organization on issues so that they may adjust plans and actions as required.
- Avoid conflict and duplication of effort among units.

1-17. CP personnel continuously plan for and coordinate information collection, security, protection, terrain management, and airspace control. Sending and receiving liaison teams (see FM 6-0), establishing and maintaining communication, and exchanging SOPs all facilitate effective coordination with higher, lower, adjacent, supporting units, and supported units, and with unified action partners.

### PERFORMING COMMAND POST ADMINISTRATION

1-18. Commanders' staff, equip, and organize CPs to control operations for extended periods of time. CP personnel use information systems and equipment to support 24-hour operations. As such, CP personnel and equipment must be protected and sustained. This requires an effective SOP and personnel trained on CP administration to include the following:

- Establishing the CP.
- Displacing the CP.
- Providing security.
- Maintaining continuity of operations.
- Executing sleep plans.
- Managing stress.

See chapter 3 for a detailed discussion of CP administration.

## TYPES OF COMMAND POSTS

1-19. Depending on the echelon, type of unit, and situation, commanders echelon their headquarters into multiple CPs for the conduct of operations. A theater army is resourced with a main CP and a contingency command post (CP). A field army is resourced with a main CP and an operational CP. Corps, divisions, and brigade combat teams are capable of employing a main CP, tactical CP, and a mobile command group. Combined arms battalions and infantry battalions can employ a main CP, tactical CP, combat trains CP, and a field trains CP. Some multifunctional support brigades and support battalions operate from a single main CP. Table 1-1 provides a summary of the various CPs resourced by echelon of command and type of unit. A detailed discussion of the functions of the types of CPs follows.

*Note:* Selected divisions and corps are currently transitioning to a new headquarters design that includes a home station CP and a forward CP. See appendix E for additional information.

**Table 1-1. Command posts by echelon and type of unit**

<b>Echelon or Type of Unit</b>	<b>Description</b>	<b>CPs</b>
Theater Army	<p>A theater army headquarters is the army service component command assigned to a geographic combatant command. It is organized, manned and equipped to perform three roles:</p> <ul style="list-style-type: none"> <li>• Theater army for the geographic combatant command.</li> <li>• Joint task force headquarters (with augmentation) for a limited contingency operations.</li> <li>• Joint force land component headquarters (with augmentation) for limited contingency operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Main CP</li> <li>• CCP</li> </ul> <p>(See ATP 3-93 for more information on theater army.)</p>
Field Army	<p>A field army headquarters is the army component assigned to a subordinate unified command. The field army headquarters is manned and equipped to perform three roles:</p> <ul style="list-style-type: none"> <li>• Army component for a subordinate unified commander.</li> <li>• Joint force land component headquarters (with augmentation) for large scale combat operations.</li> <li>• Joint task force headquarters (with augmentation) for limited contingency operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Main CP</li> <li>• Operational CP</li> </ul> <p>(See ATP 3-93 for more information on field army.)</p>
Corps	<p>A corps headquarters is the Army's primary operational level headquarters. The corps headquarters is manned and equipped to perform four roles:</p> <ul style="list-style-type: none"> <li>• Army component in large scale combat operations.</li> <li>• Joint force land component headquarters (with augmentation) in large scale combat operations.</li> <li>• Joint task force headquarters in a crisis response or limited contingency operations.</li> <li>• Tactical headquarters in large scale combat operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Main CP</li> <li>• Tactical CP</li> <li>• Mobile command group</li> </ul> <p>(See ATP 3-92 for more information on corps.)</p>

**Table 1-1. Command posts by echelon and type of unit (continued)**

<i>Echelon or Type of Unit</i>	<i>Description</i>	<i>CPs</i>
Division	A division headquarters operates as a tactical headquarters under operational control of an Army corps or Marine expeditionary force headquarters. The division headquarters is manned and equipped to perform four roles: <ul style="list-style-type: none"> <li>• Tactical headquarters in large scale combat operations.</li> <li>• Joint (or multinational) force land component headquarters for small contingency operations.</li> <li>• Joint task force headquarters (with augmentation) for small contingency operations.</li> <li>• Army component for small contingency operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Main CP</li> <li>• Tactical CP</li> <li>• Mobile command group</li> </ul> <p>(See ATP 3-91 for more information on division CPs.)</p>
Brigade combat teams	The BCT headquarters operates as a tactical headquarters normally under operational control of an Army division. There are three types of BCTs (Armored, Infantry, and Stryker). The BCT headquarters is manned and equipped to control assigned and attached forces in close combat.	<p>Main CP Tactical CP</p> <p>(See FM 3-96 for more information on brigade combat team CPs.)</p>
Multifunctional support brigades	A multifunctional support brigade headquarters coordinates support for brigade combat teams and other forces. There are five types of multifunctional support brigades: combat aviation brigade, maneuver enhancement brigade, expeditionary military intelligence brigade, sustainment brigade, and field artillery brigade.	<ul style="list-style-type: none"> <li>• Main CP</li> <li>• Tactical CP</li> </ul> <p>(These organizations vary extensively. See specific doctrine for each type of multifunctional support brigade.)</p>
Functional brigades and battalions	Functional brigades and battalions headquarters coordinates a single function or capability. The types of functional brigades and battalions include but are not limited to air and missile defense, engineer, explosive ordnance disposal, signal, medical, regional support groups, signal, medical, and theater aviation.	<ul style="list-style-type: none"> <li>• Main CP</li> <li>• Tactical CP</li> </ul> <p>(These organizations vary extensively. See specific doctrine for each type of functional brigade and battalion.)</p>
Combined arms and infantry battalions	Combined arms and infantry battalion headquarters operate as a tactical headquarters assigned or attached to a brigade combat team.	<ul style="list-style-type: none"> <li>• Main CP</li> <li>• Tactical CP</li> <li>• Combat trains CP</li> <li>• Field trains CP</li> </ul> <p>(See ATP 3-90.5 for more information on combined arms and infantry battalion CPs.)</p>
BCT CP CCP	brigade combat team command post contingency command post	

## MAIN COMMAND POST

1-20. A *main command post* is a facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations (FM 6-0). The main CP is the unit's principal CP serving as the primary location for plans, analysis, sustainment coordination, and assessment. It includes representatives of all staff sections and a full suite of information systems to plan, prepare, execute, and assess operations. The main CP is larger in size and in staffing and less mobile than the tactical CP. The chief of staff or executive officer provides staff supervision of the main CP. All units at battalion and above are resourced with a main CP. Functions of the main CP include but are not limited to—

- Controlling operations.
- Receiving reports for subordinate units and preparing reports required by higher headquarters.
- Planning operations, including branches and sequels.
- Integrating intelligence into current operations and plans.
- Synchronizing the targeting process.
- Planning and synchronizing sustaining operations.
- Assessing the overall progress of operations.

## CONTINGENCY COMMAND POST

1-21. A contingency command post is a facility tailored from the theater army headquarters that enables the commander to conduct small-scale operations within the assigned area of operations. Employing the contingency CP for an assigned mission involves a tradeoff between the contingency CP's immediate response capability and its known limitations. These limitations include the scale, scope, complexity, intensity, and duration of operations that it can effectively command without significant augmentation. The contingency CP depends upon the main CP for long-range planning and special staff functional support, if required. See FM 3-94 for doctrine on theater army organization and operations.

## OPERATIONAL COMMAND POST

1-22. An operational CP is a facility containing a tailored portion of a field army headquarters to control operations for a limited period or for a small-scale contingency. The operational CP provides a field army commander or designated individual with the capability to form an Army component, joint force land component, or joint task force headquarters within a joint operations area. Depending on the situation, the operational CP staff may require additional augmentation since its design provides minimal essential capabilities. The operational CP personnel and equipment are deployable by fixed-wing aircraft from their garrison locations into a joint operations area. However, the operational CP has limited mobility in organic vehicles once deployed into the joint operations area and typically occupies a semi-permanent fixed facility. The operational CP relies on the main CP for detailed planning, analysis, and special staff support.

## TACTICAL COMMAND POST

1-23. A *tactical command post* is a facility containing a tailored portion of a unit headquarters designed to control portions of an operation for a limited time (FM 6-0). Commanders employ the tactical CP as an extension of the main CP. Functions of a tactical CP include the following:

- Controlling decisive operations or specific shaping operations.
- Controlling a specific task within larger operations such as a gap crossing, a passage of lines, a relief in place, or air assault operations.
- Controlling the overall unit's operations for a limited time when the main CP is displacing or otherwise not available.
- Performing short-range planning.
- Providing input to targeting and future operations planning.
- Providing a forward location for issuing orders and conducting rehearsals.
- Forming the headquarters of a task force with subordinate units task-organized under its control.

1-24. The tactical CP maintains continuous communication with subordinates, higher headquarters, other CPs, and supporting units. The tactical CP is fully mobile and includes only essential Soldiers and equipment. The tactical CP relies on the main CP for planning, detailed analysis, and coordination. A deputy commander or operations officer generally leads the tactical CP.

1-25. When the commander does not employ the tactical CP, the staff assigned to it reinforces the main CP. Unit SOPs should address the specifics for this to include procedures to quickly detach the tactical CP from the main CP.

1-26. Some multifunctional support brigades and functional brigades and battalions are not resourced with a tactical CP by table of organization and equipment (TO&E). Commanders can, however, form a tactical CP from the personnel and equipment authorized from the main CP to assist them with mission command based on the situation.

## COMMAND GROUP AND MOBILE COMMAND GROUP

1-27. A *command group* consists of the commander and selected staff members who assist the commander in controlling operations away from a command post (FM 6-0). Command group personnel include staff representation that can immediately affect current operations, such as maneuver, fires (including the air liaison officer), and intelligence. The mission dictates the command group's makeup. For example, during a deliberate breach, the command group may include an engineer, fire support, and air defense officer. When visiting a dislocated civilian collection point, the commander may take a translator, civil affairs operations officer, a medical officer, and a chaplain.

1-28. Personnel and equipment to form the command group come from the main CP or tactical CP for headquarters at brigade and below. Division and corps headquarters are equipped with a mobile command group on their TO&E. The mobile command group serves as the commander's mobile CP. It consists of ground and air components equipped with information systems. These vehicles and aircraft allow commanders to move to critical locations to personally assess a situation, make decisions, and influence operations. The mobile command group's information systems and small staff allow commanders to do this while retaining communications with the entire force.

## FIELD TRAINS COMMAND POST

1-29. The Army resources combined arms battalions and infantry battalions with a field trains CP. The battalion field trains and field trains CP usually locate in the brigade support area. However, field trains and field trains CPs may locate within their battalion's area of operations. Field trains usually include a personnel administration center, elements of the S-4 (battalion or brigade logistics staff officer) sustainment staff section, elements of company supply sections, and elements of the forward support company. The headquarters and headquarters company commander leads the field trains CP. The battalion S-4 section coordinates all unit supply requests and ensures logistics needs of the battalion are coordinated with the forward support company commander. This includes coordination of logistical packages moving forward into the battalion area of operations and maintenance requests.

## COMBAT TRAINS COMMAND POST

1-30. Combined arms battalions and infantry battalions are also resourced a combat trains command post (CTCP). The CTCP controls and coordinates administrative and logistical support. It consists of members from the S-1 (battalion or brigade personnel staff officer) and S-4 staff sections. The battalion S-4 leads this CP. The battalion's field support company normally co-locates with the CTCP.

1-31. The CTCP performs the following functions:

- Monitoring current operations and preparing to assume the functions of the main CP.
- Coordinating sustainment for the battalion.
- Providing sustainment representation to the main CP for planning and integration.
- Monitoring main supply routes and controlling sustainment traffic within the battalion's area of operations.
- Coordinating the evacuation of casualties, equipment, and detainees.

## EARLY-ENTRY COMMAND POST

1-32. While not a separate section of the unit's TO&E, commanders can establish an early-entry command post (EECP) to assist them in controlling operations during the deployment phase of operations. An *early-entry command post* is a lead element of a headquarters designed to control operations until the remaining portions of the headquarters are deployed and operational (FM 6-0). The EECP normally consists of personnel and equipment from the tactical CP with additional intelligence analysts, planners, and other staff officers from the main CP based on the situation.

1-33. The EECP performs the functions of the main and tactical CPs until those CPs are deployed and operational. A deputy commander, assistant division commander, COS or XO, or operations officer normally leads the EECP.

## ORGANIZATION AND EMPLOYMENT CONSIDERATIONS

1-34. CPs provide locations from which commanders, assisted by their staffs, command operations and integrate and synchronize combat power to accomplish missions across the range of military operations. Commanders organize mission command systems into CPs based on mission requirements and the situation that will best assist them in exercising mission command. Planning considerations for CP organization and employment can be categorized as—

- Those contributing to effectiveness.
- Those contributing to survivability.

In many cases, these factors work against each other and therefore neither can be optimized. Tradeoffs are made to acceptably balance effectiveness and survivability.

## EFFECTIVENESS

1-35. CP personnel, equipment, and facilities are arranged to facilitate coordination, exchange of information, and rapid decision making. A CP must effectively communicate with higher, subordinate, adjacent, supporting and supported units and have the ability to move as required. Considerations for CP effectiveness include design layout, standardization, continuity, and capacity.

### Design Layout

1-36. Well-designed CPs integrate command and staff efforts. Within a CP, the location of CP cells and staff elements are arranged to facilitate internal communication and coordination. This arrangement may change over the course of operations as the situation changes. Other layout considerations include—

- The ease of information flow.
- User interface with communications systems.
- The positioning of information displays for ease of use.
- The integrating of complementary information on maps and displays.
- Adequate workspace for the staff and commander.
- The ease of displacement (setup, tear-down, and movement).

### Standardization

1-37. Standardization increases efficiency of CP operations. Commanders develop detailed SOPs for all aspects of CP operations to include CP layout, battle drills, meeting requirements, and reporting procedures. CP SOPs are enforced and revised throughout training. Doing this makes many CP activities routine. Trained staffs are prepared to effectively execute drills and procedures in demanding stressful times during operations. See chapter 3 for a discussion of CP SOPs.

### Continuity

1-38. CPs must be manned, equipped, and organized to control operations without interruptions. Commanders carefully consider the primary functions of each CP and CP cell and resource them accordingly.



in order to support continuous operations. To support continuous operations, unit SOPs address shift plans, rest plans, and procedures for loss of communications with the commander, subordinates, or another CP.

1-39. Maintaining continuity during displacement of a CP or catastrophic loss requires designating alternate CPs and passing control between CPs. Continuity of command requires commanders to designate seconds in command and inform them of all critical decisions. Primary staff officers should also designate alternates. See chapter 3 for a discussion of continuous operations.

### **Capacity**

1-40. CPs should be manned and organized to manage the information needed to operate effectively. The capacity to conduct (plan, prepare, execute, and continuously assess) operations concerns both staffing and information systems. So too, does the ability to manage relevant information. The CP personnel must be trained and have the requisite tactical and technical proficiency.

### **SURVIVABILITY**

1-41. CP survivability is vital to mission success. Survivability is often obtained at the price of effectiveness. Depending on the threat, CPs need to remain small and highly mobile — especially at lower echelons. CPs are easily acquired and targeted when concentrated. Considerations for CP survivability include dispersion, size, redundancy, mobility, as well as camouflage and concealment. Additional measures include cover or shielding by terrain features or urban structures. See ATP 3-37.34 for more information on CP survivability.

### **Dispersion**

1-42. Dispersing CPs enhances the survivability of the commander's mission command system. Commanders place minimum resources forward and keep more elaborate facilities back. This makes it harder for enemies to find and attack them. It also decreases support and security requirements forward. Depending on the situation, commanders may leave personnel and equipment at home station to perform detailed analysis and long-range planning for operations.

### **Size**

1-43. A CP's size affects its mobility and survivability. Large CPs can increase capacity and ease with face-to-face coordination. Their size, however, makes them vulnerable to multiple acquisitions and attack. Smaller CPs are easier to protect but may lack capacity to control operations effectively. The key to success is achieving the right balance. For example, a commander resources the current operations cell for 24-hour operations. Other cells, such as plans, are not resourced for 24-hour operations.

### **Redundancy**

1-44. Reducing CP size cuts signature and enhances mobility. However, some personnel and equipment redundancy is required for continuous operations. In operations, personnel and equipment are lost or fail under stress. Having the right amount of redundancy allows CPs to continue to operate effectively when this happens.

### **Mobility**

1-45. CPs must deploy efficiently and move within the area of operations as the situation requires. CP mobility is important, especially at lower echelons during combat operations. Lower-echelon CPs and those employed forward in the combat zone may need to move quickly and often. Both small size and careful transportation planning facilitates rapid displacement of CPs.

## **MULTINATIONAL CONSIDERATIONS**

1-46. *Multinational operations* is a collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance (JP 3-16). Other possible arrangements include supervision by an intergovernmental organization such as the United Nations.

Commonly used terms under the multinational rubric include allied, bilateral, coalition, multinational, combined coalition, or multilateral. Key considerations when organizing CPs and conducting CP operations in a multinational setting include—

- The command structure.
- The staffing.
- Liaison.
- Communication.
- The translators and interpreters.
- The multinational information sharing.

### COMMAND STRUCTURE

1-47. While no single command structure fits the needs of all United Nation, alliance, or coalition command structures, a multinational headquarters can form as a lead nation, a parallel command structure, or as a combination of the two.

#### Lead Nation

1-48. Command and control in most multinational operations will use the lead nation concept. This concept recognizes that one nation is assigned the lead role and its command and control predominates. Normally, the lead nation is the country providing the largest number of forces for that operation.

1-49. In the lead nation concept, the lead nation determines the command and control procedures while working closely with the other national contingents. The lead nation should provide unique command and control equipment and software to the national component headquarters of other nations whenever feasible. Other nations participating in operations provide appropriate liaison to the lead nation headquarters. Robust liaison is essential to developing and maintaining unity of effort in multinational operations.

#### Parallel Command Structure

1-50. An alternative to the lead nation concept is the parallel command structure. Under a parallel command structure, no single coalition commander is named. The coalition leadership must develop a means for coordination among the participants to attain unity of effort. Because of the absence of a single coalition commander and lack of unity of command, the use of a parallel command structure should be avoided if possible.

#### Combination

1-51. The lead nation concept and a parallel command structure can exist simultaneously within a coalition. This occurs when two or more nations serve as controlling elements for a mix of international forces, such as the Gulf War coalition. While more desirable than the parallel command structure, an effort to achieve a total lead nation concept for unity of command is preferred.

### STAFFING

1-52. The multinational staff organization is based on which command structure is used to form the headquarters. The commander has a choice if the establishing authority designates an organization. If the establishing authority uses the lead-nation concept, the lead nation's doctrine assigns the commander and staff's duties. The doctrine is modified as necessary for the specific situation. If the establishing authority uses a composite headquarters, the commander and staff specify duties in more detail. The multinational functions' names may change based on sensitivities when working with organizations such as the United Nations.

1-53. Appropriate members in key positions from each country that provide forces are a part of the multinational staff. Each country represents and influences the force. These positions stem from the mission and type of operations conducted. Multinational commanders look at force composition as it applies to capabilities, limitations, and required support. The importance of knowing, trusting, and quickly reaching a

comfort level with staff members makes it desirable for the multinational commander to choose members of the staff such as the COS or G-3 (assistant chief of staff, operations).

1-54. When mission requirements exceed staff capabilities, the commander requests the necessary personnel, facilities, and equipment from either the national chain of command or the multinational establishing authorities. Personnel nominated to fill multinational augmentation billets possess the following attributes:

- Knowledge, confidence, and forcefulness.
- Professionalism, character, and commitment.
- The preparedness to represent their nations and units.
- The understanding of the fact that they are the de facto country “experts.”
- The ability to work as part of a multinational team without country parochialism.

1-55. A staff orientation program helps ensure that all individuals joining the staff become familiar with their surroundings. Establishing a multinational personnel reception center under the G-1 (assistant chief of staff, personnel) or S-1, accomplishes this. The “buddy system” is another program that the command can establish with the reception center or by itself. This system assigns an experienced staff member to a new staff member to help with familiarization.

## LIAISON AND COORDINATION

1-56. Liaison networks and coordination centers improve control of multinational forces. Regardless of the command structure, effective liaison is vital in any multinational force. Using a liaison is an invaluable confidence-building tool between the multinational force and subordinate commands. It also—

- Fosters a better understanding of mission and tactics.
- Facilitates the transfer of vital information.
- Enhances mutual trust.
- Develops an increased level of teamwork.

1-57. A liaison supplies significant information for the multinational force headquarters about subordinate force readiness, training, and other factors. Early establishment reduces the fog and friction caused by incompatible communications systems, doctrine, and operating procedures.

1-58. The command and its higher headquarters, adjacent units, supporting and attached forces, and other appropriate host nation and intergovernmental organizations all establish liaison early. For U.S. forces, liaison with the American ambassador, if there is one, is essential.

1-59. The command identifies and requests liaison personnel early. The request includes specific qualifications. Differences in doctrine, organization, equipment, and training among the multinationals demand a hardier liaison structure to facilitate operations than within a national force. Liaison teams cover many functions on a 24-hour basis. This requires more liaison personnel than a force normally has assigned. Liaison personnel must have equipment compatible with the multinational force.

1-60. Liaison personnel understand the capabilities and limitations of parent units and nations to include the structure, capabilities, weapon systems, logistics, and planning methods employed and their national interests. Whether personnel are qualified in language or have interpreter support, they understand the language and culture of the multinational headquarters they are attached to. This ensures successful liaison operations. However, professional knowledge and functional expertise are far more important. Officers who have participated in schools and training with other multinationals or have experience in multinational operations provide this expertise depending on their experience. Careful selection of fully qualified liaison officers who are Army professionals in competence, character, and commitment, is important to mission success. The sending command provides liaison teams with knowledge of the language, organization, materiel, and doctrine of multinational partners and an understanding of appropriate regional information. The liaison officers assigned to the multinational force headquarters influence decision making. These officers also possess the authority to answer routine multinational force queries on behalf of their commands.

1-61. Once liaison is established, liaison teams directly represent their respective commanders. They advise, help, coordinate, and monitor their commands. The liaison teams attend briefings and maintain close contact with the multinational operations center. However, the command they become a part of does not formally

task their sending unit through the liaison officer. Formal tasking occurs through normal command and control channels.

1-62. The commander determines whether to integrate multinational liaison personnel into the staff of the multinational force. When integration creates a more effective organization, the multinational force establishes an orientation program for all liaison personnel. The multinational personnel reception center performs this requirement. The multinational force determines which staff officer or staff section is responsible for liaison personnel reporting to the headquarters.

## **TRANSLATORS AND INTERPRETERS**

1-63. Translators and interpreters are critical to mission success. Communications with the local populace and multinational forces can be greatly hindered without them. Language barriers may cause difficulties in interoperability with other armies and in dealing with the host nation. Language problems can make it difficult to sustain a rapid decision cycle. Even common tasks, such as sharing intelligence, must await translation before data can pass through the command and thus slows the development of plans and execution. Language capability speeds command, reduces confusion, and contributes to mutual respect. Forces must be able to exchange commands and other information effectively to work successfully together. Few linguists have both the technical expertise and depth of understanding to be understood fully while crossing both language and doctrinal boundaries.

## **COMMUNICATION**

1-64. Communication is fundamental to successful multinational operations. It is important to prepare for communication during planning. Mission analysis and assessment provide the opportunity for the communications officer to identify communication requirements and evaluate in-country capability.

### **Initial Considerations**

1-65. Many communication issues are resolved through equipment exchange and liaison teams. Continual liaison between communication planners helps alleviate interoperability issues. Communication requirements vary with the mission, composition, and geography of the area of operations. Interoperability is constrained by the least technologically advanced nation. The multinational force addresses the need for integrated communications among all forces early in the operation's planning phase.

1-66. In a multinational force, a primary communication link is between the lead nation and the national contingent headquarters. The ability for commanders, staffs, and subordinates to communicate with civilian agencies across all operations is important. The lead nation and contingent headquarters consider the transition to subsequent units, commercial communications, or to agencies such as the United Nations early in operations.

1-67. The multinational force plans for adequate communication to include using voice (secure and non-secure), data, and video teleconferencing. The force needs a deployable communication capability and enough trained operators for sustained operations with multiple means of communication to avoid the possibility of a single point of failure.

### **Adequate Equipment**

1-68. In addition to problems of compatibility and security, many units do not have enough communication equipment to meet mission requirements. During initial planning stages, planners identify required communications, issues of spectrum management, and controls on access to information. Liaison teams, with adequate communication gear, reduce the severity of some of these problems. Satellite communications provide communication between higher-level headquarters whether that be Army, joint, or multinational. Other space-based services, such as weather reporting and use of global positioning systems, are also needed.

1-69. Communications planners anticipate these requirements during initial planning, evaluate host nation communication resources, and integrate the requirements into the communications plan. These means must satisfy operational requirements. Common user communications are used for operations if there is sufficient

capacity to ensure acceptable reaction times. Although many combined communications doctrine and procedures exist, there are some differences in operating standards.

1-70. In the past, coalition forces achieved communications using a limited number of simple voice and data links. Those technologically limited or disparate coalition partners connect through equipment loans and liaison teams. Such connections will continue to occur for the immediate future. Still, user demands, sophisticated applications, and the goal of network-enabled operations push communications planners to integrate coalition partners into a seamless and richly connected information sharing environment. Any hope to achieve this vision requires communications planners to liaise with their coalition counterparts as early as possible in the planning phase of operations. Early liaison helps planners identify and solve the inevitable interoperability and security problems.

## **MULTINATIONAL INFORMATION SHARING**

1-71. Every multinational operation is different and so are the ways that the force collects and disseminates information and intelligence. Classification presents a problem in releasing information but keeping as much unclassified as possible improves interoperability, trust, and operational effectiveness in the multinational force.

1-72. Intelligence sharing is the most contentious issue in multinational operations and is one that commanders fully address to ensure everyone understands national policy limitations. Commanders know other nation's positions on intelligence sharing and ensure that intelligence is shared to the degree possible, especially if required for mission accomplishment and force protection. Early information sharing during planning ensures that multinational force requirements are clearly stated, guidance supports the commander's intent, and that multinational force uses procedures supportable by other nations.

1-73. The G-2 or S-2 articulates the release instructions to analysts and planners who write for reliability to the members of a particular coalition. The G-2 or S-2 consults the foreign disclosure officer early in operations to facilitate lines of communication between Army elements and partner nations.

1-74. The foreign disclosure office may approve the disclosure of classified and controlled unclassified military information to foreign representatives. This is based on the policies, directives, and laws that govern national disclosure policy and the release of classified information. The foreign disclosure office provides this service to the command and staff and to assigned, attached, and supporting agencies, allies, and other multinational partners. Each nation individually determines what collected information can be passed, in what format, and how that information is passed. The U.S. force intelligence staff enforces national disclosure policy and disclosure of classified information to multinational intelligence partners through the foreign disclosure office. The foreign disclosure office has staff proponenty for this action. The foreign disclosure officer is responsible for the oversight and coordination of specific disclosure of or access to classified military information or controlled unclassified information to representatives of foreign governments and international organizations. See AR 380-10 for more details.

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## Chapter 2

# Command Post Organization

This chapter begins by describing the components of a mission command system which includes the building blocks that commanders use to organize their CPs. Next, this chapter provides considerations for organizing personnel. The chapter concludes with techniques for the physical layout of a CP to facilitate effective CP operations.

### MISSION COMMAND SYSTEM

2-1. A *mission command system* is the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct operations (ADP 6-0). Commanders organize the components of their mission command system into CPs to—

- Support decision making.
- Collect, create, and maintain relevant information and create knowledge products to support understanding and visualization.
- Prepare and communicate directives.
- Establish the means by which commanders and leaders communicate, collaborate, and facilitate the functioning of teams.

### PERSONNEL

2-2. A commander's mission command system begins with people. Commanders base their mission command system on human characteristics and abilities more than on equipment and procedures. Key personnel dedicated to mission command include second in command, command sergeants major, and staff. Commanders cross-functionally organize staff into CPs, CP cells, and staff sections to assist them with the exercise of mission command as described in paragraphs 2-16 through 2-32.

### NETWORKS

2-3. A network is a grouping of people or things interconnected for a purpose. Commanders develop and leverage various social networks—individuals and organizations interconnected by a common interest—to exchange information and ideas, build trust and cohesive teams, and promote unity of effort. Technical networks, such as the Department of Defense information networks, allow computer data sharing and global communications. Technical networks enable commanders to communicate information and control forces. See appendix C for a discussion of networks used in CPs.

### INFORMATION SYSTEMS

2-4. An *information system* consists of equipment that collects, processes, stores, displays, and disseminates information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use (ADP 6-0). Staffs use information systems according to the commander's priorities. Information systems, merged into an integrated network, enable extensive information sharing. See appendix C for information systems commonly found in CPs.

### PROCESSES AND PROCEDURES

2-5. Processes and procedures help commanders organize the activities within CPs and throughout the force. Processes and procedures govern actions within a mission command system to make it more effective and efficient. A process is a series of actions or steps to achieve an outcome. For example, the military

decisionmaking process consists of a series of steps used to produce a plan or order. Procedures are standard detailed steps that describe how to perform specific tasks. Commands and staff use doctrinal processes and develop SOPs for all aspects of CP operations (see chapter 3).

## FACILITIES AND EQUIPMENT

2-6. A facility is a structure that provides a work environment and shelter for personnel and equipment. The standardized integrated CP system (consisting of tents, vehicle platforms, and equipment) is a moveable CP facility. Buildings, warehouses, or hardened bunkers are also used as CP facilities. CP equipment includes vehicles, generators, lighting, and climate control units. See paragraphs 2-42 through 2-48 for a discussion of facilities and equipment layout considerations.

## ORGANIZING PERSONNEL

2-7. The Department of the Army develops headquarters for a specific purpose and documents personnel and equipment requirements to operate that headquarters in a TO&E. The TO&E is a standard authorization document that prescribes organizational structure, personnel, and equipment requirements of a military unit. Headquarters TO&E authorize individual staff members by rank and specialty to specific staff elements within staff sections or CP cells. A TO&E does not account for administrative or garrison responsibilities as it only resources the minimum wartime essential requirements for the unit. Army doctrine expands on this organization and describes the tactics and techniques for employing and operating each type of headquarters.

2-8. Commanders further establish personnel and equipment requirements by developing a modified table of organization and equipment (MTOE) from the TO&E. In doing so, commanders prescribe in more detail the personnel and equipment required to accomplish missions in specific operational environments or specific points on a modernization path. Commanders can change their individual MTOEs with Department of the Army approval.

2-9. A headquarters may also have a Table of Distribution and Allowance. The Table of Distribution and Allowance is commonly used to document installation commands and include Department of the Army Civilian positions. Types of Tables of Distribution and Allowance include mobilization, augmentation, and full-time support.

2-10. The unit MTOE and supporting doctrine provides the foundation commanders and staffs refer to when organizing their CP for specific operations. Based on the situation or preference, commanders adjust their CP organization to meet mission requirements. In organizing personnel into CPs for operations or training exercise, commanders, chiefs of staff or executive officers, and the staff consider the following:

- Staff sections and elements.
- CP cells.
- Boards, working groups, and planning teams.
- Augmentation.

## STAFF SECTIONS AND ELEMENTS

2-11. The basic staff structure includes a COS or XO and various staff sections. A *staff section* is a grouping of staff members by area of expertise under a coordinating, special, or personal staff officer (FM 6-0). The duties and responsibilities inherent in an area of expertise are called functional responsibilities. FM 6-0 provides a detailed description of the functional responsibilities for coordinating, special, and personnel staff officers.

2-12. Staff sections consist of elements, sub-groupings of an area of expertise. For example, a G-4 logistics staff section is composed of maintenance, supply, services, transportation, automation, and current operations support elements. Each of these staff elements has specific functional responsibilities within the logistics area of expertise. Tables of organization and equipment authorize personnel and equipment to the staff element level within a headquarters.



## Coordinating Staff

2-13. Coordinating staff officers are the commander's principal staff assistants who advise, plan, and coordinate actions within an area of expertise. Coordinating staff officers exercise planning and supervisory authority over designated special staff officers. For example, the G-3 operations officer has coordinating staff responsibility for the aviation officer, engineer officer, military information support operations officer, information operations officer, force management officer, and the space operations officer. The coordinating staff consists of the following positions:

- Assistant chief of staff (ACOS), G-1 (S-1)—personnel.
- ACOS, G-2 (S-2)—assistant chief of staff, intelligence.
- ACOS, G-3 (S-3)—assistant chief of staff, operations.
- ACOS, G-4 (S-4)—assistant chief of staff, logistics.
- ACOS, G-5—assistant chief of staff, plans.
- ACOS, G-6 (S-6)—assistant chief of staff, signal.
- ACOS, G-8—assistant chief of staff, financial management.
- ACOS, G-9 (S-9)—assistant chief of staff, civil affairs.
- Chief of fires (division and above).
- Chief of protection (division and above).
- Chief of sustainment (division and above).

## Special Staff

2-14. Special staff officers help commanders and other staff members perform their functional responsibilities. Special staff officers and their corresponding staff sections are organized according to professional or technical responsibilities. For example, the air and missile defense officer and corresponding special staff section are responsible for managing air and missile defense activities within the command. The commander delegates planning and supervisory authority over each special staff section to a coordinating staff officer or to the chief of staff. Special staff officers include—

- Air and missile defense officer.
- Air liaison officer.
- Aviation officer.
- Chemical, biological, radiological, and nuclear officer.
- Electronic warfare officer.
- Engineer officer.
- Explosive ordnance disposal officer.
- Force management officer.
- Foreign disclosure officer.
- Information operations officer.
- Knowledge management officer.
- Military deception officer.
- Military information support officer.
- Operations research and systems analysis officer.
- Operations security officer.
- Personnel recovery officer.
- Provost marshal.
- Secretary of the general staff.
- Staff weather officer.
- Space operations officer.
- Transportation officer.

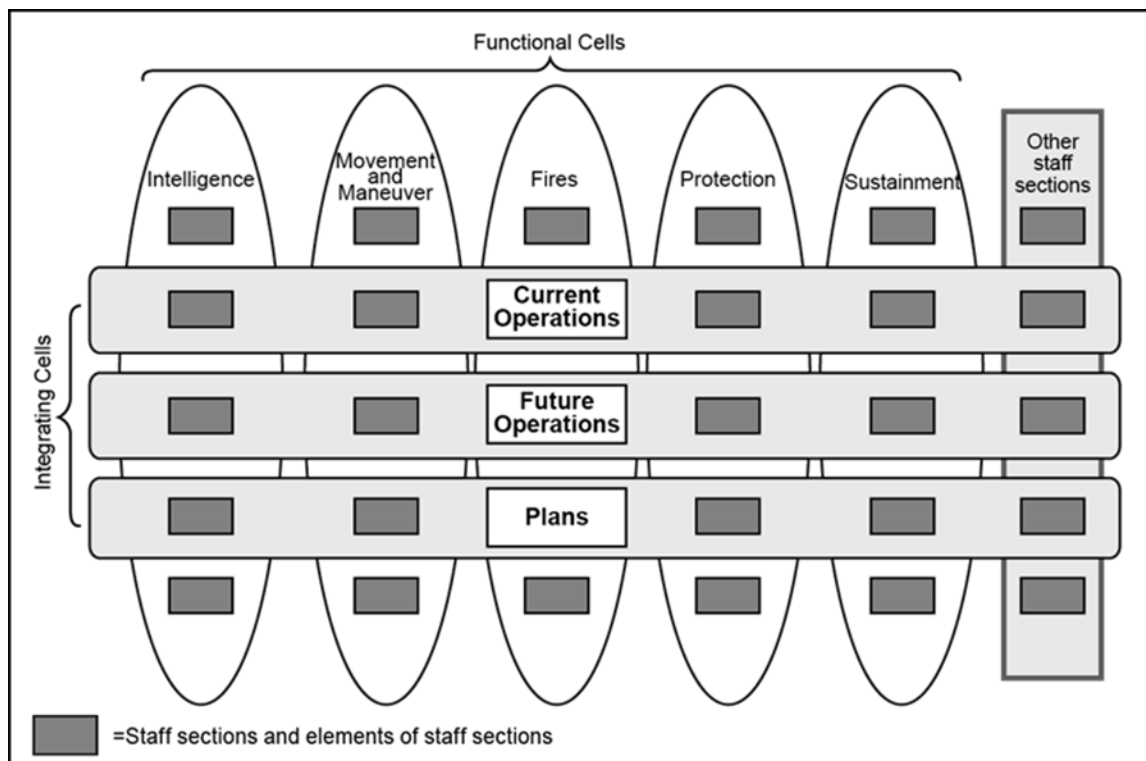
## Personal Staff

2-15. Personal staff officers work under the immediate control of, and have direct access to, the commander. By law or regulation, personal staff officers have a unique relationship with the commander. The commander establishes guidelines or gives guidance on when a personal staff officer informs or coordinates with the COS, XO, or other staff members. Personal staff officers include—

- Aide-de-camp.
- Chaplain.
- Inspector general.
- Public affairs officer.
- Safety officer.
- Staff judge advocate.
- Surgeon.

## COMMAND POST CELLS

2-16. Coordinating, special, and personal staff sections are the building blocks for organizing the headquarters into CPs. Within CPs, staffs sections are cross-functionally organized into CP cells. A *command post cell* is a grouping of personnel and equipment organized by warfighting function or by planning horizon to facilitate the exercise of mission command (FM 6-0). Functional cells group personnel and equipment by warfighting function. Integrating cells group personnel and equipment by planning horizon. The integrating cells are the primary cells that assist the commander in planning, preparing, executing, and assessing operations as a whole. They are responsible for integrating the warfighting function and synchronizing units and activities for the commander. Figure 2-1 depicts functional and integrating cells.



**Figure 2-1. Functional and integrating cells**

2-17. Figure 2-1 depicts the basic organizational structure of a CP. Staff sections and elements of staff sections (represented by gray boxes) form functional cells. For example, the G-1, G-4, G-8, and surgeon staff sections make up the sustainment cell in a division or corps main CP. The makeups of the other functional

cells are contained in paragraphs 2-20 through 2-25. The functional cells (represented by the vertical ovals) are intelligence, movement and maneuver, fires, protection, and sustainment. There is no specific mission command cell because the entire CP assists the commander with exercising mission command.

2-18. The integrating cells coordinate and synchronize the warfighting functions in accordance with the commander's intent for a specified planning horizon. Integrating cells are depicted by the horizontal rectangles in figure 2-1 which cut across the functional cells and staff sections. The integrating cells are current operations integrating cell, future operations, and plans. Each integrating cell consists of a core element with other staff sections supporting the integrating cells as required. For example, a division plans cell consists of a core group of planners supported by the various staff sections and cells as required for different planning events.

2-19. Not all staff sections permanently reside in one of the functional or integrating cells. The G-6 or S-6, and G-9 or S-9 sections are examples. These staff sections provide representation to different CP cells as required and coordinate their activities in the various working groups, boards, and planning teams.

## **Functional Cells**

2-20. The functional cells within a CP are intelligence, movement and maneuver, fires, protection, and sustainment. Echelons above brigade are resourced with all five functional cells as described in paragraphs 2-21 through 2-25. Not all brigade and battalion headquarters resource all five function cells. For example, there is not a sustainment cell in an infantry battalion main CP. The battalion's sustainment staff is part of the field trains and combat trains CP. See appropriate brigade and battalion manuals for specifics on the functional cells at those levels.

### ***Intelligence Cell***

2-21. The intelligence cell coordinates activities and systems that facilitate understanding of the enemy, terrain and weather, and other relevant aspects of the operational environment. The intelligence cell requests, receives, and analyzes information from multiple sources to produce and distribute intelligence products. The intelligence cell consists of the majority of the intelligence staff and an attached U.S. Air Force weather team. The unit's G-2 or S-2 officer leads this cell.

### ***Movement and Maneuver Cell***

2-22. The movement and maneuver cell coordinates activities and systems that move forces to achieve a position of advantage. This includes tasks related to gaining a positional advantage by combining forces with direct fire or fire potential (maneuver) and force projection (movement). Elements of operations, airspace control, aviation, engineer, geospatial information and service, and space support elements all form this cell. Staff elements in the movement and maneuver cell also form the core of the current operations integrating cell. The unit's G-3 or S-3 officer leads this cell. See paragraphs 2-45 through 2-46 for a discussion of the integration.

### ***Fires Cell***

2-23. The fires cell coordinates, plans, integrates, and synchronizes the employment and assessment of fires in support of operations. The fires cell recommends targeting guidance to the commander to include the selection of high-payoff targets. The cell plans, synchronizes, coordinates, and integrates fires matched to a wide range of targets and targeting systems. The fires cell coordinates target acquisition, target dissemination, and target engagement functions for the commander. The unit's chief of fires (or fire support officer at brigade and below) leads this cell.

### ***Protection Cell***

2-24. The protection cell is responsible for integrating, coordinating, and synchronizing protection tasks and activities. The protection cell advises commanders on the priorities for protection and coordinates the implementation and sustainment of protective measures to protect assets according to the commander's priorities. Elements of the following staff sections form this cell: safety; chemical, biological, radiological,

and nuclear; engineer; explosive ordnance disposal; personnel recovery; and provost marshal. The chief of protection leads this cell.

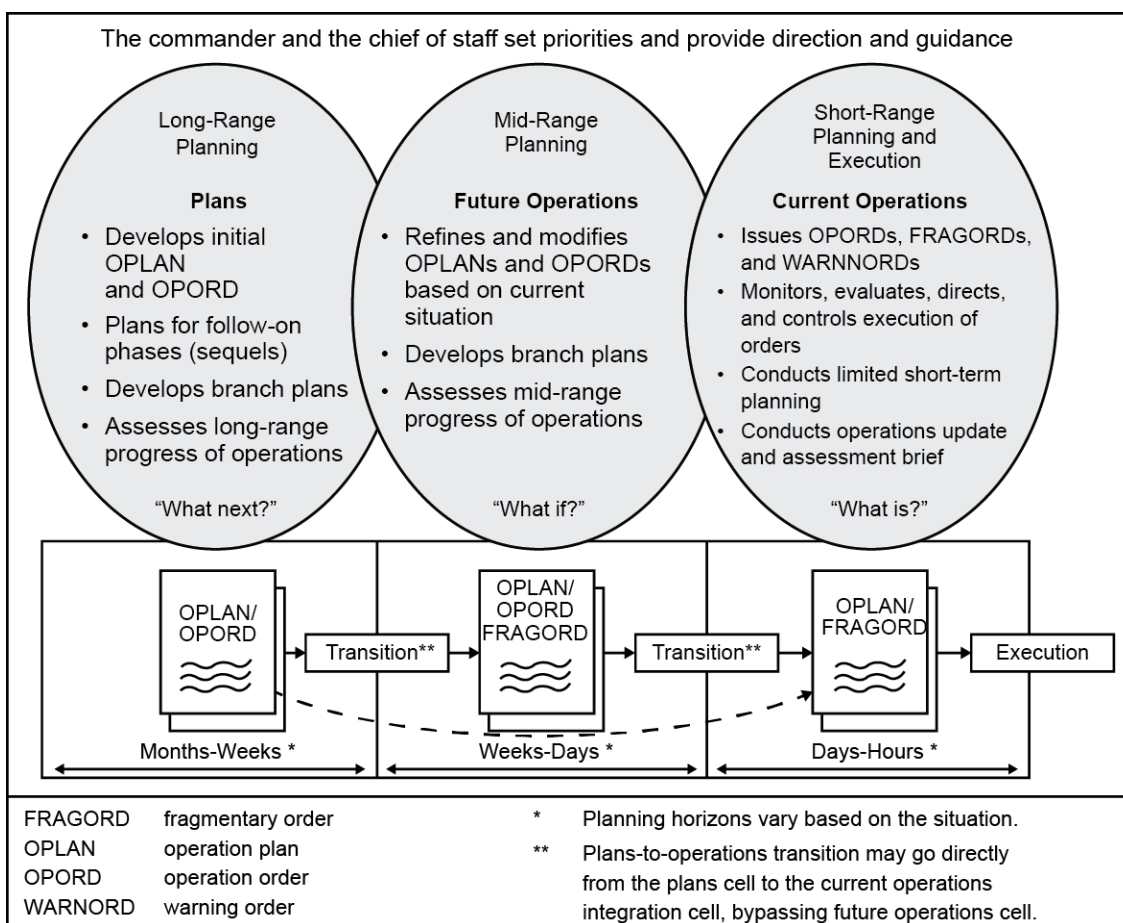
**Sustainment Cell**

2-25. The sustainment cell coordinates activities and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. It includes those tasks associated with logistics, personnel services, and health service support. The following staff sections form this cell: personnel, sustainment, financial management, and surgeon. The chief of sustainment (or logistics officer at brigade and below) leads this cell.

**Integrating Cells**

2-26. Whereas functional cells are organized by warfighting functions, integrating cells are organized by planning horizons. A *planning horizon* is a point in time commanders use to focus the organization’s planning efforts to shape future events (ADRP 5-0). The three planning horizons are long-, mid-, and short-range and are associated with the plans cell, future operations cell, and current operations integrating cell, respectively.

2-27. Not all echelons and types of units are resourced for all three integrating cells. Battalions, for example, combine planning and operations into one integrating cell in the main CP. The brigade combat team has a small and dedicated plans cell but is not resourced for a future operations cell. Divisions and corps are resourced for all three integrating cells as shown in figure 2-2. Refer to paragraphs A-1 through A-2 and figure A-1 for a discussion on associating planning horizons with time.



**Figure 2-2. Integrating cells**

***Plans Cell***

2-28. The plans cell is responsible for planning operations for long-range planning horizons. It develops the initial operation order and prepares for operations beyond the scope of the current order to include developing branch plans and sequels. The plans cell also oversees military deception planning. At brigade and above, the plans cell consists of a core group of planners led by the G-5 or S-5 (battalion or brigade plans staff officer). Staff sections support the plans cell as required. Battalions are not resourced a dedicated plans cell.

***Future Operations Cell***

2-29. The future operations cell is responsible for planning operations in the mid-range planning horizon. This cell focuses on adjustments to current operations, including the positioning or maneuvering of forces in depth that facilitate continuation of current operations. The cell consists of a core group of planners led by the future operations officer. All staff sections assist as required. Divisions and higher echelon headquarters are resourced a future operations cell while brigades and battalions are not.

2-30. The future operations cell serves as a bridge between the plans and current operations integrating cells. The future operations cell monitors current operations and determines implications for operations within the mid-range planning horizon. In coordination with the current operations integrating cell, the future operations cell assesses whether ongoing operations must be modified to achieve the current phase's objectives. The commander directs adjustments to operations or the cell may also recommend options to the commander. Once the commander decides to adjust operations, the cell develops the fragmentary orders necessary to implement the change. The future operations cell also participates in the targeting working group since the same planning horizons normally concern them both to include shaping operations in the deep area. The future operations cell updates and adds details to the branch plans foreseen in current operations and prepares any orders necessary to implement a sequel to operations.

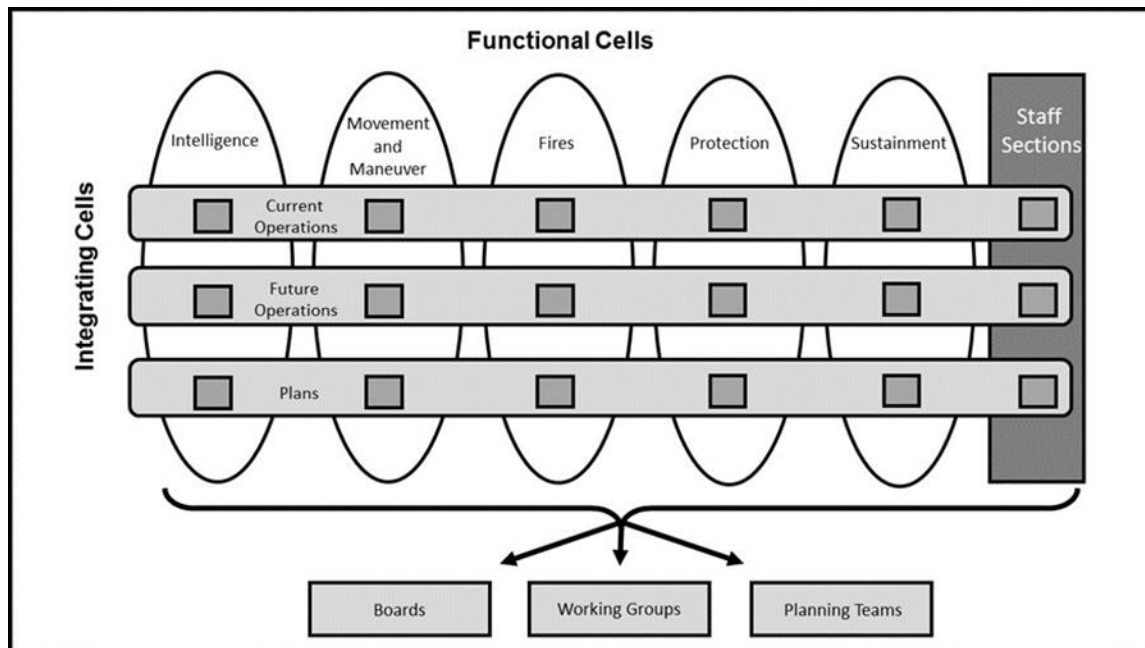
***Current Operations Integrating Cell***

2-31. The current operations integrating cell (COIC) is the focal point for controlling the execution of operations. This involves assessing the current situation while regulating forces and warfighting functions in accordance with the mission, commander's intent, and concept of operations. The chief of operations or assistant S-3 leads this cell. Elements or watch officers from each staff section and liaison officers from subordinate and adjacent units form this cell. All staff sections are represented in the current operations integrating cell either permanently or on call.

2-32. The COIC displays the COP and conducts shift changes, assessments, and other briefings as required. It provides information on the status of operations to all staff members and to higher, subordinate, and adjacent units. The COIC conducts short-range planning and conducts the operations synchronization meeting. See appendix D for a discussion of synchronization and making decisions.

**BOARDS, WORKING GROUPS, AND PLANNING TEAMS**

2-33. The majority of staff work occurs within the functional and integrating cells. Staff members must also integrate their efforts with other CP cells and staff sections and with organizations external to the headquarters. Effective staff integration occurs when functional expertise from across the staff comes together in support of the commander's decision requirements. As such, commanders establish temporary groupings of staff members in boards, working groups, and planning teams as shown in figure 2-3 on page 2-8.



**Figure 2-3. Cross-functional staff integration**

2-34. Commanders establish boards, working groups, and planning teams to coordinate action and solve problems. The primary difference between boards and working groups is the level of authority granted to boards by the commander. Commanders chair boards or grant decision making authority to boards within a specific functional area. Working groups coordinate action and develop recommendations for approval by the commander or a board. Planning teams assist the commander in solving problems and developing directives for implementation. The number, type, composition, and frequency of boards, working groups, and planning team's is situation-dependent based on the type of unit, echelon, and type of operations.

### Boards

2-35. A *board* is a grouping of predetermined staff representatives with delegated decision authority for a particular purpose or function (FM 6-0). Commanders establish boards and assign responsibilities and decision-making authority for each board. The commander or a senior leader chairs boards with members of the board consisting of staff elements, subordinate commands, and other representatives of other organizations as required. There are two types of boards: command and functional. The commander chairs a command board. The command board's purpose is to gain guidance or a decision from the commander. A senior leader with delegated authority from the commander chairs functional boards. Depending on the situation, commanders may appoint boards for a variety of functions. Typical boards found within the unit's battle rhythm include the following:

- Operations assessment board.
- Plans synchronization board.
- Sustainment board.
- Targeting board.

See appendix A for sample membership and meeting agenda for the above boards.

### Working Groups

2-36. A *working group* is a grouping of predetermined staff representatives who meet to provide analysis, coordinate, and provide recommendations for a particular purpose or function (FM 6-0). Their cross-functional design enables working groups to synchronize contributions from multiple CP cells and staff

sections. For example, the targeting working group brings together representatives of all staff sections concerned with targeting.

2-37. Working groups address various subjects depending on the situation and echelon. Battalion and brigade headquarters have fewer working groups than higher echelons do. Working groups may convene daily, weekly, monthly, or intermittently depending on the subject, situation, and echelon. Typical working groups at division and corps headquarters scheduled in the unit's battle rhythm include the following:

- Assessment working group.
- Civil affairs operations working group.
- Cyberspace electromagnetic activities working group.
- Information collection working group.
- Information operations working group.
- Knowledge management working group.
- Protection working group.
- Sustainment working group.
- Targeting working group.

See appendix A for sample membership and meeting agenda for the above working groups.

### **Planning Teams**

2-38. The plans and future operations cells perform the majority of planning within the headquarters. For major planning requirements, such as the development of a new operation order, representatives from across the staff form the planning team and conduct the military decision making process. See FM 6-0 for a detailed discussion of that process.

2-39. In addition to major planning efforts, commanders, staff sections, and working group leaders establish planning teams to solve problems and develop solutions related to a specific task or requirement. A planning team consists of a lead planner normally from the G-5 or S-5, or from the G-3 or S-3, functional planners (intelligence, fires, protection, sustainment), and other subject matter experts as required. Planning teams are not enduring. They dissolve on completion of their assigned tasks.

2-40. Commanders may form a planning team (sometimes referred to as a design team) to perform Army design methodology. This team leverages multiple and diverse perspectives and knowledge to help the commander understand operational environments and problems and develop an operational approach to solve those problems. See ATP 5-0.1 for a discussion of forming and leading planning teams.

### **AUGMENTATION**

2-41. Based on the situation, commanders also receive or request augmentation (individuals and teams) to assist them with mission command. For example, divisions commonly receive a civil affairs battalion when deployed. A civil affairs planning team within that battalion augments the civil affairs staff section and plans cell in the division headquarters. In other instances, commanders may request staff augmentation. Augmentation teams include but are not limited to—

- An Army space support team.
- An Army cyberspace operations support team.
- A civil affairs planning team.
- A combat camera team.
- A legal support teams.
- A mobile public affairs detachment.
- A military history detachment.
- A military information support operations units.
- An Army information operations field support team.
- An individual augmentation by specialty (for example language, economics, assessment).

## COMMAND POST LAYOUT

2-42. The physical layout of a CP has a significant impact on its functionality. A layout contributes to how efficiently information is passed from one staff element to another and how easily sections communicate with one another. User interface with communication systems and positioning of information displays are important considerations. Providing adequate space for group work and briefing areas is also an important consideration.

2-43. Commanders vet the layout or design of their CPs during exercises and training events. CP layouts (to include positioning of personal, information systems and displays, equipment, network cabling, and electricity requirements) are tested, adjusted as required, and captured in the unit's SOP. Commanders and staffs adjust from their vetted CP designs established in the unit's SOP based on situation during operations. The following considerations aid in designing the physical layout of a CP:

- Staff integration and crosstalk.
- Trafficability.
- COP visibility.
- Lighting and climate control.

## STAFF INTEGRATION AND CROSSTALK

2-44. The spatial arrangement of staff elements within a CP can greatly promote or inhibit staff integration. Effective layouts minimize compartmentalization of staff elements. CP cells and staff sections are positioned based on commonality and coordination requirements. For example, having fires, intelligence, and current operations within proximity is critical during the offense or defense.

2-45. Designing the current operations area to include positioning watch officers to facilitate the rapid exchange of information and the execution of battle drills is vital to effective mission command. Many units set up a current operations cell and use it as a hub with plans, sustainment, briefing, and leadership areas (tents) as spokes. Though this setup does centralize operations, it forces all personnel traffic to flow through the current operations cell to get to any of the other sections. The current operations cell becomes a meeting area or place to loiter, which causes an increase in noise and distraction for the personnel trying to track and control current operations. A more efficient and effective setup technique is to place the current operations cell away from common areas. This setup reduces traffic flow through the current operations cell to the minimum personnel required, lessens noise, and facilitates a proper environment to exercise mission command.

## TRAFFICABILITY

2-46. Trafficability is the free flow of personnel and information within the CP. Trafficability also provides staffs with the space necessary to perform their jobs. This critical characteristic accounts for the accessibility of certain areas of the CP by essential or nonessential personnel. Apportionment of floor space plays a key role in establishing suitable trafficability and sets the conditions for efficient knowledge management and distribution of information. Segregate planning areas from CP briefing and operations areas in order to enable planners to think, concentrate, and develop planning products.

## COMMON OPERATIONAL PICTURE VISIBILITY

2-47. COP visibility is the degree to which the aggregate of all COP displays within a CP are conspicuous, recognizable, and accessible to those attempting to gain and maintain situational awareness. Adequate COP visibility sets the condition for effective battle tracking (see chapter 3) and decision making. CP personnel should prioritize and emplace COP displays—both digital and analog—based on relevancy to facilitating situational awareness for all CP members, especially radio-telephone operators. A common misconception is that COP visibility only pertains to the commander, primary staff members, and the battle captain.



## **LIGHTING AND CLIMATE CONTROL**

2-48. Ensuring that the CP has adequate lighting and climate control is as fundamental as ensuring that a CP has automation. These particular characteristics highlight a unit's internal power generation capability as well as the criticality of well-thought out load plans. Sensitivity to these characteristics will drive requirements for such things as a loss of power, routine generator and climate control device maintenance and servicing, as well as the need for an analog set of COP displays.

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## Chapter 3

# Command Post Operations

This chapter begins by describing continuous operations. Next, it provides consideration for developing CP standard operating procedures to facilitate continuous operations. A discussion of CP security and defense follows. This chapter concludes with a discussion about life support for CP personnel and equipment.

### CONTINUOUS OPERATIONS

- 3-1. Army operations are continuous and continue at the same level of intensity for extended periods. Man, equip, and organize CPs to execute operations and sustain mission command without interruption.
- 3-2. During continuous operations, CP personnel execute several routine and recurring tasks to establish, operate, and move the CP. With the assistance of the staff, commanders develop processes and procedures for the execution of these tasks and capture them in the CP SOP. The collective whole of those processes and procedures are encapsulated into SOPs to govern CP operations.

### COMMAND POST STANDARD OPERATING PROCEDURES

- 3-3. Commanders establish and use standard operating procedures (SOPs) to organize the activities within the CP. SOPs combine detailed steps with checklists that describe how to perform specific tasks to achieve a desired end state. Adhering to the SOP minimizes confusion, misunderstanding, and hesitation as commanders make frequent and rapid decisions to meet the continuous nature of operational requirements.
- 3-4. SOPs provide the basic framework for CP operations. They allow common repeated tasks to be standardized and executed quickly, enabling the CP to operate more effectively and efficiently.
- 3-5. Commanders ensure that comprehensive and detailed SOPs are developed, maintained, trained upon, and used for all aspects of CP operations. In this way, CP operations become a matter of routine that are successfully executed in periods of stress and great demand. CP operations and their associated SOPs should be known to all and rehearsed. These include at a minimum—
- The CP rules of conduct.
  - The duties and responsibilities of key personnel.
  - The establishment of the CP (site selection and setup).
  - The battle rhythm.
  - The staffing and shifts plans, including eating, fitness, and sleeping plans.
  - The CP battle drills.
  - The building and maintaining of situational understanding.
  - The displacement of the CP.
  - The physical security and defense.
  - CP life support.

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*Note:* Detailed information for developing SOPs can be found in ATP 3-90.90.

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## COMMAND POST RULES OF CONDUCT

3-6. CP operations call for strict focus and discipline from all personnel. For this reason CPs establish SOPs that outline the rules for maintaining good order and discipline. Hanging these rules on a premade and laminated sign in a highly visible area within the CP is a technique that helps remind personnel of the rules. At a minimum, these rules should address the following:

- CP cleanliness standards.
- Noise, light, and litter discipline.
- Proper weapon handling procedures.
- Proper uniform standards.
- Eating and drinking restrictions in the CP.
- Conduct during, before, and after meetings.
- Sensitive item control procedures.
- Classified document handling procedures.
- Daily maintenance requirements.
- CP access controls such as badging along with challenge and password).
- Tobacco use.

## DUTIES AND RESPONSIBILITIES OF KEY PERSONNEL

3-7. The CP is where the commander establishes the mission command system and the staff is a key component of that system. A CP must be staffed by personnel with the appropriate skills and military occupational specialties to exercise mission command. The assigned roles of each officer and noncommissioned officers (NCOs) within the CP structure are critical to effective operations and mission accomplishment. Each individual must not only be capable of performing their job but also understand how it relates to others throughout the CP.

3-8. A detailed list of duties and responsibilities of CP personnel in the SOP helps to exercise efficient CP operations and mission command. The following sections address the responsibilities of key personnel that contribute to the overall synchronization of operations located in the COIC of a CP.

### Chief of Staff or Executive Officer

3-9. The COS or XO is the commander's principal assistant. Commanders normally delegate executive management authority to the COS or XO. As the key staff integrator, the COS or XO frees the commander from routine details of staff operations and the management of the CP. Division and higher units are assigned a COS. Brigade and battalions are assigned an XO. The COS or XO ensures efficient and effective CP operations. The COS or XO duties include but are not limited to—

- Coordinating and directing the work of the staff.
- Establishing and monitoring the CP battle rhythm and nesting with higher and subordinate headquarters' battle rhythms for effective planning support, decision making, and other critical functions.
- Representing the commander when authorized.
- Formulating and disseminating staff policies.
- Ensuring effective liaison exchanges with higher, lower, and adjacent units and other organizations as required.
- Supervising the sustainment of the CP and activities of the headquarters and headquarters battalion or company.
- Supervising staff training for CP operations.
- Supervising the special staff sections in division through Army Service component command headquarters.

## Battle Captain

3-10. The term battle captain is used to identify the shift officer in charge within a CP and is associated by position not rank. The battle captain assists the commander by being the focal point in the CP for communications, coordination, and information management. The battle captain is responsible for knowing the current situation two echelons down at all times and the activities of adjacent units.

3-11. To function effectively, the battle captain must have a working knowledge of all elements in the CP, understand the unit SOP, and ensure that the CP staff uses them. The battle captain must know the current plan and task organization of the unit and understand the commander's intent. In addition, the battle captain must understand the limits of one's own decision making and action authority.

3-12. The battle captain ensures that relevant information is given to decision makers and works closely with all members of the command group and the staff. He ensures that unit status is maintained and is continuously updated. The battle captain analyzes new information as it enters the CP and passes it to the appropriate staff officers or the commander. The battle captain is keenly aware of the commander's critical information requirements (CCIRs) and understands the criteria as well as triggers for the commander's decision points. The battle captain must know the scheme of maneuver and how the warfighting functions are integrated into operations. The battle captain assists the CP COS or XO in synchronizing the CP staff and current operations.

3-13. The battle captain has the overall responsibility for the smooth functioning of the CP facility and its staff elements. This range of responsibility includes the following:

- Maintaining continuous operations of the CP while static and mobile.
- Battle tracking the current situation.
- Ensuring communication is maintained with and between all stations and that all messages and reports are routed and logged per SOP.
- Assisting the COS or XO with information management and coordination of CP staff functions to ensure a smooth and continuous information flow between the staff sections of the CP.
- Processing relevant data from the incoming flow of information to ensure all tactical and logistical information is gathered and provided to the CP staff on a regular basis.
- Tracking CCIRs and providing recommendations to the commander and COS or XO.
- Sending reports to higher headquarters and ensuring relevant information is passed to subordinate units.
- Providing security for the CP to include physical security and maintenance of noise and light discipline.
- Ensuring mobility of the CP which includes configuration, equipment, and training in order to facilitate rapid movement.
- Conducting CP battle drills and enforcing the CP SOP.

## Operations Sergeant Major

3-14. The operations sergeant major is a senior noncommissioned officer in the CP responsible for monitoring and supervising the performance of the enlisted operations staff. The operations sergeant major assists the operations officer in all matters pertaining to the operations process to include planning, rehearsals, and monitoring and controlling operations in the COIC. In addition, the operations sergeant major assists the CP officer in charge with CP administration to include the following:

- Establishing the CP.
- Displacing the CP.
- Providing security for the CP.
- Maintaining continuity of CP operations.
- Executing sleep plans.
- Managing stress within the CP.

3-15. The operations sergeant major directs section noncommissioned officers to manage guard rosters, sleep plans, and shift schedules as well as to maintain discipline in and around the CP. The operations sergeant major works hand in hand with the headquarters company noncommissioned officer in charge on the logistics

requirements, tactical employment, and security of the CP. Specific duties of the operations sergeant major include—

- Leading, guiding, training, and mentoring Soldiers during CP operations.
- Assisting in the set-up and conduct of rehearsals and briefings to include operation orders briefs.
- Enforcing standards and discipline in and around the CP.
- Assisting in development and refinement of the unit's SOPs.
- Recommending priorities regarding allocation of resources.
- Preparing operational records and reports and ensuring the implementation of administrative policies and procedures.
- Directing the planning, implementation, and supervision of the CP security and defense plan.
- Coordinating with higher headquarters for life support.
- Assisting with planning, implementing, and supervising CP displacement.
- Overseeing the set-up, operation, and dismantling of the CP.
- Assisting with casualty and equipment evacuation operations.
- Directing the shift noncommissioned officer in charge on traffic control, shift changes, orders production, communication nets, net discipline, and reporting and log accuracy.

### **Assistant Operations Sergeant**

3-16. The assistant operations sergeant or shift noncommissioned officer in charge works in the COIC and assists the battle captain and operations sergeant major in ensuring the CP runs efficiently. The assistant operations sergeant—

- Assists the battle captain as required.
- Receives information, monitors the situation, and updates the COP.
- Ensures that reports and messages are distributed properly.
- Supervises the publication of orders and graphics.
- Supervises all the enlisted personnel in the operations cell during his shift.
- Manages guard rosters, sleep plans, and shift schedules.
- Supervises journal clerks, radio-telephone operators, and computer operators in recording, disseminating, and posting of information.

### **Liaison Officer**

3-17. Some CPs will provide or receive liaison personnel to aid in coordination, synchronization, and planning. Outgoing and incoming liaison personnel and teams require their own transportation and communications links to their parent headquarters. Liaison teams require a foreign language capability when working with non-English-speaking allies or partners. The liaison officer or NCO represents the commander at the headquarters of another unit for affecting coordination and promoting cooperation between the units. Liaison officers must have clearly defined duties and responsibilities. Minimum selection criteria for liaison officers include the following:

- Knowledge of the tactical situation.
- Ability to communicate effectively (language capability as required).
- Other specific criteria required by the mission.

### **Digital Master Gunner**

3-18. Digital master gunners are the commander's subject matter experts regarding operation, maintenance, and integration and training on the mission command information systems in a unit's CP. With the proliferation of technology in today's modern CP, it is highly recommended that the commander assign a trained digital master gunner. The digital master gunner duties include—

- Integrating CP mission command information systems.
- Assisting in establishing the CP network.
- Troubleshooting mission command information systems Architecture.

- Assisting the COP manager in developing the COP.
- Implementing a unit individual digital training program.

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*Note:* The Mission Command Center of Excellence on Fort Leavenworth, Kansas offers a Mission Command Digital Master Gunner Course. For more information, go to the Mission Command Center of Excellence website.

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### **Common Operational Picture Manager**

3-19. An effective technique for managing the COP inside the CP is to designate a COP manager. The COP manager is a person selected and designated to serve in this position due to their high degree of attention to detail, mission command information systems experience, computer skills, knowledge of ADRP 5-0 and FM 6-0, intelligence expertise, and experience working in a CP. The COP manager works for the battle captain. The COP manager's duties include—

- Being responsible for all information displayed as the COP.
- Updating unit locations and events through the digital component of the COP.
- Updating unit locations and events on the analog COP.
- Coordinating with other staff sections for COP manipulation during briefings.
- Receiving guidance from the command group on specific views or manipulations of the COP for situational understanding purposes.

### **Request for Information Manager**

3-20. Units are not typically manned for a request for information (RFI) manager, however, this publication recommends to identify one to aid in conducting effective CP operations. This individual is usually within the current operations section and is responsible for the management of RFIs. The RFI manager serves as a single point of contact for incoming and outgoing RFIs. The RFI manager consolidates RFIs generated from within the unit CP and its subordinate elements and distributes them to the appropriate element for answers. The RFI manager works directly for the battle captain. Primary responsibilities of the RFI manager are to—

- Track and maintain RFIs on some type of tracker. All RFIs should have a suspense date for return to the RFI manager.
- Capture command group RFIs and produce appropriate RFI slides for briefing at the daily battle rhythm meetings.
- Brief the battle captain on any critical or short suspense RFIs received.
- Close out all RFI actions on the tracking log.

### **Establish the Command Post**

3-21. Commanders ensure that command post SOPs include general guidelines for establishing the CP. These particular SOPs address CP site selection and priorities of work for set-up.

### **Command Post Site Selection**

3-22. Selecting the right location to position a CP is critical to its survivability. Poor placement can result in limited flexibility, limited mobility, enemy detection, degraded survivability, and reduced effectiveness.

3-23. Selecting a CP location is best accomplished by conducting a thorough mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) analysis followed by a leader's reconnaissance of the potential site. If the situation does not allow for a leader's reconnaissance, CP staff can use available information system resources such as line-of-site analysis tools and satellite photography. Considerations for selecting a CP location include the following:

- Establishing Security.
- Using communications ability with higher, subordinate, and adjacent headquarters.
- Determining the range of enemy weapon systems.

- Gaining accessibility to passable entry and departure points (even in poor weather).
- Using terrain for passive security (cover and concealment).
- Avoiding prominent terrain features (hilltops and crossroads).
- Collocating with tactical units for mutual support and local security.
- Exercising mission command over subordinate and supporting units.

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**Note:** Access to civil communications and information systems, especially when conducting stability tasks, may be important to consider when placing the CP. At higher echelons, maintaining communications with the host nation, the home base, and other service and force components also influence communications when making decisions about locating CPs.

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3-24. Built-up areas can be good locations for CPs because they provide cover and concealment, access to electricity and other services, and good access and regress routes. However, they can put indigenous populations at risk and can provide enemy units with covered and concealed positions to monitor and attack the CP.

### Priorities of Work for Command Post Setup

3-25. When erecting a CP it is important to follow priorities of work. Priorities of work for CP setup, when trained and written into unit SOPs, improve setup times, promote uniformity, and reduce missed steps.

3-26. Setting up a CP is a team effort. Responsibility for the CP setup typically goes to the operations sergeant major or the senior NCO. During the CP setup process, all personnel should fall under the control of the senior NCO to ensure quick and efficient setup operations. Prior to establishing the CP, all personnel must be trained and have experience setting up the CP both internally and externally and this should be second nature. Generally, CP setup priorities of work follow the order listed:

- Priority 1 – Clear the site and establish security.
- Priority 2 – Occupy the site.
- Priority 3 – Establish tactical voice communications.
- Priority 4 – Emplace the CP infrastructure.
- Priority 5 – Emplace camouflage.
- Priority 6 – Setup power generation grid and install power.
- Priority 7 – Setup internal equipment (tables, chairs, lights, and map boards).
- Priority 8 – Emplace and install networking and data equipment.
- Priority 9 – Install mission command information systems.
- Priority 10 – Establish sleeping and mess areas.
- Priority 11 – Improve defensive positions.

### BATTLE RHYTHM

3-27. Unit SOPs normally provide a standard battle rhythm in which the unit expects to operate. The *battle rhythm* is a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations (FM 6-0). A CP's battle rhythm consists of a series of meetings (to include working groups and boards), briefings, reports, and other activities synchronized by time and purpose.

3-28. There are several critical functions for a battle rhythm. These include but are not limited to the following:

- Providing a routine for staff interaction and coordination within the CP.
- Providing a routine for commander and staff interaction (in as much as it can be).
- Synchronizing staff organizations' activities.
- Facilitating planning by the staff and decision making by the commander.

A detailed discussion about developing an effective battle rhythm is located at appendix A.



**Command Post Shifts**

3-29. Exercising mission command during continuous operations requires the CP to operate effectively and efficiently. CP personnel will not function efficiently under the stress of continuous operations without established work cycles that allow adequate rest periods. To provide this rest and accomplish the continuous operations requirement, CPs establish designated work shifts for available personnel.

3-30. Unit manning documents are designed to provide two 12-hour shifts to meet the requirement for continuous operations. Units organize available personnel to provide effective continuous operations. Establishing shifts provides a sufficient quantity of personnel to operate the CP and the required expertise to make decisions on major issues. Units organize shifts using the standard shift, heavy or light shift, and stagger shift techniques. (See table 3-1.)

**Table 3-1. Command post shift methods**

<i>Shift Method</i>	<i>Advantages</i>	<i>Disadvantages</i>
Standard	Simple Standardized Balanced Shift leaders	Lacks flexibility Breaks in continuity Possibly absent key personnel
Heavy or Light	Key personnel available when needed Flexible schedule Shift leaders	Disrupts sleep plans Lacks balance Breaks in continuity
Staggered	Continuity of operations Balanced	Adds complexity Lacks fixed shift Lacks fixed feeding schedule

3-31. The standard shift evenly divides available personnel based on staff function and expertise. This method provides standardized teams, enhanced teamwork, and simplicity. Disadvantages are a break in the continuity of operations during shift change and possible absence of a key staff officer when needed. Adequate shift change procedures reduce continuity problems.

3-32. A variation of the standard shift is the heavy or light shift. This method places a majority of personnel on duty when significant activity is ongoing or anticipated. For example, if conducting most operations at night, to include deep attacks, the heavy shift may be during the hours of darkness. The light shift consists of fewer Soldiers with those which are off duty remaining on call. This method provides flexibility based on mission requirements and the presence of key personnel when needed.

3-33. The staggered shift staggers the times that personnel come on and off duty. Each Soldier works a shift length based on section and duty requirements. In the staggered shift change, schedule personnel on overlapping shifts so that the new shift element has access to a body of knowledge four to six hours old. This method precludes a break in the continuity of operations but may be more complex to manage and support. Figure 3-1 on page 3-8 depicts a staggered shift.

3-34. Regardless of the method used, several considerations apply. The commander and key leaders are not placed on a duty shift. The brigade XO for example, is second in command and works as necessary. Personnel who do not work permanently in the CP are not integral parts of a duty shift. This includes liaison officers and any attached special staff officers who are unit leaders or commanders. Additionally, members of the command group and the tactical CP are not included. These personnel integrate into the existing manning schedules when present at the main CP for an extended period. A replacement or a wounded officer or NCO are excellent choices for augmentation shift.

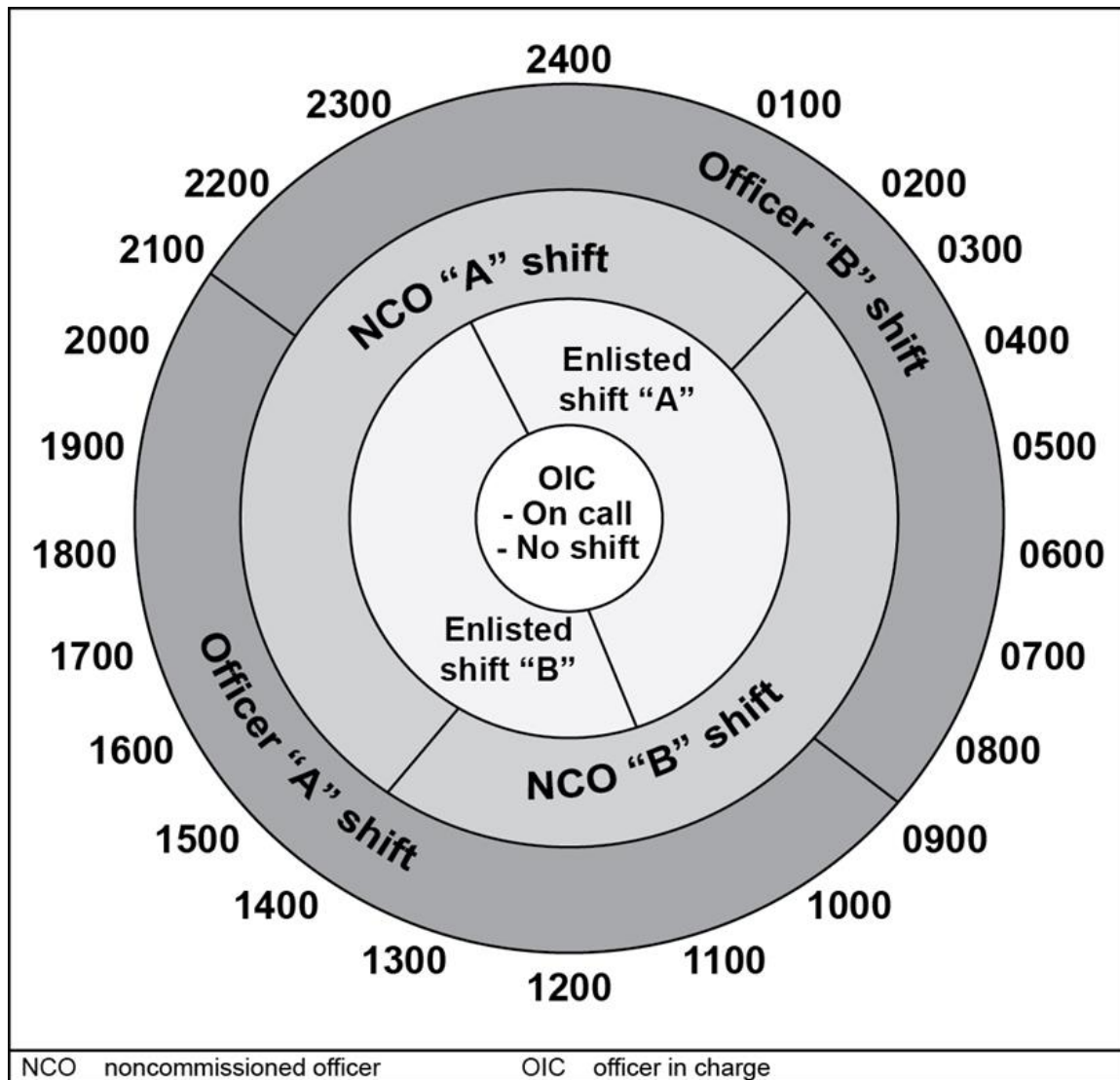


Figure 3-1. Staggered shift diagram

### Shift-Change Briefings

3-35. To ensure uninterrupted operations and shared understanding, staffs execute a briefing when the shifts change. The shift-change briefing provides a mechanism to formally exchange information periodically among CP staff members. Depending on the situation, it may be formal or informal and include the entire staff or selected staff members. Key CP leaders normally meet face-to-face. The COS or XO oversees the briefing with participants briefing their areas of expertise. The commander may attend and possibly change the focus of the briefing. If the commander issues guidance or makes a decision, issuing a fragmentary order may be necessary. The briefing's purpose is to inform the incoming shift of—

- The current unit status.
- The significant activities that occurred during the previous shift.
- The significant decisions and events anticipated during the next shift.

3-36. The shift-change briefing format and emphasis can change based on the situation. For example, the format for a force conducting stability tasks differs from a force conducting offensive operations. To facilitate

a quick but effective shift-change briefing, unit SOPs should contain tailored formats (see FM 6-0 for a sample shift-change briefing).

3-37. Some things that facilitate effective shift-change briefings are—

- A dedicated briefing area.
- A check that all incoming shift key personnel are present.
- An identified recorder.
- Submission of information slides to the battle captain in a timely manner.
- An accounting for all CP cells.
- A discussion of security, reporting procedures, CP organization, information management issues, resupply operations, and maintenance.
- An insurance that each CP cell NCO conducts an internal shift-change brief.
- An establishment of criteria to wake senior leaders when their presence is required.
- An establishment of a plan to update senior leaders after rest periods.

3-38. The optimal way to ensure shared understanding and situational awareness for smaller echelon CPs at battalion and below is by conducting the shift-change briefing face-to-face and in person while typically situated in the COIC. For larger echelon CPs at brigade and above, conducting the shift-change briefing over the digital mission command systems, such as command post of the future (CPOF), is a technique that takes into consideration the distributed nature of the CP personnel in a significantly larger CP infrastructure.

## COMMAND POST BATTLE DRILLS

3-39. Each CP requires the implementation of battle drills to react to a variety of situations that may be encountered while conducting operations. A battle drill is a collective action performed without the application of a deliberate decision-making process. A battle drill is initiated on a cue, such as enemy action or a leader's command, and is a trained response to the given stimulus. A battle drill requires minimal leader orders to accomplish. Synchronization and reaction speed are enhanced when battle drills are identified and the required reactions are defined in the unit SOP and rehearsed during training. See appendix B for a discussion on CP battle drills.

## BUILDING AND MAINTAINING SITUATIONAL UNDERSTANDING

3-40. Success in CP operations demands timely and effective decisions based on applying judgment to available information and knowledge. A common function of all CPs is to build and maintain situational understanding (see chapter 1). Conducting knowledge and information activities such as maintaining running estimates, performing focused battle tracking, and managing the COP enables staffs to provide knowledge to commanders in the form of recommendations to help commanders build and maintain their situational understanding while exercising mission command.

## Knowledge Management and Information Management

3-41. During continuous operations, a CP receives large amounts of data and information. In turn, the CP staff performs knowledge and information activities to find the relevant information from the large amounts of data and information available. Through analysis and running estimates, staffs perform battle tracking and COP management to help commanders understand situations, make and implement decisions, control operations, and assess progress. Units facilitate situational understanding through knowledge and information management when they create, organize, apply, and transfer knowledge to help develop a COP. See ATP 6-01.1 for more information on knowledge management and information management.

## Running Estimates

3-42. Each CP cell and staff section maintain a running estimate. A running estimate is the continuous assessment of current operations used to determine if it is proceeding according to the commander's intent and if planned future operations are supportable. The commander and each staff section continuously consider the effect of new information and update the following items:

- Facts.
- Assumptions.
- Friendly force status.
- Enemy activity and capabilities.
- Civil considerations.
- Conclusions and recommendations.

3-43. Running estimates never stop and must be maintained continuously during each phase of the operations process. They provide valuable input into the COP during operations because they aid in depicting key information as it relates to both current and future operations. An accurate COP coupled with input from comprehensive running estimates directly supports situational understanding by enhancing the commander's ability to visualize and make decisions during operations. See FM 6-0 for more information on running estimates.

### **Battle Tracking**

3-44. *Battle tracking* is the process of building and maintaining an overall picture of the operational environment that is accurate, timely, and relevant (JP 3-09.3). It is the integrative process of receiving, processing, analyzing, and monitoring information that is transformed into a cohesive image that assists the commander in visualizing the current and future state of friendly and enemy operations. Accurate battle tracking enables the commander to make informed decisions and focus resources decisively.

3-45. The simplest form of battle tracking is the mental and graphic picture built and maintained by using maps, observations, and running estimates. At higher levels, battle tracking is more complex and takes advantage of digital information systems using multiple sources to generate a coherent picture of the operational environment.

3-46. Battle tracking adds meaning to relevant information by formatting, plotting, translating, correlating, aggregating, organizing, categorizing, analyzing, and evaluating it to create the COP. Successful battle tracking underpins building and maintaining situational understanding. Analog and digital tracking are the two types of battle tracking methods employed in the CP.

### **Analog Battle Tracking**

3-47. Analog battle tracking requires the CP staff to manually update the operational picture using tangible tracking tools including the following:

- Situation maps and imagery.
- Overlays and graphics.
- Markers and whiteboards.
- Push pins and sticky notes.
- Battle boards and status charts.
- Hard copies of orders.
- Frequency Modulated radios.

3-48. Figure 3-2 on page 3-11 shows an example of how an analog battle board with maps, overlays, and status charts may be setup.

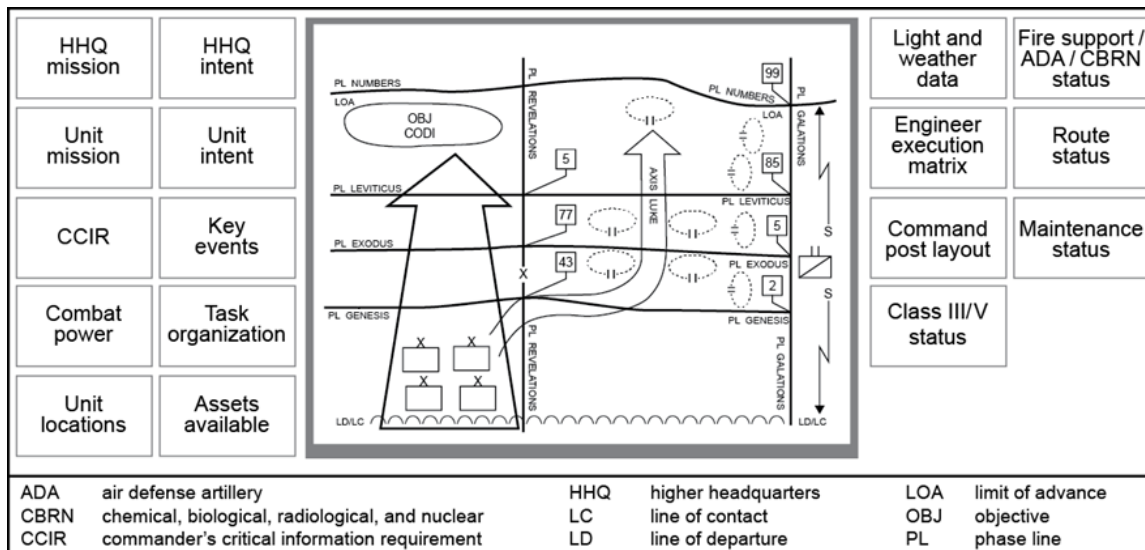


Figure 3-2. Example of an analog battle tracking system

### Digital Battle Tracking

3-49. Digital battle tracking employs integrated digital mission command information system (MCIS) that combine real-time situational awareness with a visualization capability to develop the COP. The primary MCIS used to perform digital battle tracking are—

- Global Command and Control-Army.
- CPOF.
- Force XXI Battle Command Brigade and Below (FBCB2).
- Advanced Field Artillery Tactical Data System (AFATDS).
- Air and missile defense workstation (AMDWS).
- Distributed Common Ground System-Army (DCGS-A).
- Full motion video (one system remote video terminal).
- Tactical Ground Reporting System.
- Web portal.
- PowerPoint.
- Audio visual equipment.
- Digital radios.

See more information about digital information systems in appendix C.

3-50. Battle tracking methods should be documented in the CP SOP, trained, rehearsed, and understood. Additionally, digital system redundancy is necessary but so is the capability to see oneself using analog capabilities if digital interfaces fail or the CP is on the move. In the event that digital battle tracking systems are inoperable or unavailable, CPs must be able to continue battle tracking in the analog mode. Therefore, both systems should be used and updated simultaneously.

### Common Operational Picture

3-51. In a CP, the COP is the end product of knowledge and information activities, running estimates, and battle tracking. It is the operational picture tailored to the commander's requirements, based on common data and shared information, and facilitates collaborative planning and the achievement of situational understanding.

3-52. CPOF is the primary digital COP viewer used by the Army today. CPOF combines feeds from different mission command information systems to provide a broad spectrum of information that commanders and staff members can use to collaborate. See appendix C referencing communications for more information on the COP.

### **COMMAND POST DISPLACEMENT**

3-53. The factors of METT-TC determine CP displacement. Because displacements can be both planned and unplanned, a CP must maintain a readiness posture to displace on short notice. An SOP that covers all aspects of displacement helps to maintain a heightened state of readiness.

3-54. The main CP displaces in either a single or phased move. The method selected depends on METT-TC, distance to be moved, and communications requirements. Critical aspects of mission command, such as contact with higher headquarters and subordinate units, must be maintained during displacement. Displacements are planned to ensure the main CP is stationary during critical phases of the battle.

### **COMMAND POST DISPLACEMENT STANDARD OPERATING PROCEDURE CONSIDERATIONS**

3-55. Timely and efficient CP displacement is a function of training, SOPs, and rehearsals. A unit's SOP should cover all aspects of displacement from triggers of displacement to vehicle load plans. The following considerations can aid in the development of an SOP for CP displacement:

- The conduct of an analysis of METT-TC factors. This helps to assess the threat situation and determine probability of air or ground attack.
- The development of a timeline for the preparation and movement of the main CP.
- The designation of a marshalling area to organize the march column and conduct final inspections and briefings.
- The establishment of detailed security measures, rehearse actions on contact drills, and conduct a convoy rehearsal.
- The designation of the movement route, including the start point, required checkpoints, rally points, and the release point. Additional control measures the team might need to identify include critical areas, defiles, choke points, rest and maintenance stops, and danger areas.
- The organizing, briefing, and dispatching of a quartering party.
- The specification of the march speed, movement formations, vehicle and serial intervals, catch-up speed, lighting, and times of critical events.
- The establishment of the order of march. Key headquarters positions in the order of march must enable continuous mission command and maximum protection using available combat assets. Based on its size, the organization divides into multiple serials.
- The planning for indirect fire support and contingency actions, and rehearse actions on contact. Contingency plans should cover vehicle breakdowns, lost vehicles, and accidents.
- The coordination for sustainment, including refueling, mess operations, vehicle recovery, military police assistance, and medical evacuation.
- The preparation and issuance of an order upon completion of the planning tasks.
- The determination of the tasks required to transfer mission command functions to the alternate CP.

### **COMMAND POST SECURITY AND DEFENSE**

3-56. Effective CP security and defense SOPs integrate a multitude of security measures which ensure that personnel, information, infrastructure, and facilities are protected from enemy attack. Security and defensive measures must be established based on an assessment of the full range of threats (enemy conventional forces, terrorists, insurgents, organized criminal elements, and insiders).

3-57. Establishing a CP within a base camp is an effective security and defense technique. For example, after the initial U.S. invasion of Iraq in 2003, Army forces inhabited existing hardened and semi-hardened facilities and established base camps as locations from which to conduct continuous operations. From 2004-2011 the

joint operations center for Multi-National Force-Iraq occupied Al Faw Palace located within the Victory Base Complex which was constructed around the Baghdad International Airport after it was seized during the invasion.

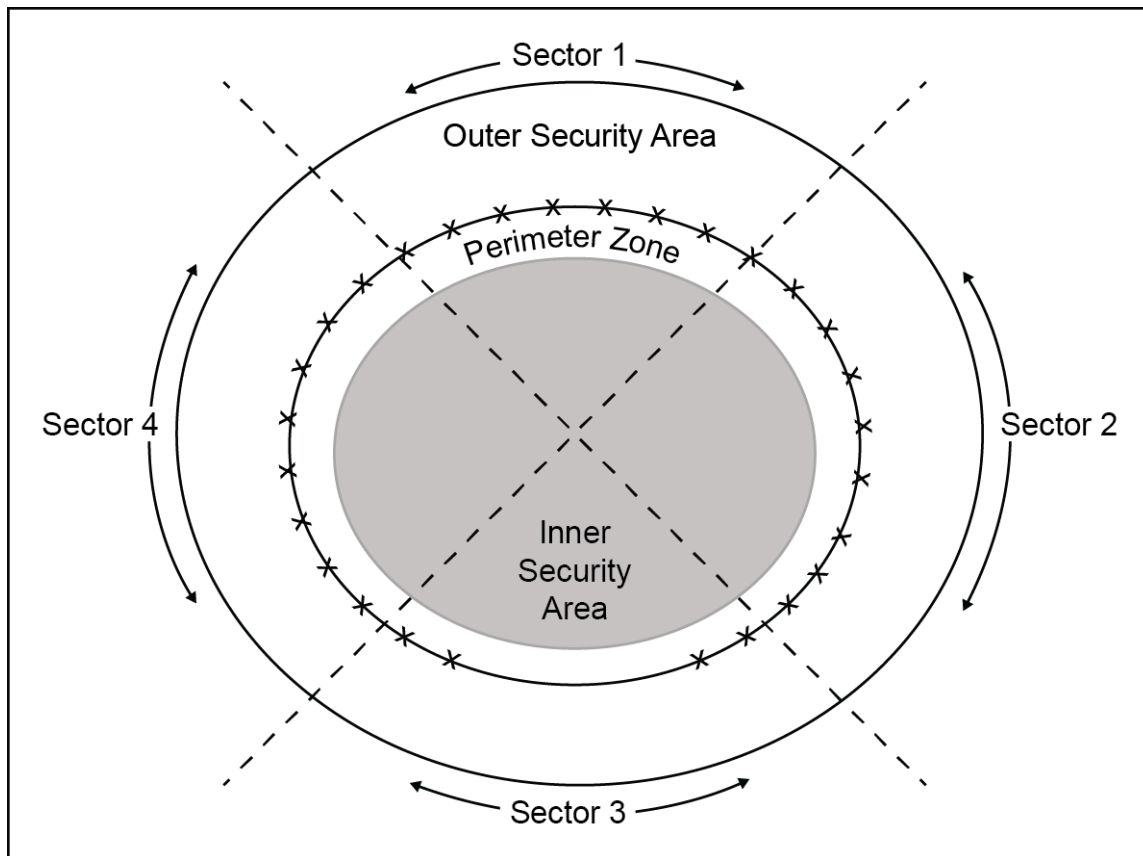
3-58. In terms of basic characteristics, functions, and operations, base camps and CPs are very similar. They both have a defined perimeter, are usually self-reliant for protection, and may serve a specific purpose or be multifunctional. The techniques and principles outlined in chapter 6 of ATP 3-37.10 have proven successful to securing and defending base camps and this applies to CP operations.

### LAYERED APPROACH FRAMEWORK

3-59. CP security and defense capabilities are best deployed using a layered approach such as the one described in chapter 6, ATP 3-37.10. A layered defense provides strength and depth and reduces the destructive effect from any single attack through the dissipation of energy or the culmination of the attacking force. The defense in depth technique provides time for the CP defense forces to assess, decide, and respond.

3-60. The framework for establishing CP security and defense capabilities consists of three areas (see figure 3-3 on page 3-14). These three areas are—

- **The outer security area.** This is the area outside the perimeter that typically extends out to the limit of available direct fire weapons. Commanders establish an outer security area to provide early warning and reaction time, and deny enemy reconnaissance efforts and vantage points for conducting standoff attacks. The outer security area should include the emplacement of chemical, biological, radiological, and nuclear detectors with alarms if chemical, biological, radiological, and nuclear is a condition of the battlefield. The outer security area is typically patrolled by mobile or on-foot security elements.
- **The perimeter zone.** This zone includes the CP perimeter and area immediately in front or behind it that is needed for observation posts, fighting positions, and early entry command posts.
- **The inner security area.** This is the area inside the CP perimeter. Interior barrier plans can be used around individual CP facilities, critical assets, and as traffic control measures to add depth to the CP security plan and to halt or impede the progress of threat penetrations of the perimeter zone.



**Figure 3-3. Framework for command post security and defense**

3-61. Commanders and their staffs apply the framework for CP security and defense to focus their planning activities and ensure all critical elements of CP security and defense are addressed. The framework is not intended as an all-inclusive solution to CP security and defense but is intended to provide a general template for planning. The CP security and defense plan must ensure adequate protection with as small a force as necessary to avoid diminishing operations and without impeding staff sections from performing their primary mission tasks. See ATP 3-37.10 for more information.

### LAYERED APPROACH CONSIDERATIONS

3-62. Prior to implementing the layered approach, planners should also consider—

- The ability to provide early warning.
- The positioning of key weapon systems and developing range cards and sector sketches.
- The designation of final protective lines and final protective fires.
- The clearing of fields of fire.
- The preparing of hasty or deliberate fighting and survivability positions.
- The emplacing of protective obstacles and barriers.
- Entry and access control points and procedures.
- The assurance of redundant communication means.
- The rehearsing of reactions to contact, rules of engagement, casualty evacuation, and the use of response forces.
- The continuation of improving the defense based on continuous threat and vulnerability assessments.



## COMMAND POST LIFE SUPPORT

3-63. The pace of continuous operations will inevitably cause stress on the CP staff. Without a life support SOP in place, both personnel and equipment performance will degrade quickly. CP life support during continuous operations includes managing—

- Daily operations.
- Field safety.
- Equipment maintenance.
- Fuel consumption.
- Power management.
- Environmental impacts.

## DAILY OPERATIONS

3-64. In a CP, daily operations are those routine tasks that must be accomplished from day to day to ensure efficient and continuous operations. Typically, the operations sergeant major has overall responsibility for ensuring that all CP daily duties get accomplished. Daily duties that a CP will conduct include the following:

- Re-fueling operations (generators, heaters, stoves, and vehicles).
- Policing inside and outside the CP.
- Conducting logistics package operations.
- Adhering to and enforcing the CP rules.
- Conducting daily health care and hygiene.
- Checking the wind lines on CP tents and communications antennae to ensure that they are secure.
- Conducting daily maintenance on mission command information systems, computers, and printers.
- Conducting preventative maintenance checks and services on CP equipment.
- Shredding all classified and unclassified documentation.
- Visually inspecting electrical grounding, cables, and connections.
- Conducting field mess operations.
- Executing rest plans.

## FIELD SAFETY

3-65. Continuous operations are inherently hazardous. All operations involve placing individuals in and around large equipment, weapons systems, and difficult terrain. Prior to conducting CP operations, leaders develop a safety SOP and implement it at each echelon. Safety is everyone's responsibility. Leaders emphasize safety and make on-the-spot corrections. At a minimum, identify, assess, and mitigate the following in the SOP prior to conducting CP operations:

- Vehicle operations.
- Mounting and dismounting equipment.
- Maintenance.
- Electrical safety.
- Weapon systems safety.
- Fire safety.
- Sleeping area safety.
- Extreme weather.

## EQUIPMENT MAINTENANCE

3-66. Proper maintenance is the key to keeping CP vehicles, equipment, and other materials serviceable. It is a continuous process that starts with preventive measures taken by each operator and continues through

repair and recovery efforts by higher-level maintenance personnel. It includes the services involved in inspecting, testing, servicing, repairing, requisitioning, recovering, and evacuating.

3-67. Preventive maintenance checks and services is the foundation of field level maintenance. Preventive maintenance as a system includes all checks and services performed by the operator or crew and the field maintenance section. It is performed in order to identify and correct faults as well as perform required services on all assigned equipment.

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*Note:* For more information, see DA PAM 750-3 as it provides a single “go-to” reference for field maintenance operations.

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### POWER MANAGEMENT

3-68. Power is critical to the success of CP operations since units rely on it extensively to run much of their equipment and support systems. The Army-fielded standardized integrated CP system is powered differently from previous versions. Rather than each particular system running off of its own generator, they are collectively powered from a single source. This concept is called central power. A power plant provides power which is supplied to the equipment through a network of cables and distribution equipment.

3-69. Key components to effective power management are—

- Selecting of a power source.
- Setting up the power generators (use of phases, wiring, loading, physical location, sun shade).
- Grounding of power sources and electrical components.
- Distributing the power.

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*Note:* If available, reliable commercial power is a good choice when a CP is at the long halt.

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### FUEL CONSUMPTION

3-70. CPs rely heavily on power generation equipment to sustain continuous operations. Power generation equipment provides the electricity for lighting, cooling, heating, computers, networking equipment, and other life support systems. Power generation equipment and CP vehicles require fuel to operate. Use careful management of fuel supplies, resupply, and consumption to conduct effective and sustained CP operations.

3-71. Typically a CP will have fueling vehicles that are assigned by its TO&E. The basic load of fuel for the CP is the hauling capacity of its fuel vehicles including the vehicles fuel tanks. Topping off vehicles and equipment whenever possible is essential to continuous operations.

### ENVIRONMENTAL IMPACTS

3-72. Certain areas of CP operations require particular attention to avoid environmental impacts and to protect health and quality of life. Environmental considerations during CP operations include the following:

- Field sanitation.
- Hazardous material storage, transportation, treatment, redistribution or reuse, and safeguarding.
- Spill response and reporting.
- Storage, distribution, and safeguarding of petroleum, oils, and lubricants.
- Integrated waste management to include the collection, transportation, storage, segregation, recycling, treatment and disposal of solid waste, black water (feces and urine), gray water (other wastewater from sinks or baths), hazardous waste, special waste, medical waste, and explosive waste.
- Latrine and shower facility locations.
- Dining facility locations.
- Motor pool and maintenance locations.

## Appendix A

# Battle Rhythm and Meetings

This appendix defines and describes battle rhythm. It addresses responsibilities for building and managing a unit's battle rhythm, followed by a discussion of ways to develop a battle rhythm. The chapter concludes by providing examples of various meetings typically included in a unit's battle rhythm. There is no standard battle rhythm for every situation. Different echelons, types of units, and type of operations require commanders and staffs to develop their unit's battle rhythm based on the situation. Example meetings in this appendix are of a division headquarters conducting large scale combat operations. Units should modify these meeting examples based on their echelon, situation, and commander's preference.

### **BATTLE RHYTHM**

A-1. A headquarters battle rhythm consists of a series of meetings (to include those conducted by boards, working groups, and planning teams), reports, and other activities synchronized by time and purpose. An effective battle rhythm—

- Facilitates decision making.
- Facilitates interaction between the commander, staff, and subordinate commanders.
- Supports building and maintaining shared understanding throughout the headquarters.
- Establishes a routine for staff interaction and coordination.

A-2. A unit's battle rhythm provides structure for managing a headquarters' most important internal resource—the time of the commander and staff. A headquarters battle rhythm supports decision making across the three planning horizons enabling timely direction and guidance to subordinate units. The logical arrangement of report submissions and meetings in support of each other and the commander's decision making requirements are key to an effective and efficient headquarters. See FM 6-99 for a listing of Army reports.

A-3. While the battle rhythm establishes a routine for a headquarters, the unit's battle rhythm is not static. Commanders modify the battle rhythm as the situation evolves. For example, a commander may require a daily plans update early in operations. The commander may only prefer a plans update every three days as the situation changes.

A-4. Responding to unplanned events are always a challenge to the battle rhythm. Enemy activity, planning requirements, or a distinguished visitor visits for example, may require a temporary adjustment to the battle rhythm. For example, if a higher commander requires the commander to participate in an unscheduled conference call, this event will pull the commander away from other scheduled events in the battle rhythm. The battle rhythm must be sufficiently flexible to provide needed support for the commander in preparing for the conference call and still have the battle rhythm function in the commander's absence. In this instance, a deputy commander or the chief of staff could stand in for the commander in these battle rhythm events.

### **RESPONSIBILITIES**

A-5. All personnel in the CP keep abreast of the unit's battle rhythm and are prepared for those events they are scheduled to participate in. Key individuals responsible for developing and managing a unit's battle rhythm include the following:

- Commander.
- COS or XO.
- Knowledge manager.
- Primary staff officers.

### Commander

A-6. Decision making requires knowing if, when, and what to decide and understanding the consequences of that decision. A commander's decisions ultimately guide the actions of the force. As such, the development and management of the unit's battle rhythm must directly support the commander's decision-making style.

A-7. Each commander has a unique personal decision-making style and staff interaction preference. For example, one commander may prefer to chair the targeting board, where another prefers to delegate decision-making authority for the targeting board to a deputy commander. To develop an effective battle rhythm that supports their decision-making style, commanders share their preferences with the staff and provide guidance to include the following:

- Specific meetings they require and preferred frequency.
- Delegation of decision-making authority for specific meetings and functions.
- Attendance and guidance for meetings outside of the headquarters.

### Chief of Staff or Executive Officer

A-8. The COS or XO oversees the development and management of the unit's battle rhythm. Working with the staff, the COS or XO ensures headquarters activities support the commander and that activities are logically sequenced so that the output of one activity informs another activity's inputs. The COS or XO also ensures the unit's battle rhythm nests with the higher headquarters and supporting units while enabling timely direction and guidance to subordinate units.

A-9. The COS or XO balances staff duties and responsibilities with the time required to plan, prepare, and conduct meetings. This includes examining meeting attendance requirements. Some staff sections may lack the personnel to attend all events. The COS or XO and staff members constantly look for ways to combine meetings and eliminate unproductive ones.

### Knowledge Management Officer

A-10. Developing and managing a unit's battle rhythm is a key aspect of knowledge management. Using the knowledge management process (assess, design, develop, pilot, and implement), the knowledge manager assists the COS or XO and staff primary officers in developing and managing the battle rhythm. Knowledge managers advise the commander and staff on time management, meeting management, content management, and report analysis. See ATP 6-01.1 for detailed information on these topics. The knowledge management working group (see paragraph A-57) serves as a forum to help manage the unit's battle rhythm.

### Primary Staff Officers

A-11. Primary staff officers of the coordinating, special, and personal staffs have important roles in the development and management of the unit's battle rhythm. Each staff section analyzes their information requirements to ensure they receive and provide relevant information within their area of expertise. Staff primaries recommend report requirements and propose meetings for inclusion in the unit's battle rhythm. For each meeting a staff section leads, the responsible staff primary officer develops meeting instructions as described in paragraphs A-25 through A-26.

A-12. Primary staff officers assist the COS or XO in the management and discipline of the battle rhythm during execution. They ensure meetings that they lead are effective and that members of their staff sections are prepared for meetings requiring their participation. Primary staff officers assist the COS or XO with identifying unproductive meetings and ways to combine meetings when beneficial.

## BATTLE RHYTHM DEVELOPMENT

A-13. Developing an effective battle rhythm requires detailed planning and analysis. Rarely does a unit start from scratch when developing their battle rhythm. Unit operations normally provide a standard battle rhythm in which the unit expects to operate. Upon receipt of mission, the unit's SOP serves as the basis for developing the unit's battle rhythm for specific operations. In addition to understanding the commander's decision-making style and preference, the staff considers the following when developing the unit's battle rhythm:

- Higher headquarters, support, and supporting battle rhythms and report requirements.
- Type and intensity of operations.
- Logical arrangement of battle rhythm events.
- Time available.

### Higher Headquarters Battle Rhythm

A-14. Understanding the information requirements and battle rhythm of the higher headquarters is essential to developing the unit's battle rhythm. Standards and timeline submission of reports and requests for support (operations summaries, transportation requests, target nominations), and required attendance or input to higher headquarters meetings all require that a subordinate unit's battle rhythm is nested with higher headquarters.

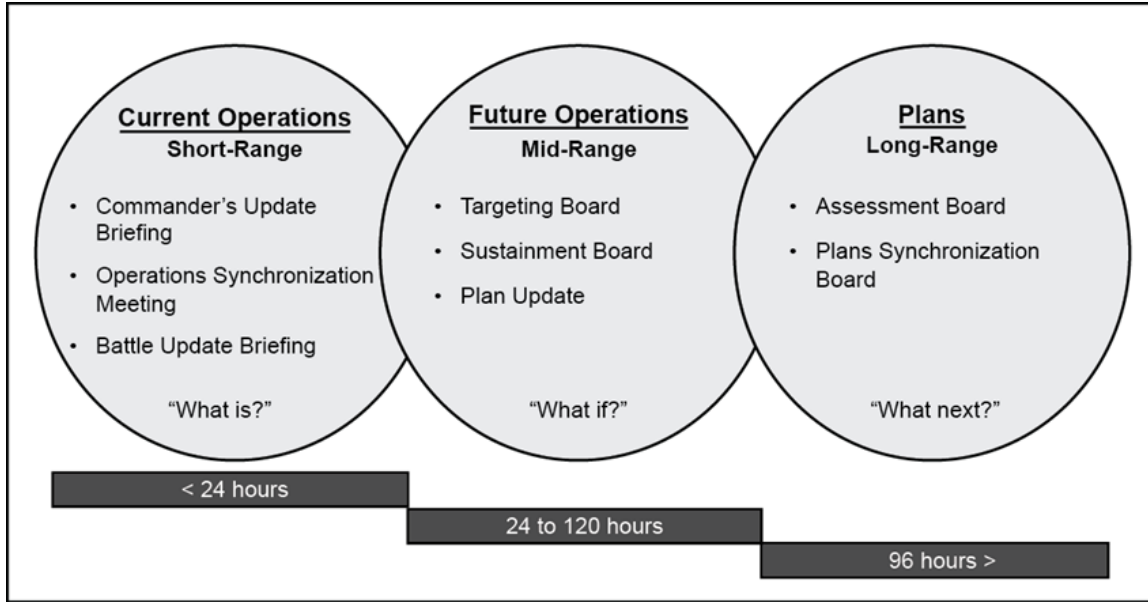
A-15. A technique for initially developing the unit's battle rhythm is to analyze the higher headquarters battle rhythm to include identifying higher headquarters meetings and reports that require the unit's participation or input. The staff also identifies information requirements and meetings of supporting units. This helps the staff identify internal meetings and report requirements. It also helps determine the scheduling of internal meetings and reports in order to provide timely input to the higher or supporting headquarters. For example, the higher headquarters will require subordinate units to submit target nominations and requests for air support by a certain time. To ensure timely input to higher headquarters, the staff conducts a time analysis on when they need to conduct their internal targeting working group and targeting board in order to ensure target nominations reach the higher headquarters on time.

### Type of Operation

A-16. The type and intensity of operations are both important considerations when developing or modifying the unit's battle rhythm. During high-tempo operations involving offense and defense, planning and timelines for making decisions are often shortened. For operations dominated by stability, the planning, and times for making decisions are often longer. Meetings can be less frequent and spread out over a weekly or monthly calendar. In addition, the staff may develop non-standard working groups or boards not found in their unit standard operating procedures. Examples include an economic development working group or civil projects working group and board.

### Logical Arrangement of Battle Rhythm Events

A-17. Commander's guidance and decision making requirements, analysis of the higher headquarters' battle rhythm, and an understanding of the type and intensity of operations, all help the staff to identify events for inclusion in the unit's battle rhythm. Before sequencing events, it is helpful to associate actual time windows to planning horizons and identify major decision-making events associated with each planning horizon. Figure A-1 on page A-4 provides an example of how a division may associate time windows and key decision-making events to the short-, mid-, and long-range planning horizons. This understanding helps the staff logically sequence events so that outputs from one battle rhythm event provide inputs to others in support of the commander's decision-making requirements by planning horizon.



**Figure A-1. Associating planning horizons with time**

A-18. Another technique for sequencing events is to address one function at a time (such as the targeting). For targeting, the staff would identify the medium and time for when the targeting nominations are due to the higher headquarters and then backward plan events in order to support input to the higher headquarters targeting process. A potential sequence may include conducting the information collection working group's meetings before the targeting working group, followed by conducting a targeting board to obtain approval of the commander's targeting guidance and target nomination. After developing a logical sequence of events for each functional area, the staff then nest functional events with each other. The staff can then develop a consolidated battle rhythm schedule. This may be a daily, weekly, bi-weekly, or a monthly schedule.

**Time Availability**

A-19. When developing the battle rhythm, it is important to leave time within the battle rhythm for additional work (thinking, battlefield circulation, planning, and analysis) and personal time (sleep, relaxation, and exercise). A common error in battle rhythm development is to schedule numerous events where the commander, staff principals, and action officers find themselves going to a continuous progression of meetings, working groups, and other events. In this environment, it is hard for the commander or members of the staff to find the time to think or work on projects. The negative impacts of a "jam-packed" battle rhythm go beyond the commander and staff and affect subordinate units.

A-20. Combining working groups and decision boards helps free up time for commanders and the staff to maximize the amount of "white space" in the battle rhythm.

**BATTLE RHYTHM APPROVAL**

A-21. The COS or XO typically approves the battle rhythm. A technique for gaining approval is for the COS or XO to meet with the primary staff to review, discuss, and approve the battle rhythm. This includes a review and approval of meeting instructions (purpose, frequency, participation, agenda, inputs, and outputs) for each meeting on the schedule (see paragraph A-25 to A-26). When approving the battle rhythm, the COS or XO asks the following questions:

- Does the battle rhythm support the commander's decision-making style and requirements?
- Is the battle rhythm nested with higher events?
- Does the battle rhythm match the events happening on the ground and the intensity of the operations?
- Does the battle rhythm allow subordinate units to establish their routine?

- Is there time between routine events to allow for leaders and staffs for other activities to include personal time?
- For each meeting—
  - Is the meeting necessary?
  - Is there a clear purpose to the meeting?
  - Does the meeting feed others and ultimately lead to timely decisions?
  - Are the inputs and outputs of the meetings identified and synchronized?
  - Is there sufficient time for those involved to prepare for the meeting?
  - Is this meeting duplicative with others?
  - Are the proper attendees at the meeting?

## MEETINGS

A-22. Meetings are gatherings to present and exchange information, solve problems, coordinate action, and or obtain decisions. Meetings may involve members of the staff; the commander and staff; or the commander, subordinate commanders, staff, and unified action partners. Who attends which meeting depends on the meeting’s purpose. CP cells, staff sections, boards, working groups, and planning teams all conduct meetings.

A-23. Modern mission command information systems, such as the CP of the future, allow virtual participation of meeting members when face-to-face coordination is not necessary or practicable. For example, a division headquarters may conduct a protection working group meeting with members of the staff attending face-to-face while subordinate unit participation is via defense collaboration services (see appendix C for a listing of the various information systems and communication assets available in CPs).

A-24. Commanders—assisted by the COS or XO—establish, modify, and dissolve meetings as the situation evolves ensuring the most effective use of staff resources and time. The commander and COS or XO also identify staff members to participate in higher, supported, and supporting headquarters meetings. The COS or XO manages all meetings to include the sequence and timings of meetings in the unit’s battle rhythm.

A-25. Efficient meetings help build and maintain shared understanding, facilitate decision-making, and coordinate action. To ensure meetings are organized well and achieve what is intended, staff leads develop instructions for each meeting to include the following:

- Purpose.
- Frequency, duration, and location.
- Medium (face-to-face, video teleconference, and others).
- Expected participants (staff lead, chairperson, and members).
- Required inputs (for example, updated collection plan).
- Expected outputs (for example, approved target nominations).
- Agenda.

A-26. Clearly defining the purpose and desired outputs of each meeting, helps determine required inputs and meeting membership. A technique is for the COS or XO to bring the staff together to discuss, modify, and approve the instruction for each meeting as part of battle rhythm development. Following approval by the COS or XO, meeting instructions become parts of the unit’s SOP. Table A-1 on page A-6 shows a technique for organizing and publishing meeting instructions. .

**Table A-1. Meeting instructions**

<b>General</b>	<b>Participants</b>
<ul style="list-style-type: none"> <li>• Title</li> <li>• Purpose</li> <li>• Frequency</li> <li>• Duration</li> <li>• Location</li> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>• Staff lead</li> <li>• Chair</li> <li>• Members</li> </ul>
<b>Inputs and Outputs</b>	<b>Agenda</b>
<ul style="list-style-type: none"> <li>• Inputs</li> <li>• Outputs</li> </ul>	<ul style="list-style-type: none"> <li>First item</li> <li>Second item</li> </ul>

**MEETING NOTES**

A-27. Recording and sharing the results of each meeting helps maintain shared understanding internal and external to the headquarters. Staff leads capture relevant information at the conclusion of each meeting to include issues, recommendations, decisions, guidance, and tasking. The unit’s knowledge management plan should provide a standard format for meeting notes and provide instructions on where to place and how to access meeting notes on the unit’s web portal. An example format for meeting minutes includes the following:

- Meeting title.
- Date and time group.
- Attendees.
- Meeting summary to include—
  - Issues raised.
  - Recommendations determined.
  - Decisions made.
  - Guidance offered.
  - Tasking or any due-out decided upon.

**TYPES OF MEETINGS**

A-28. The number of meetings and the subjects they address depend on the situation and echelon. While numerous informal meetings occur daily within a headquarters, meetings (to include briefings) commonly included on a unit’s battle rhythm include the following:

- Shift-change briefings (current operations integrating cell).
- Battle update briefings (current operations integrating cell).
- Commander’s update briefings (current operations integrating cell).
- Operations synchronization meeting (current operations integrating cell).
- Boards and working groups (various functional and integrating cells).
- Plans, meetings, and briefings (plans or future operations cells).

**Shift-Change Briefing**

A-29. During continuous operations, the staff operates in shifts. At the beginning of each shift, the COS or XO oversees a shift-change briefing. Staff section leaders of the outgoing shift meet with and brief the ongoing shift on current operations. The briefing’s purpose is to inform the incoming shift of—

- Current and projected enemy situation.
- Current friendly situation to include changes in unit location, disposition, and changes in task organization.



- Significant activities that occurred in the last 12 hours.
- Anticipated events and decisions anticipated during the next 24 hours.

A-30. In those instances when a battle update briefing (see paragraph A-31) or a commander's update briefing (see paragraph A-33) is scheduled, the staff may not conduct a shift-change briefing. Following these updates, shift leaders and watch officers meet face-to-face and exchange information before the new shift assumes responsibilities. See chapter 3 for additional information on shifts and conditions that help facilitate shift-change briefings.

### **Battle Update Briefing**

A-31. The battle update briefing is a staff update to the commander on the progress of current operations. It includes a summary of the current situation and a review of upcoming events and decisions. Staff members provide the commander a summary of their running estimates to include any concerns and recommendations to modify current operations. The commander ends the briefing with guidance to the staff that may result in a fragmentary order to subordinate units. Sample instructions for a division-level battle update briefing are located at table A-2 on page A-8.

A-32. The battle update briefing and the commander's update briefing help improve the commander's situational understanding. In addition to addressing the unit's internal situation, the staff also updates the commander on the status of adjacent, rear, forward, supported, and supporting units. The operations officer provides this as part of the operations update. Subordinate commanders or staff officers address areas that affect their unit or warfighting function. For example, the division G-4 briefs a slowdown in fuel distribution due to a missile strike in the corps sustainment area. The G-4 then recommends a change in priority of support to the combat aviation brigade for the next 24 hours.

**Table A-2. Battle update briefing**

<b>General Information</b>		<b>Participants</b>	
<p><b>Title:</b> battle update briefing</p> <p><b>Purpose:</b> update the commander on current operations and review upcoming events and decisions in the short-range planning horizon</p> <p><b>Frequency:</b> daily</p> <p><b>Duration:</b> 45 minutes</p> <p><b>Location:</b> current operations cell</p> <p><b>Medium:</b> CP of the future</p>		<p><b>Staff lead:</b> G-3</p> <p><b>Chair:</b> commanding general</p> <p><b>Members:</b> chief of staff; coordinating, special, and personal staff section representatives; liaison officers</p>	
<b>Inputs and Outputs</b>		<b>Agenda</b>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Updated running estimates.</li> <li>• Updated situation template</li> <li>• Updated operational graphics, friendly unit locations, and disposition</li> <li>• Significant activities last 24 hours</li> <li>• Commander's critical information requirements</li> <li>• Decision support matrix</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Commander's decisions and guidance</li> <li>• Fragmentary order as required</li> </ul>		<ul style="list-style-type: none"> <li>• Roll call (G-3)</li> <li>• Orders received and issued (G-3)</li> <li>• Weather update (SWO)</li> <li>• Intelligence update (G-2)</li> <li>• Operations update (G-3)</li> <li>• Fires update (chief of fires, ALO, EWO)</li> <li>• Protection update (chief of protection)</li> <li>• Sustainment update (G-4, G-8, G-1, surgeon)</li> <li>• Civil affairs update (G-9)</li> <li>• Information operations update (IO officer)</li> <li>• Signal update (G-6)</li> <li>• Other staff updates by exception</li> <li>• Commanders guidance</li> </ul>	
ALO	air liaison officer	G-4	assistant chief of staff, logistics
CP	command post	G-6	assistant chief of staff, signal
EWO	electronic warfare officer	G-8	assistant chief of staff, financial management
G-1	assistant chief of staff, personnel	G-9	assistant chief of staff, civil affairs
G-2	assistant chief of staff, intelligence	IO	information officer
G-3	assistant chief of staff, operations	SWO	staff weather officer

**Commander's Update Briefing**

A-33. The commander's update briefing is an assessment of the current operations by the staff and subordinate commanders. It differs from the battle update in that subordinate commanders participate and provide their assessment of current operations to the commander. In addition, subordinate commanders identify concerns and offer recommendations for modifying the current order (a change to task organization or moving the coordinated fire line are examples). Sample instructions for a division-level commander's update briefing are located in table A-3 on page A-9.

**Table A-3. Commander’s update briefing**

<b>General Information</b>		<b>Participants</b>	
<p><b>Title:</b> commander’s update briefing</p> <p><b>Purpose:</b> provide the commander an assessment of current operations and review upcoming events and decisions in the short-range planning horizon</p> <p><b>Frequency:</b> daily</p> <p><b>Duration:</b> 45 minutes</p> <p><b>Location:</b> current operations cell</p> <p><b>Medium:</b> CPOF</p>		<p><b>Staff lead:</b> G-3</p> <p><b>Chair:</b> commanding general</p> <p><b>Members:</b> subordinate commanders; chief of staff; coordinating, special, and personal staff section representatives; liaison officers</p>	
<b>Inputs and Outputs</b>		<b>Agenda</b>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Updated running estimates</li> <li>• Updated situation template</li> <li>• Updated operational graphics, friendly unit locations, and disposition</li> <li>• Significant activities last 24 hours</li> <li>• CCIR</li> <li>• Decision support matrix</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Commander’s guidance</li> <li>• Fragmentary order as required</li> </ul>		<ul style="list-style-type: none"> <li>• Roll call (G-3)</li> <li>• Intelligence update (G-2)</li> <li>• Operations update (G-3)</li> <li>• Subordinate commanders update:                             <ul style="list-style-type: none"> <li>■ Combat power</li> <li>■ Intelligence assessment</li> <li>■ Operations assessment</li> <li>■ Issues and recommendations</li> <li>■ Commander’s guidance</li> </ul> </li> </ul>	
CPOF	command post of the future	G-2	assistant chief of staff, intelligence
CCIR	commander’s critical information requirement	G-3	assistant chief of staff, operations

**Operations Synchronization Meeting**

A-34. The operations synchronization meeting is a key battle rhythm event to ensure that operations remain synchronized in the short-range planning horizons. Chaired by a deputy commander or the G-3 or S-3 representative of each CP cell and separate staff section as required, they meet to assess the progress of current operations and review upcoming decision points and critical events. Members identify changes in the situation requiring adjustments to the current operation order. They then develop directives to synchronize units and warfighting functions in accordance with the commander’s intent and guidance. Key outputs from this meeting include changes or recommended changes to the current order resulting in a fragmentary order. Sample instructions for a division-level operations synchronization meeting are located at table A-4 on page A-10.

**Table A-4. Operations synchronization meeting**

<b>General Information</b>		<b>Participants</b>	
<b>Title:</b> operations synchronization meeting <b>Purpose:</b> synchronize current operations for the short-range planning horizon <b>Frequency:</b> daily <b>Duration:</b> one hour <b>Location:</b> main command post briefing tent <b>Medium:</b> face-to-face		<b>Staff lead:</b> G-3 <b>Chair:</b> assistant division commander maneuver (ADC-M) <b>Members:</b> functional and integrating cells representatives, special and personal staff representative as required; liaison officers	
<b>Inputs and Outputs</b>		<b>Agenda</b>	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Updated running estimates</li> <li>• Updated situation template</li> <li>• Updated operational graphics, friendly unit locations, and disposition</li> <li>• Significant activities last 24 hours</li> <li>• Execution matrix</li> <li>• Decision support matrix</li> <li>• Commander's guidance</li> </ul> <b>Outputs:</b> <ul style="list-style-type: none"> <li>• Updated execution matrix</li> <li>• Recommend changes to the decision support matrix</li> <li>• Fragmentary order as required</li> </ul>		<ul style="list-style-type: none"> <li>• Roll call (G-3)</li> <li>• Review commander's guidance (G-3)</li> <li>• Weather update (SWO)</li> <li>• Review upcoming critical events and decisions (G-3)</li> <li>• Intelligence (G-2)</li> <li>• Movement and maneuver (G-3)</li> <li>• Fires (chief of fires)</li> <li>• Protection (chief of protection)</li> <li>• Sustainment (G-4, G-8, G-1, surgeon)</li> <li>• Mission Command (G-3, G-6)</li> <li>• Other staff by exception</li> <li>• Recommended changes to the current order</li> <li>• Guidance</li> </ul>	
ADC-M	assistant division commander maneuver	G-4	assistant chief of staff, logistics
G-1	assistant chief of staff, personnel	G-6	assistant chief of staff, signal
G-2	assistant chief of staff, intelligence	G-8	assistant chief of staff, financial management
G-3	assistant chief of staff, operations	SWO	staff weather officer

*Note:* Another technique is to synchronize operations by time vice critical events. For example, next 24 hours or next 48 hours. A benefit of this technique is alignment with the timings in the air tasking order and the targeting time windows used by the targeting working group and targeting board.

A-35. The operations synchronization meeting is a short-range planning event that results in decisions. When not in attendance, commanders empower the meeting chair to make appropriate decisions to ensure operations remain synchronized within their intent. The operations synchronization meeting does not replace the continuous monitoring, coordination, and decision making that occurs within the current operations integrating cell. When an event occurs or an immediate decision is required, the current operations integrating cell takes action within its delegated authority. The current operations integrating cell employs battle drills (see appendix B) or uses the rapid decisionmaking and synchronization process (see FM 6-0) to address issues as the situation requires.

**BOARDS AND WORKING GROUPS**

A-36. The commander establishes boards and working groups to bring together cross-functional expertise to coordinate action, solve problems, and make decisions. The primary difference between boards and working groups is the level of authority granted to boards by the commander. Commanders chair boards or grant decision-making authority to boards within a specific functional area. Working groups coordinate action and develop recommendation for approval by the commander or a board. Boards and working groups conduct meetings that are scheduled on the unit's battle rhythm.

## Boards

A-37. Commanders establish boards and assign responsibilities and decision-making authority for each board. The commander or a senior leader chairs boards with members of the boards consisting of staff elements, subordinate commands, and other organization representatives as required. Typical boards found on the unit's battle rhythm include the following:

- Operations assessment board.
- Plans synchronization board.
- Sustainment board.
- Targeting board.

### *Operations Assessment Board*

A-38. Assessment precedes and guides the other activities of the operations process. Assessment involves deliberately comparing forecasted outcomes with actual events to determine the overall effectiveness of force employment. More specifically, assessment helps the commander determine progress toward attaining the desired end, achieve objectives, and perform tasks. It also involves continuously monitoring and evaluating the operational environment to determine what changes may affect the conduct of operations. See ADRP 5-0 for doctrine on assessment.

A-39. Throughout the operations process, commanders integrate their own assessments with those of the staff, subordinate commanders, and other unified action partners. Primary tools for assessing progress of operations include the operation order, the COP, personal observations, running estimates, and the assessment plan. The latter includes measures of effectiveness, measures of performance, and reframing criteria. The commander's visualization forms the basis for the commander's personal assessment of progress. Running estimates provide information, conclusions, and recommendations from the perspective of each staff section.

A-40. Depending on the situation, particularly in protracted operations, commanders may develop a formal assessment plan (see FM 6-0) to assist them in assessing the overall progress of the operations in achieving the desired end state. Whereas the battle update and commander's update briefing focus on assessing current operations, the operations assessment board focuses on providing an assessment of the progress of operations for the mid- to long-range planning horizons. Areas of assessment include progress toward transitioning to the next phase of operations, achieving objectives, or obtaining end state conditions.

A-41. Chaired by the commander, representatives of each staff section, subordinate command, and other organizations meet to assess the overall progress of operations. In addition to assessing progress, the board discusses what is working, what is not working, and how to improve operations. Based on the assessment, the commander may provide planning guidance at the end of the meeting or spend some time to think about the assessment before providing planning guidance. Key outputs from this meeting may include changes to the current plan resulting in a new operation order. Sample instructions for a division-level operation assessment board are located in table A-5 on page A-12.

**Table A-5. Operations assessment board**

<b>General Information</b>	<b>Participants</b>
<p><b>Title:</b> operations assessment board</p> <p><b>Purpose:</b> provide the commander with an assessment of the operations' progress toward obtaining end state conditions</p> <p><b>Frequency:</b> monthly</p> <p><b>Duration:</b> four hours</p> <p><b>Location:</b> main command post briefing area</p> <p><b>Medium:</b> face-to-face, defense collaboration services</p>	<p><b>Staff proponent:</b> G-5</p> <p><b>Chair:</b> commanding general</p> <p>Members: chief of staff; coordinating, special, and personal staff primaries; subordinate commanders; liaison officers; and other partner representatives as required</p>
<b>Inputs and Outputs</b>	<b>Agenda</b>
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Assessment plan</li> <li>• Updated running estimates</li> <li>• Assessment working group products (narratives, trend analysis, spot light charts, and others)</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Commander's decisions and guidance</li> <li>• Changes to the OPORD</li> </ul>	<ul style="list-style-type: none"> <li>• Roll call (G-5)</li> <li>• Plan review and assessment framework (G-5)</li> <li>• Consolidated staff assessment (G-3)</li> <li>• Subordinate commanders assessments</li> <li>• Unified action partner assessments</li> <li>• Commander's guidance</li> </ul>
<p>G-3     assistant chief of staff, operations OPORD   operation order</p>	<p>G-5     assistant chief of staff, plans</p>

**Plans Synchronization Board**

A-42. Planning is both a continuous and a cyclical activity of the operations process. While planning may start an iteration of the operations process, planning does not stop with the production of an order. During preparation and execution, the plan is continuously refined as the situation changes. See ADRP 5-0 for a doctrine on planning and the operations process. See FM 6-0 for details on the military decisionmaking process.

A-43. At division and higher headquarters, planning occurs in current operations, future operations, and the plans integrating cells. To synchronize these planning efforts and provide guidance on future planning, commanders convene a plans synchronization board. Chaired by the commander, members from the current operations, future operations, and plans cells meet to discuss the status of various planning efforts and receive guidance for future planning. Key outputs from this meeting include planning guidance (to include prioritization of planning efforts) and decisions required for continued planning. Sample instructions for a division-level plans synchronization board are located at table A-6 on page A-13.

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**Note:** The plans synchronization board is not a replacement for the required interaction between commanders and planners. The situation dictates planning requirements to include the scheduling of planning events (for example, mission analysis, course of action approval, and orders briefs) in the unit's battle rhythm.

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Table A-6. Plans synchronization board

<b>General Information</b>	<b>Participants</b>
<p><b>Title:</b> plans synchronization board</p> <p><b>Purpose:</b> update the commander on planning efforts and receive guidance for future planning</p> <p><b>Frequency:</b> weekly</p> <p><b>Duration:</b> two hours</p> <p><b>Location:</b> plans cell</p> <p><b>Medium:</b> face-to-face</p>	<p><b>Staff proponent:</b> G-5</p> <p><b>Chair:</b> commanding general</p> <p><b>Members:</b> chief of staff; coordinating, special, and personal staff primaries; subordinate commanders; liaison officers; and other unified action partner representatives as required</p>
<b>Inputs and Outputs</b>	<b>Agenda</b>
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Higher plans, orders, directives</li> <li>• Updated running estimates</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Approved planning products (mission statement, courses of action, decision support matrix, and others)</li> <li>• Approved plans and orders (branches, sequels, named operations)</li> <li>• Commander's guidance and planning priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Roll call (G-5)</li> <li>• Higher and adjacent unit plans update (G-5)</li> <li>• Decision support matrix (G-5)</li> <li>• Current planning priorities and status</li> <li>• Specific plans updates or briefs (lead planners)</li> <li>• Commander's guidance</li> </ul>
G-3      assistant chief of staff, operations	G-5      assistant chief of staff, plans

### **Sustainment Board**

A-44. *Sustainment* is the provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion (ADP 4-0). Sustainment units often provide services and support on an area basis or through a support relationship (general support or direct support) to a supported unit. For example, a sustainment brigade in direct support of a division provides services and support. It is imperative that the supported commander clearly communicates concept of operations, intent, and priorities of support to supporting sustainment organizations. This enables supporting sustainment organizations to synchronize the planning of sustainment operations with the supported commander's concept of operations. During execution, continuous coordination via reports, support requests, liaisons, update briefings, and sustainment-related working groups and boards, help ensures the supported unit is sustained throughout the operations. See ADRP 4-0 for doctrine on sustainment.

A-45. The sustainment board is a meeting conducted at division and higher echelon to provide oversight of broad sustainment functions to include approving guidance and sustainment priorities in accordance with the commander's intent and concept of operations. Chaired by a deputy commander, the board approves recommendations from the sustainment working group (or other sustainment-related working group such as movements or maintenance). Sample instructions for a division-level sustainment board are located at table A-7 on page A-14.

**Table A-7. Sustainment board**

<b>General Information</b>		<b>Participants</b>	
<b>Title:</b> sustainment board <b>Purpose:</b> approve prioritization for future sustainment operations <b>Frequency:</b> daily <b>Duration:</b> one hour <b>Location:</b> sustainment cell <b>Medium:</b> face-to-face, defense collaboration services		<b>Staff lead:</b> G-4 <b>Chair:</b> assistant division command support (ADC-S) <b>Members:</b> G-1, G-2, G-3, G-4, G-6, G-8, and surgeon representatives, transportation officer; provost marshal; chaplain; staff judge advocate; sustainment brigade representatives; Army field support brigade and contracting support brigade representatives, liaison officers	
<b>Inputs and Outputs</b>		<b>Agenda</b>	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>Higher and sustainment organizations plans, orders, directives, and policy.</li> <li>Recommendations from sustainment related working groups.</li> <li>Updated running estimates.</li> </ul> <b>Outputs:</b> <ul style="list-style-type: none"> <li>Approved or changes to sustainment policy and priorities.</li> <li>Fragmentary order</li> </ul>		<ul style="list-style-type: none"> <li>Roll call (G-4)</li> <li>Intelligence update (G-2)</li> <li>Operations update (G-3)</li> <li>Logistics update (transportation officer, supply and services officer, distribution management officer, engineer)</li> <li>Personnel update (G-1)</li> <li>Financial update (G-8)</li> <li>Health service support update (Surgeon)</li> <li>Summary of issue and recommendations (G-4)</li> <li>Guidance (ADC-S)</li> </ul>	
ADC-S	assistant division commander-support	G-4	assistant chief of staff, logistics
G-1	assistant chief of staff, personnel	G-6	assistant chief of staff, signal
G-2	assistant chief of staff, intelligence	G-8	assistant chief of staff, financial management
G-3	assistant chief of staff, operations		

**Targeting Board**

A-46. *Targeting* is the process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities (JP 3-0). Targeting is a critical component of the fires warfighting function that seeks to create specific desired effects through lethal and nonlethal actions (see ATP 3-60).

A-47. Targeting begins in planning and is an interactive process that continues through preparation and execution using a methodology of decide, detect, deliver, and assess. Commanders convene a targeting board to approve products developed by the targeting working group (see paragraph A-60) and to issue targeting guidance for future planning. The commander’s targeting guidance describes the desired effects of fires, physical attack, cyberspace electromagnetic activities, and other information-related capabilities against targets and target sets. Commanders also provide restrictions to include approving a no-strike list and restricted target list. Sample instructions for a division-level targeting board are located at table A-8 on page A-15.



**Table A-8. Targeting board**

<b>General Information</b>		<b>Participants</b>	
<p><b>Title:</b> targeting board  <b>Purpose:</b> obtain approval of proposed targeting priorities and objectives  <b>Frequency:</b> daily  <b>Duration:</b> one hour  <b>Location:</b> main CP briefing area  <b>Medium:</b> face-to-face, defense collaboration services</p>		<p><b>Staff lead:</b> fires cell  <b>Chair:</b> commanding general  <b>Members:</b> chief of staff; G-2, G-3, G-5, G-6, G-9 representatives; air and missile defense officer, air liaison officer, collection manager, electronic warfare officer, engineer officer, information operations officer, liaison officers, psychological operations officer, staff judge advocate</p>	
<b>Inputs and Outputs</b>		<b>Agenda</b>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Updated estimates</li> <li>• Battle damage assessment</li> <li>• Information collection plan</li> <li>• Targeting working group products</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Approved high-payoff target list</li> <li>• Approved attack guidance matrix</li> <li>• Approved target selection standards</li> <li>• Approved targeting guidance</li> <li>• Approved target nominations</li> <li>• Changes to fire support coordination measures</li> <li>• Fragmentary order as required</li> </ul>		<ul style="list-style-type: none"> <li>• Roll call (chief of fires)</li> <li>• Battle damage assessment (last 24 hours) (G-2)</li> <li>• Next 24 hours</li> <li>• Weather-Intelligence estimate (SWO G-2)</li> <li>• Collection plan (G-2)</li> <li>• High-payoff target, attack guidance matrix, target selection standards verification (chief of fires)</li> <li>• Review air task order (chief of fires or ALO)</li> <li>• Non-lethal target verification (IO officer)</li> <li>• Next 48 hours</li> <li>• Weather-Intelligence estimate (SWO G-2)</li> <li>• Future operations and decision support matrix (G-3)</li> <li>• Fire support considerations (chief of fires)</li> <li>• Review air task order (chief of fires)</li> <li>• High-payoff target, attack guidance matrix, target selection standards validation (chief of fires)</li> <li>• Non-lethal target verification (IO officer)</li> <li>• Next 72 hours</li> <li>• Weather-Intelligence estimate (SWO G-2)</li> <li>• Future operations - decision support matrix (G-3)</li> <li>• Fire support considerations (chief of fires)</li> <li>• Review air task order (chief of fires or ALO)</li> <li>• High-payoff target, attack guidance matrix, target selection standards recommendations (chief of fires)</li> <li>• Nonlethal target verification (IO officer)</li> <li>• Commander's guidance</li> </ul>	
ALO	air liaison officer	G-5	assistant chief of staff, plans
CP	command post	IO	information operations
G-2	assistant chief of staff, intelligence	SWO	staff weather officer
G-3	assistant chief of staff, operations		

*Note:* The joint targeting cycle and associated submission requirements (target nominations, air support request, and others) to the joint force headquarters are the primary drivers for the timing, frequency, and agenda of subordinate targeting boards and working groups.

## Working Groups

A-48. Working groups address various subjects depending on the situation and echelon. Battalion and brigade headquarters have fewer working groups than higher echelons do. Working groups may convene daily, weekly, monthly, or intermittently depending on the subject, situation, and echelon. Typical working groups at division and corps headquarters scheduled within the unit's battle rhythm include the following:

- Assessment working group.
- Civil affairs operations working group.
- Cyberspace electromagnetic activities working group.
- Information collection working group.
- Information operations working group.
- Knowledge management working group.
- Protection working group.
- Sustainment working group.
- Targeting working group.

### *Assessment Working Group*

A-49. A key aspect of any operation is determining progress toward accomplishing tasks, achieving objectives, and obtaining a desired end. Commanders establish an assessment working group to assist them in identifying changes in the operational environment and determining if actions are having intended results. While assessment occurs throughout the headquarters, to include assessing current operations and conducting battle damage assessment, the assessment working group's focus is toward the mid- to long-range planning horizons. Products from the assessment working group serve as inputs to boards, other working groups, and planning teams.

A-50. Commanders have several options for selecting a staff section to lead the assessment working group. Options include the G-5, G-3 or S-3 staff sections or establishing a stand-alone assessment staff section. Sample instructions for a division-level assessment working group are located in table A-9 on page A-17.

**Table A-9. Assessment working group**

<b>General Information</b>	<b>Participants</b>
<p><b>Title:</b> assessment working group</p> <p><b>Purpose:</b> assess progress of operations toward the mid- to long-range planning horizons</p> <p>Frequency: weekly</p> <p><b>Duration:</b> two hours</p> <p><b>Location:</b> plans cell</p> <p><b>Medium:</b> face-to-face, defense collaboration services</p>	<p><b>Staff lead:</b> G-5</p> <p><b>Chair:</b> chief of staff</p> <p><b>Members:</b> coordinating, special, and personal staff representatives liaison officer</p>
<b>Inputs and Outputs</b>	<b>Agenda</b>
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Assessment plan</li> <li>• Higher, subordinate and unified action partner assessments</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Updated assessment products</li> <li>• Recommended adjustments to the assessment and information collection plans</li> <li>• Assessment reports to higher headquarters</li> </ul>	<ul style="list-style-type: none"> <li>• Roll call (G-5)</li> <li>• Plan review (G-5)</li> <li>• Subordinate unit’s assessments (G-5 LOs)</li> <li>• Unified action partner assessments (G-5 LOs)</li> <li>• Assessment discussions (staff leads)</li> <li>• Assessment summary (G-5)</li> <li>• Guidance (chief of staff)</li> </ul>
G-5 LO	assistant chief of staff, plans liaison officer

**Civil-military Operations Working Group**

A-51. *Civil-military operations* are activities of a commander performed by designated civil affairs or other military forces that establish, maintain, influence, or exploit relations between military forces, indigenous populations, and institutions, by directly supporting the attainment of objectives relating to the reestablishment or maintenance of stability within a region or host nation (JP 3-57). Commanders establish a civil-military working group to assist them with planning, preparing, executing, and assessing civil-military operations. Outputs of the civil-military operations working group serve as inputs to several boards and working groups to include targeting, sustainment, and information operations.

A-52. Chaired by the G-9 or S-9, the civil-military operations working group brings together various stakeholders involved in promoting stability and civil-military relationships within the area of operation (see FM 3-57). Sample instructions for a division-level civil-military operations working group are located in table A-10 on page A-18.

**Table A-10. Civil-military operations working group**

<b>General Information</b>	<b>Participants</b>
<p><b>Title:</b> civil-military operations working group  <b>Purpose:</b> coordinate activities in support of the commander's civil-military objectives  <b>Frequency:</b> weekly  <b>Duration:</b> two hours  <b>Location:</b> main command post briefing area  <b>Medium:</b> face-to-face, defense collaboration services</p>	<p><b>Staff lead:</b> G-9  <b>Chair:</b> chief of staff  <b>Members:</b> G-2, G-3, G-4, G-5, G-8, engineer, information operations officer, provost marshal, staff judge advocate and public affairs representatives, liaison officers</p>
<b>Inputs and Outputs</b>	<b>Agenda</b>
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Running estimates</li> <li>• Higher headquarters orders, directives, and policy</li> <li>• Commander's guidance</li> <li>• Outputs from the targeting and information operations working groups</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Updated civil-military operations assessment</li> <li>• Recommended adjustment to the commander's civil-military operations objectives and priorities</li> <li>• Recommended tasks to subordinate units.</li> <li>• Recommended key leader engagements</li> </ul>	<ul style="list-style-type: none"> <li>• Roll call (G-9)</li> <li>• Intelligence update (G-2)</li> <li>• Operations update (G-3)</li> <li>• Civil affairs project update (G-9)</li> <li>• Engineer project update (engineer)</li> <li>• Staff judge advocate concerns (SJA)</li> <li>• Issues and discussions (G-9)</li> <li>• Recommend changes to the current operation order (G-9)</li> <li>• Guidance (chief of staff)</li> </ul>
<p>G-2 assistant chief of staff, intelligence  G-3 assistant chief of staff, operations  G-4 assistant chief of staff, logistics  G-5 assistant chief of staff, plans</p>	<p>G-8 assistant chief of staff, financial management  G-9 assistant chief of staff, civil affairs  SJA staff judge advocate</p>

***Cyberspace Electromagnetic Activities Working Group***

A-53. *Cyberspace electromagnetic activities* is the process of planning, integrating, and synchronizing cyberspace and electronic warfare operations in support of unified land operations (ADRP 3-0). Cyber electromagnetic activities (CEMA) consist of cyberspace operations, electronic warfare, and spectrum management operations (see Army doctrine on cyberspace electromagnetic activities).

A-54. The CEMA working group is a collaborative staff meeting led by the electronic warfare officer to analyze, coordinate, and provide recommendations for the integration of CEMA into the concept of operations or a particular event. See sample instructions for a division-level CEMA working group located in table A-11 on page A-19.

**Table A-11. Cyberspace electromagnetic activities working group**

<b>General Information</b>		<b>Participants</b>	
<p><b>Title:</b> cyberspace electromagnetic activities working group</p> <p><b>Purpose:</b> coordinate for, and integrate CEMA in support of the concept of operations</p> <p><b>Frequency:</b> daily</p> <p><b>Duration:</b> one hour</p> <p><b>Location:</b> main command post briefing area</p> <p><b>Medium:</b> face-to-face, defense collaboration services</p>		<p><b>Staff proponent:</b> CEMA element</p> <p><b>Chair:</b> G-3</p> <p>Members: G-2, G-3, G-5, G-6, fires officer, information operations officer, space representative, staff judge advocate representative</p>	
<b>Inputs and Outputs</b>		<b>Agenda</b>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Higher headquarters orders, directives, and policy</li> <li>• Commander's guidance</li> <li>• Outputs from the targeting and information operations working groups</li> <li>• Running estimates</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Recommended request for CEMA-related capabilities and resources.</li> <li>• Approval of IO working group input</li> <li>• Approval of targeting working group input</li> <li>• Approval of recommend changes to the current operation order</li> </ul>		<ul style="list-style-type: none"> <li>• Roll call (EWO)</li> <li>• Intelligence update (G-2)</li> <li>• Operations update (G-3)</li> <li>• Cyberspace operations update (EWO)</li> <li>• Electronic warfare update (EWO)</li> <li>• Spectrum management update (frequency manager)</li> <li>• Target nominations (EWO)</li> <li>• Cyberspace electromagnetic activities capabilities requests recommendation (EWO)</li> <li>• Guidance (G-3)</li> </ul>	
CEMA	cyberspace electromagnetic activities	G-5	assistant chief of staff, plans
EWO	electronic warfare officer	G-6	assistant chief of staff, signal
G-2	assistant chief of staff, intelligence	IO	information operations
G-3	assistant chief of staff, operations		

**Information Collection Working Group**

A-55. *Information collection* is an activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations (FM 3-55). The commander establishes an information collection working group to coordinate and integrate information collection in support of the concept of operations. Led by the G-2, the group ensures maximum efficiency in the use of information collection assets by developing and maintaining the unit's information collection plan (see FM 3-55). Sample instructions for a division-level information collection working group are in table A-12 on page A-20.

**Table A-12. Information collection working group**

<b>General Information</b>	<b>Participants</b>
<p><b>Title:</b> information collection working group  <b>Purpose:</b> coordinate for, integrate, and synchronize information collection in support of the concept of operations  <b>Frequency:</b> daily  <b>Duration:</b> one hour  <b>Location:</b> G-2 work area  <b>Medium:</b> face-to-face, defense collaboration services</p>	<p><b>Staff proponent:</b> G-2  <b>Chair:</b> chief of staff  <b>Members:</b> G-3 (current operations), G-3 (future Operations), G-9, fires, air liaison, information operations, space, cyberspace electromagnetic activities, staff judge advocate representative; liaison officers</p>
<b>Inputs and Outputs</b>	<b>Agenda</b>
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Commander's guidance</li> <li>• Commander's critical information requirements</li> <li>• Future operations requirements</li> <li>• Subordinate unit requirements</li> <li>• Targeting requirements</li> <li>• Air tasking order nomination</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Priorities and recommendations for latest</li> <li>• Updated information collection plan</li> <li>• Recommended changes to commander's critical information requirements</li> <li>• Fragmentary order input</li> </ul>	<ul style="list-style-type: none"> <li>• Roll call (G-2)</li> <li>• Past information collection plan review (G-2)</li> <li>• Weather update (staff weather officer)</li> <li>• Intelligence update (G-2)</li> <li>• Operations update (G-3)</li> <li>• Future operations requirements (G-3)</li> <li>• Subordinate unit requirements (G-3)</li> <li>• Targeting requirements (targeting officer)</li> <li>• Allocation of collection resources and assets availability (collection manager)</li> <li>• Summary (G-2)</li> <li>• Guidance (chief of staff)</li> </ul>
<p>G-2      assistant chief of staff, intelligence  G-3      assistant chief of staff, operations</p>	<p>G-5      assistant chief of staff, plans  G-6      assistant chief of staff, signal</p>

**Information Operations Working Group**

A-56. *Information operations* is the integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own (JP 3-13). The commander establishes an information operations working group to synchronize information-related activities into the concept of operation in order to seize, retain, and exploit the initiative in the information environment. The working group is led by the information operations officer. See FM 3-13 for doctrine on information operations and a listing of information-related capabilities. Sample instructions for a division-level information operations working group are located in table A-13 on page A-21.

**Table A-13. Information operations working group**

<b>General Information</b>	<b>Participants</b>
<p><b>Title:</b> information operations working group  <b>Purpose:</b> coordinate for, integrate, and synchronize information related capabilities in support of the concept of operations  <b>Frequency:</b> weekly  <b>Duration:</b> two hours  <b>Location:</b> main CP briefing area  <b>Medium:</b> face-to-face, defense collaboration services</p>	<p><b>Staff proponent:</b> information operations  <b>Chair:</b> G-3  <b>Members:</b> G-2, G-3, G-5, G-9, fires, and information-related capability representatives (for example, military information support, operations security, electronic warfare, space, public affairs, military deception, combat camera) and subordinate unit information operations representatives</p>
<b>Inputs and Outputs</b>	<b>Agenda</b>
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Higher orders, directives, and guidance</li> <li>• Current IO concept of support and synchronization matrix</li> <li>• Updated running estimates</li> <li>• Combined information overlay</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Updated IO concept of support</li> <li>• Updated IO synchronization matrix</li> <li>• Key leader engagement recommendations</li> <li>• Refined themes and messages</li> <li>• Target nominations</li> <li>• Updated combined information overlay</li> <li>• Updated information requirements</li> <li>• Fragmentary order recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Roll call (IO officer)</li> <li>• Intelligence update (G-2)</li> <li>• Information environment update (IO officer)</li> <li>• Operations update and significant activities (G-3)</li> <li>• Review plans, future operations (G-5)</li> <li>• Assessment update (information requirements, indicators) (IO officer)</li> <li>• Review and update IO synchronization matrix (IO officer)</li> <li>• Staff comments</li> <li>• Guidance (G-3)</li> </ul>
<p>G-2 assistant chief of staff, intelligence  G-3 assistant chief of staff, operations  G-5 assistant chief of staff, plans</p>	<p>G-9 assistant chief of staff, civil affairs  IO information operations</p>

**Knowledge Management Working Group**

A-57. The knowledge management working group is the organization’s primary means of implementing knowledge management. The knowledge management officer facilitates the working group, although the COS or XO chairs the group. This working group includes a representative from each major staff section (knowledge management representative). Sample instructions for a division-level knowledge management working group are located in table A-14 on page A-22.

**Table A-14. Knowledge management working group**

<b>General Information</b>	<b>Participants</b>
<p><b>Title:</b> knowledge management working group</p> <p><b>Purpose:</b> to ensure knowledge flow throughout the organization by identifying the knowledge management needs, trends, and issues; establishing priorities and processes; providing training and technical support; and resolving issues</p> <p><b>Frequency:</b> bi-weekly</p> <p><b>Duration:</b> two hours</p> <p><b>Location:</b> G-6 conference area</p> <p><b>Medium:</b> face-to-face, defense collaboration services</p>	<p><b>Staff lead:</b> knowledge management</p> <p><b>Chair:</b> chief of staff</p> <p><b>Members:</b> knowledge management representatives from coordinating, special, and personal staff sections; unit knowledge management officers; web master</p>
<b>Inputs and Outputs</b>	<b>Agenda</b>
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Recommended changes to knowledge management processes (including training), tools, and organization; knowledge management issues.</li> <li>• Planned network outages; technical and portal capabilities.</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Updates to knowledge management standard operating procedures</li> <li>• Changes to processes</li> <li>• Recommendation changes to the battle rhythm</li> </ul>	<ul style="list-style-type: none"> <li>• Roll call (KM officer)</li> <li>• Review of due outs and minutes from last meeting (KM officer)</li> <li>• Review of upcoming suspense and issues (KM officer)</li> <li>• New action items (people, processes, tools, and organization)</li> <li>• Summary (KM officer)</li> <li>• Guidance (chief of staff)</li> </ul>
<p>KM G-6</p>	<p>knowledge management assistant chief of staff, signal</p>

**Protection Working Group**

A-58. *Protection* is the preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area (JP 3-0). Led by the unit’s protection officer, commanders establish a protection working group to integrate and synchronize capabilities and resources to preserve combat power from identified threats and hazards (see ADRP 3-37 for protection doctrine). Sample instructions for a division-level protection working group are located in table A-15 on page A-23.



**Table A-15. Protection working group**

<b>General Information</b>	<b>Participants</b>
<p><b>Title:</b> protection working group</p> <p><b>Purpose:</b> prioritize, integrate, and synchronize protection tasks and activities in support of the concept of operations</p> <p><b>Frequency:</b> Every other day</p> <p><b>Duration:</b> two hours</p> <p><b>Location:</b> main command post briefing area</p> <p><b>Medium:</b> face-to-face defense collaboration services</p>	<p><b>Staff proponent:</b> chief of protection</p> <p><b>Chair:</b> G-3</p> <p>Members: G-2, G-3, G-5, G-9, air and missile defense, engineer, electronic warfare, explosive ordnance, fires, operation security, provost marshal, safety personnel recovery, staff judge advocate, and surgeon representatives; Army field support brigade and contracting support brigade, liaison officers</p>
<b>Inputs and Outputs</b>	<b>Agenda</b>
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Higher orders, directives, and guidance</li> <li>• Current order to include commander’s intent, concept of operations</li> <li>• Current concept of protection</li> <li>• Risk management products</li> <li>• Current critical assets list and defended assets list</li> <li>• Combined information overlay</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Recommendation to critical and defended assets lists</li> <li>• Recommend protection guidance and mitigation measures</li> <li>• Fragmentary order recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Roll call</li> <li>• Intelligence update (G-2)</li> <li>• Operations update (G-3)</li> <li>• Protection update by protection warfighting function tasks (staff leads)</li> <li>• Critical assets list and defended assets list review (chief of protection)</li> <li>• Guidance (G-3)</li> </ul>
<p>G-2 assistant chief of staff, intelligence</p> <p>G-3 assistant chief of staff, operations</p>	<p>G-5 assistant chief of staff, plans</p> <p>G-9 assistant chief of staff, civil affairs</p>

**Sustainment Working Group**

A-59. The sustainment working group is a forum in which members ensure logistics, personnel services, and health service support which are coordinated for and synchronized to support the concept of operations. The G-4 or S-4 chairs the meeting with members from the staff and supporting sustainment organizations that are participating. Sample instructions for a division-level sustainment working group are located in table A-16 on page A-24.

**Table A-16. Sustainment working group**

<b>General Information</b>	<b>Participants</b>
<p><b>Title:</b> sustainment working group  <b>Purpose:</b> synchronize the division’s sustainment effort for the next 72 hours.                      Frequency: daily  <b>Duration:</b> one hour  <b>Location:</b> sustainment cell  <b>Medium:</b> face-to-face defense collaboration services</p>	<p><b>Staff lead:</b> G-4  <b>Chair:</b> G-4                      Members: G-1, G-2, G-3, G-4, G-6, G-8, and surgeon representatives, transportation officer; provost marshal; staff judge advocate; sustainment brigade representatives; liaison officers</p>
<b>Inputs and Outputs</b>	<b>Agenda</b>
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Higher and sustainment organizations plans, orders, directives, and policy</li> <li>• Updated running estimates</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Recommend priorities of support</li> <li>• Synchronized sustainment operation 24-72 hours</li> <li>• Fragmentary order as required</li> </ul>	<ul style="list-style-type: none"> <li>• Roll call (G-4)</li> <li>• Intelligence update (G-2)</li> <li>• Operations update (G-3)</li> <li>• Logistics update (transportation officer, supply and services officer, distribution management officer, engineer)</li> <li>• Personnel update (G-1)</li> <li>• Resource management update (G-8)</li> <li>• Health service support update (Surgeon)</li> <li>• Summary of issue and recommendations (G-4)</li> <li>• Guidance (G-4)</li> </ul>
<p>G-1 assistant chief of staff, personnel                      G-2 assistant chief of staff, intelligence                      G-3 assistant chief of staff, operations</p>	<p>G-4 assistant chief of staff, logistics                      G-8 assistant chief of staff, financial management</p>

**Targeting Working Group**

A-60. The chief of fires (fire support officer) leads the targeting working group. Members of the targeting working group perform the detailed staff work associated with targeting. Based on the commander’s guidance and priorities, the targeting working group determines which targets to engage and how, where, and when to engage them. The staff then assigns friendly capabilities to locate and track targets and engage those targets to produce the desired effect on each target. Members present the results of their work to the commander at the targeting board (see paragraphs A-46 through A-47) for approval. Sample instructions for a division-level targeting group are located in table A-17 on page A-25.

**Table A-17. Targeting working group**

<b>General Information</b>		<b>Participants</b>	
<p><b>Title:</b> targeting  <b>Purpose:</b> conduct targeting  <b>Frequency:</b> daily  <b>Duration:</b> 1.5 hours  <b>Location:</b> fires cell  <b>Medium:</b> face-to-face, defense collaboration services</p>		<p><b>Staff proponent:</b> fires  <b>Chair:</b> chief of staff  <b>Members:</b> G-2, G-3, G-5, G-6, G-9 representative; air liaison officer, targeting officer, electronic warfare officer, collection manager, engineer officer; liaison officers</p>	
<b>Inputs and Outputs</b>		<b>Agenda</b>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Commander's targeting Guidance</li> <li>• Battle damage assessments</li> <li>• Collection plan</li> <li>• Previous cycle's high-payoff target list, attack guidance matrix, and target selection standards</li> <li>• Target nominations</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Recommend target nominations</li> <li>• Recommend air support request (24-96hrs)</li> <li>• Draft high-payoff target list, attack guidance matrix, and target selection standards</li> <li>• Draft collection plan</li> <li>• Fragmentary order recommendations</li> </ul>		<ul style="list-style-type: none"> <li>• Roll call</li> <li>• Intelligence update (G-2)</li> <li>• Operations update (G-3)</li> <li>• Review targeting guidance (Chief of fires)</li> <li>• Previous targeting cycle (battle damage assessment and re-attack recommendation (targeting officer)</li> <li>• Target develop and refinement (24-72) (targeting officer)</li> <li>• Target nominations</li> <li>• Collection plan</li> <li>• Proposed high-payoff target list, attack guidance matrix, and target selection standards for upcoming targeting cycle (targeting officer)</li> <li>• Guidance (chief of staff)</li> </ul>	
G-2	assistant chief of staff, intelligence	G-5	assistant chief of staff, plans
G-3	assistant chief of staff, operations	G-9	assistant chief of staff, civil affairs

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## Appendix B

# Command Post Battle Drills

This appendix begins by defining CP battle drills. Next, it describes the purpose and characteristics of battle drills. It then provides a technique that can be used to identify and develop CP battle drills. Finally, it offers format examples for documenting battle drills. Units should modify these examples based on their echelon, situation, and commander's preference when developing their CP battle drills.

### UNDERSTANDING BATTLE DRILLS

B-1. A battle drill is a collective action, rapidly executed without applying a deliberate decision-making process. Battle drills were originally designed for infantry platoons and smaller units and consisted of a chronological sequence of tasks that were to be executed instantly when faced with a particular battlefield situation, such as an ambush.

B-2. CP battle drills are very similar to standard operating procedures, however, there is a key difference in that battle drills require an immediate response when the trigger is initiated for a given stimulus. For example, a CP will have a SOP that guides the execution of CP security operations. A battle drill will address the immediate actions required when reacting to an enemy attack when conducting security operations.

B-3. Situations that require the implementation of CP battle drills generally fall into two categories: direct action (hostile or otherwise) against the CP itself and actions that occur away from the CP that require rapid decision making and collective support across the CP functional cells. A CP battle drill can be initiated following reports or observation of enemy activity or ordered upon receipt of enemy direct action.

B-4. Examples of situations (hostile or otherwise) that affect a CP directly and require the execution of a battle drill include—

- Enemy air, ground, or chemical, biological, radiological, or nuclear attack.
- Indirect fire attack.
- Jamming or suspected communications compromise.
- Cyberspace intrusions or degraded networks.
- CP power outage.

B-5. Examples of situations that occur away from the CP and necessitate the execution of a battle drill include—

- Close air support mission.
- Mass casualty incidents.
- Civil disturbances.
- Significant collateral damage incidents.
- Dynamic targeting.
- Personnel recovery operations.
- Downed aircraft.
- Friendly personnel killed in action.

B-6. To adequately understand battle drills and how to employ them, it is important to understand their purpose and characteristics.

## **PURPOSE OF COMMAND POST BATTLE DRILLS**

B-7. Purpose of CP battle drills is to achieve an advantage in controlling the tempo of anticipated collective tasks routinely executed in a time constrained environment. They allow units to perform basic functions without hesitation or need for further coordination, assistance, or delay. CP battle drills are not designed for a specific unit type but rather represent a common methodology for executing common recurring tasks.

## **CHARACTERISTICS OF COMMAND POST BATTLE DRILLS**

B-8. Characteristics of a CP battle drill are—

- They require speed in execution.
- They require minimal leader orders to accomplish.
- They are based on METT-TC and can be changed at the local level to fit the needs of the unit.
- They are sequential actions vital to success in combat or critical to preserving life.
- They are trained responses to enemy actions or leaders' orders.

B-9. Rehearsals are key to the success of CP battle drills. Each drill should be practiced until the CP personnel can execute to standard. Rehearsing the CP battle drills ensure—

- All CP personnel understand and demonstrate the capability to execute the battle drill.
- Improper execution of battle drills is discovered and corrected.
- All assets within the CP and any planned potential support from other elements in the area of operations are fully integrated.
- CP personnel have confidence in their abilities and are fully prepared to execute CP battle drills.

## **DEVELOPING COMMAND POST BATTLE DRILLS**

B-10. Each unit or staff develops its own battle drill to address anticipated situations that require immediate action. Trained responses are like reflexes and result from continual practice. Battle drills provide units and staffs with the standard procedures essential for building effective and timely reaction to isolated situations.

## **IDENTIFYING COMMAND POST BATTLE DRILLS**

B-11. The start point for determining a list of anticipated CP battle drills is by a detailed mission analysis of the expected operational environment. Understanding the operational environment is key to anticipating what routine collective actions are required. This includes understanding and anticipating who and how your higher, adjacent, and supporting organizations may coordinate with you. A simple technique for identifying battle drills is to—

- Understand the operational environment.
- Develop a list of all anticipated collective tasks routinely executed in a time-constrained environment.
- Review anticipated battle drills for feasibility, acceptability, suitability.
- Refine the list to the minimum essentials and publish each one in the SOP.

## **COMMAND POST BATTLE DRILL METHOD**

B-12. After a CP staff has identified their list of anticipated battle drills, it can be helpful to follow the steps in table B-1 on page B-3 for further development and refinement.

**Table B-1. Command post battle drill method**

<b>Step</b>	<b>CP Battle Drill Method</b>		
<b>Step 1.</b> Identify the initiating trigger.	Every CP battle drill will have a key event or events that start the drill. Trainers identify and clearly define the event or events based on their mission analysis of the operational environment. Based on the echelon of the HQ executing the CP battle drill, the initiating event may have qualifying criteria such as a specific number of individuals or organizational size (for example, 500 demonstrators, four tanks, a battalion, and three aircraft). Those elements of the initiating event must be included in the CP battle drill format.		
<b>Step 2.</b> Identify the ending trigger.	Just as every CP battle drill has an initiating trigger, it also has an ending trigger. The ending trigger is best described as a set of clearly defined conditions that, once achieved, trigger a decision to end the drill and resume steady state operations, continue the drill until a new set of conditions or effects are achieved (must be defined by drill leader if not part of the established battle drill), or hand off any remaining tasks to a specified organization or agency.		
<b>Step 3.</b> Establish an alert procedure.	Alerting the organization that a CP battle drill initiating event has occurred may be standardized for all CP battle drills such as “attention in the CP” or, a unique alert for each drill. Regardless of the method chosen, the battle drill should include in its published format the method for alerting all participating members.		
<b>Step 4.</b> Establish a method that provides current common situational awareness.	There must be a defined technique for ensuring the “who, what, when, where, and why” (5 w’s) of the initiating event is known by all. This is in order to cross level all existing information and provide a cognitive foundation for participating drill members to receive guidance and other relevant information and data. The more standardized this procedure is the more foundational it becomes. For example, key CP cell members report to the current operations integrating cell once the alert is given.		
<b>Step 5.</b> Identify key information requirements, necessary decisions, and the decision authority to achieve the ending trigger for the CP battle drill.	This is the most important element of the CP battle drill. The first step to identifying the tasks is to identify key actions, information, necessary decisions as well as who reserves, is delegated, or needs to have decision authority. These are tasks that produce the required actions, decisions, and information along with the people responsible for making it happen.		
<b>Step 6.</b> Assign responsibilities and decision authority.	Responsibilities for who does what during each drill must be defined. Consider establishing responsibilities for who leads the drill, who records the drill, and who has the authority to determine when the appropriate actions have been taken to achieve the ending trigger conditions.		
<b>Step 7.</b> Establish a CP battle drill process.	The CP battle drill process is unique to every organization. The specific process should be an SOP recorded item and must be rehearsed along with the individual battle drills to be of any value. An example of a battle drill process follows— <ul style="list-style-type: none"> <li>• Develop a CP battle drill template (a standard format for the SOP).</li> <li>• Develop reporting and recording tools.</li> <li>• Develop an AAR procedure for executing and rehearsing CP battle drills.</li> <li>• Develop a process for capturing information and extrapolating decisions.</li> </ul>		
AAR	after action review	HQ	headquarters
CP	command post	SOP	standard operating procedure

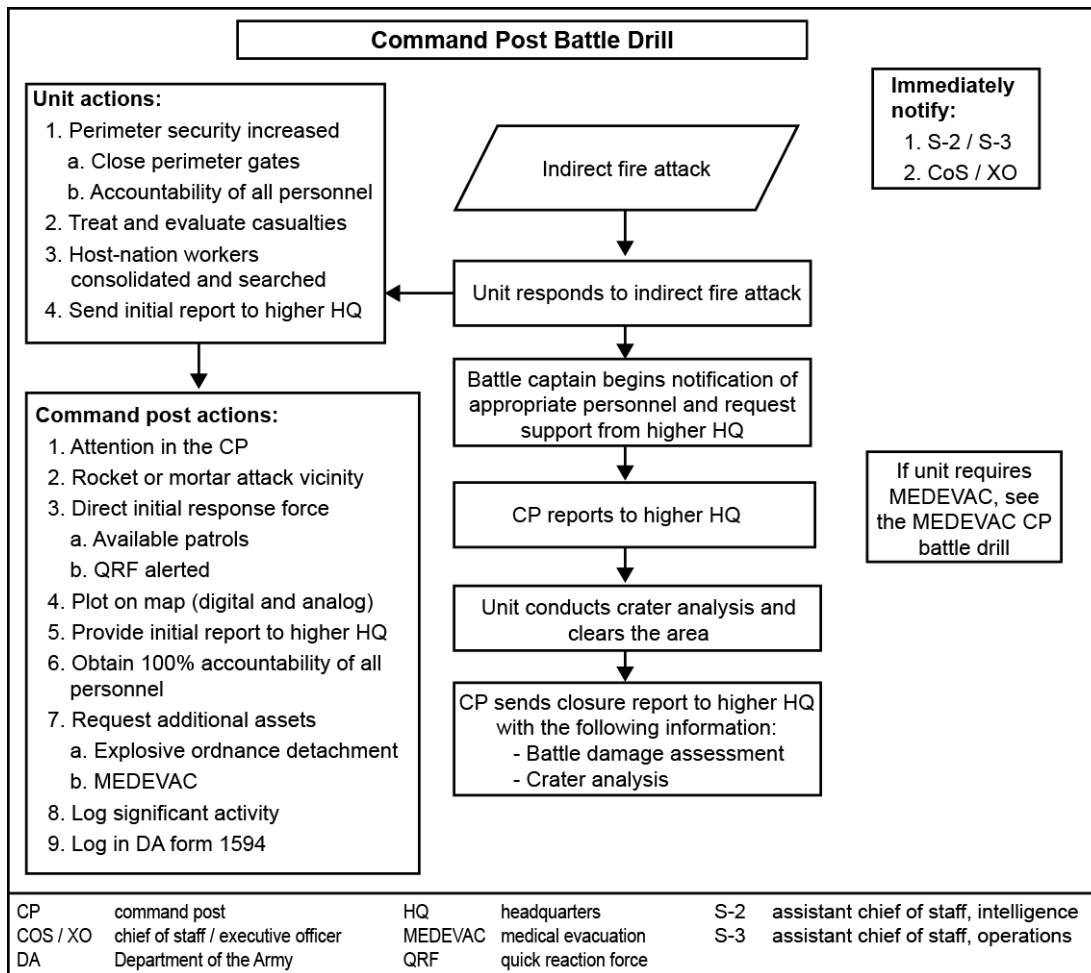
## COMMAND POST BATTLE DRILL FORMATS

B-13. There is no set solution for a CP battle drill format. The two prominent styles for documenting CP battle drills are a flow chart and tables. The format chosen is irrelevant as long as it is consistent in the unit SOP and it includes all critical elements.

*Note:* The Army Training Network website contains division and brigade level CP battle drills.

**FLOWCHART FORMAT**

B-14. One of the most common CP battle drill format found in unit SOPs is the flowchart format. A flowchart is a type of diagram that represents a workflow or process, showing the steps as boxes and their order by connecting them with arrows. This diagrammatic representation illustrates a solution model to a given problem or CP battle drill. Figure B-1 shows a battle drill in flowchart format.



**Figure B-1. Command post battle drill in flowchart format**

**TABLE FORMAT**

B-15. The table format is a simple but effective technique for documenting battle drills. Rather than a to-do list, it's a focused checklist of steps to execute a specific task. The steps can be in sequence or by function. Table B-2 on page B-5 shows a CP battle drill in the table format.



**Table B-2. Example table format for a command post battle drill**

<b>Entity</b>	<b>Responsibility</b>		
Current Operations Integrating Cell	<ul style="list-style-type: none"> <li>Receives and confirms information that Soldier, U.S. citizen, or contractor is missing, believed to be captured or that a coalition aircraft has executed emergency landing</li> <li>Obtains the following information: POC Unit making report, type of victim in incident, location, time of abduction, how abduction occurred, units operating in current area of operations, potential suspects</li> <li>Activate the PRCC. Directs initial containment measures, contacts adjacent units</li> <li>Alerts QRF, Launches QRF</li> </ul>		
BTL CPT or CHOPs	<ul style="list-style-type: none"> <li>Reviews report against CCIR and directs necessary notifications</li> <li>Ensures personal information is protected by all</li> <li>Ensures initial report is sent to higher as required</li> <li>Convenes select working group as necessary in order to develop a plan for recovery</li> <li>Secures launch decision of PRCC assets</li> <li>Develops fragmentary order in support of operations as needed</li> </ul>		
Intelligence Cell	<ul style="list-style-type: none"> <li>Determine available information collection assets (SIGINT, ELINT, EW with higher). Requests re-tasking of assets to assist in locating missing soldier if appropriate</li> <li>Requests increase in SIGINT collection in focus area, be prepared to request UAS coverage and most recent available imagery of area</li> <li>Assess incident local area for likely or potential insurgent or terrorist groups; post air and ground threat assessment</li> </ul>		
Fires Cell	<ul style="list-style-type: none"> <li>Assess available assets in range of personnel recovery, reposition CAS</li> <li>Establish No Fire Area around crash site and survivors</li> </ul>		
Engineer Cell	Conduct mine threat analysis of personnel recovery area, post mine threat assessment, compile mine map and distribute		
LNOs	Alert units to situation, verify location of elements directly adjacent to focus area		
PMO	Coordinate with unit or host nation law enforcement, contact CID as required		
ALO or G-3 Air	<ul style="list-style-type: none"> <li>Determine available assets as required, BPT request support for BCTs, notify AVN units</li> <li>Alert MEDEVAC, DART, AC2 and establish a (ROZ)</li> </ul>		
CMO or G-9	<ul style="list-style-type: none"> <li>When applicable contact local government officials and religious figures for information regarding situation</li> </ul>		
IO or MISO	<ul style="list-style-type: none"> <li>Assess and provide assets available to deliver immediate MISO products to supported BCT for dissemination</li> </ul>		
PAO	<ul style="list-style-type: none"> <li>Contact higher PAO and begin to prepare and staff press release if appropriate</li> </ul>		
OSC	<ul style="list-style-type: none"> <li>Upon arrival at site, OSC clears fires, C2s arrival of units</li> </ul>		
AC2	airspace command and control	G-9	assistant chief of staff, civil affairs operations
ALO	air liaison officer	IO	information operations
AVN	aviation	LNOs	liaison officers
BCT	brigade combat team	MEDEVAC	medical evacuation
BTL CPT	battle captain	MISO	military information support operations
CAS	close air support	OSC	on-site commander
C2	command and control	PAO	public affairs officer
CCIR	commander's critical information requirement	POC	point of contact
CHOPs	chief of operations	PMO	provost marshal office
CID	criminal investigation division	PRCC	personnel recovery coordination cell
CMO	civil military operations	QRF	quick reaction force
DART	Downed aircraft recovery team	ROZ	restricted operation zone
ELINT	electronic intelligence	SIGINT	signals intelligence
EW	electronic warfare	UAS	unmanned aircraft system
G-3	assistant chief of staff, operations	G-9	assistant chief of staff, civil affairs operations

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## Appendix C

# Command Post Communications

This appendix summarizes the communication capabilities and systems typically found in CPs to include mission command information systems. A discussion of communication planning follows to include developing primary, alternate, contingency, and emergency (PACE) communication plans, bandwidth management, and conducting the communication rehearsal.

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*Note:* For the purpose of this appendix, “communication” refers specifically to electronic communications and technical networks.

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## COMMUNICATIONS

C-1. Communications are the electronic means of exchanging information and ideas. Communications link information to decisions and decisions to action. Commanders and staff use communications systems to transmit information, ideas, and decisions to subordinates, adjacent units, higher headquarters, and with unified action partners throughout the conduct of operations. In developing an effective plan for communication that supports CP operations the commander must—

- Provide for redundancy in communications means by having backups at key locations and PACE plans.
- Ensure subordinates know what to do during interruptions in. Ensure SOPs specify immediate actions in case of jamming, including prearranged frequencies to switch to and code words.
- Avoid overloading the communications systems. Use them only when necessary. Practice disciplined procedures by eliminating nonessential conversations.

## RESPONSIBILITIES FOR ESTABLISHING COMMUNICATION

C-2. The traditional responsibilities for establishing communication (such as higher to lower, supporting to supported, reinforcing to reinforced, left to right) remain valid. However, with many digital communications systems, all participants have roles that they must execute to establish and maintain communications. The fundamental rule states that all Soldiers must establish and maintain communications. The traditional responsibilities are—

- **Senior to Subordinate.** A senior unit must establish communications with a subordinate unit. An attached unit of any size is considered subordinate to the command to which it is attached.
- **Supporting to Supported.** A supporting unit must establish communication with the supported unit.
- **Reinforcing to Reinforced.** A reinforcing unit must establish communication with the reinforced unit.
- **Passing to Stationary.** The passing unit must establish communication with the stationary unit during forward passage of lines.
- **Stationary to Passing.** The stationary unit must establish communication with the passing unit during a rearward passage of lines.

- **Lateral Communications.** The next higher commander or an SOP may fix responsibility for establishing communication between adjacent units. If responsibility is not fixed by orders, the commander of the unit on the left must establish communication with the unit on the right. The commander of a unit positioned behind another unit establishes communication with the forward unit.
- **Restoration.** Regardless of the responsibility, all units take prompt action to restore lost communication.

### COMMAND POST COMMUNICATIONS CAPABILITIES

C-3. The commander, with the assistance of the staff, determines the communication capabilities that are required for the CP during each phase of operations. Based on the requirements, the G-6 or S-6 determines the appropriate mix of communications systems to be employed. Requirements exceeding the organic capabilities are fulfilled through augmentation that is requested through the appropriate channels. Communications capabilities can be grouped within the following areas:

- Voice.
- Data communications.
- Full motion video.

#### VOICE

C-4. In most CPs, voice is the primary communications capability. Voice supports mission command on-the-move, is fast and simple to use, and provides a reliable medium to issue and receive reports and orders and monitor operations. Voice communications can be transmitted using tactical radio (line of sight or beyond line of sight) or data networks. An example of the voice capability over a data network is using a voice over Internet protocol phone.

#### DATA COMMUNICATION

C-5. Data communication refers to the capability to exchange digital information at high speeds between computers or other electronic devices over cable, satellite, or wireless links. Data extends access to classified and unclassified Department of Defense Information Network services and mission command applications to the CP. Examples of these services are e-mail, SharePoint, position location information systems, video teleconference and chat applications.

#### FULL MOTION VIDEO

C-6. Full motion video describes the capability in a CP that provides enhanced situational awareness with near real-time video and telemetry data from multiple manned and unmanned platforms. An example of this capability is found in the One System Remote Video Terminal. The One System Remote Video Terminal allows the CP to remotely downlink streaming video, images, and critical geospatial data from tactical manned and unmanned aircraft.

### COMMAND POST COMMUNICATIONS SYSTEMS

C-7. A CP relies on a federation of communications systems and networks that collectively provide the required capabilities and enable mission command. It is important that all CP personnel be familiar with the capabilities and limitations of the components of the communications systems. These components include the following:

- Tactical radios.
- Data networks.
- MCIS.
- Mission command on-the-move packages (MCOTM).

## **TACTICAL RADIOS**

C-8. Tactical radios are deployed at all echelons and provide users the capability to conduct interoperable voice communications. These systems use high frequency, ultrahigh frequency, very high frequency bands, satellite communications, and multiband radios. The equipment may be specifically designed for military use and may include commercial off-the-shelf (COTS) radios. Each system has unique capabilities and characteristics that commanders use to determine how to employ each system, depending on the mission and other factors. Tactical radios can be accessed through the AN TSQ-259 Communications Subsystem also known as TOCNET as can Voice over Internet Protocol communications.

## **DATA NETWORKS**

C-9. Commanders rely on data networks in the CP to communicate information and control forces. Networks facilitate information flow by connecting information users and information producers and enable effective and efficient information flow (see ADRP 6-0).

### **Tactical Internet**

C-10. The tactical Internet is the deployed communications data network. The deployed tactical Internet is functionally similar to the commercial internet, because the communications infrastructure uses the same technologies. The tactical Internet extends home station quality classified and unclassified Department of Defense information network (DODIN) services and mission command applications to deployed units. At brigade and below, the tactical Internet extends mission command systems to Soldiers and weapons platforms. From a management standpoint, the tactical Internet is divided into two logical segments or tiers: the upper tactical Internet and the lower tactical Internet (LTI).

#### ***Upper Tactical Internet***

C-11. The Warfighter Information Network-Tactical (WIN-T) provides the upper tactical Internet, and connects the upper tactical Internet to the DODIN. At the division and (brigade combat team) BCT level, the upper tactical Internet consists of WIN-T increment 2 resources that provide networking on-the-move and at-the-halt. The corps headquarters and support brigades use WIN-T increment 1b for networked services at-the-halt only.

#### ***Lower Tactical Internet***

C-12. Lower Tactical Internet or LTI supports company and below formations down to the team leader. It consists primarily of secret radio networks at platoons and companies. The primary lower tier waveforms are the Soldier radio waveform and the single-channel ground and airborne radio system (see ATP 6-02.53).

### **Warfighter Information Network-Tactical**

C-13. The WIN-T is the network enabler fielded to provide timely, network-enabled support to tactical modular formations, providing connectivity from a battalion to the DODIN. It provides commanders and staffs with secure mobile communication in a deployed environment and maintains connectivity to the DODIN. WIN-T is an integrated collection of transportable communication equipment that interfaces networking hardware and software with line of sight and satellite communications transport. It provides robust network extension to deployed forces to support unified land operations. It accomplishes this using various subsystems performing specific functions. These systems are allocated at the corps, division, brigade, battalion and company to provide a secure distributed network. See ATP 6-02.60 for more information on WIN-T capabilities.

## **MISSION COMMAND INFORMATION SYSTEMS**

C-14. The inventory of MCISs which is also referred to as Army Battle Command System, in a CP, is dependent upon the type of unit and its primary mission. There are a multitude of systems available to the commander and his staff, some of which are warfighting function immaterial as in the CPOF and others that are specific to staff sections such as in AFATDS, which provide the commander with an increased

information capability. However, this capability comes with requirements not the least of which include the responsibility to train Soldiers and leaders in both the capabilities of the information systems available to them and how they integrate to assist the commander during the conduct of continuous operations.

C-15. Commanders should determine their critical information requirements and focus their staffs and organizations on using MCIS to meet these requirements. Staffs use MCIS to process, store, and disseminate information according to the commander's priorities. These capabilities relieve the staff of handling routine data. MCIS—especially when merged into a single and integrated network—enable extensive information sharing and situational understanding.

C-16. MCIS are located in various CPs from battalion to corps. This ranges from the ground force commanders at the joint task force level, to the individual soldier or weapons platform. MCIS support the mission by integrating automation systems and communications to link functionally strategic and tactical headquarters. Common MCIS which can be found in CPs at most echelons follow.

### **Battle Command Common Server**

C-17. Battle Command Common Server suite connects the MCIS within the CP. It provides interoperability services, information services infrastructure, and tactical enterprise services to CPs at multiple echelons in order to provide collaboration servers, databases, file servers, websites, and email. The suite utilizes virtual machines to provide these services. The Battle Command Common Server suite is typically installed, operated and maintained by the G-6 or S-6 section.

### **Global Command and Control System-Army**

C-18. Global Command and Control System-Army, typically found in a movement and maneuver cell at division through corps level, is the system responsible for managing the higher COP. The Global Command and Control System-Army is the theater and Army component commander's mission command system.

### **Command Post of the Future**

C-19. Command post of the future (CPOF) in CPs in battalion through corps and in multiple cells based on unit MTOE, is a digital mission command system used for planning, monitoring, and controlling tactical operations and for collaboration between CPs. It supports parallel, synchronous, and asynchronous planning among and between echelons. CPOF is currently fielded to battalions and above but can be found as low as company level. CPOF is the primary COP viewer used by the Army in all theaters, combining feeds from different mission command systems to provide a broad spectrum of information that commanders and Soldiers can use to collaborate. CPOF is sometimes referred to as the Army mission command workstation. CPOF allows commanders to receive real-time situational awareness from the system and have that information in text and graphic representation available to other commanders and operations officers at all levels. Its tools allow users to unobtrusively view others' workspace, copy and track information requirements, and begin parallel planning without having to request information.

C-20. Used effectively and efficiently and combined with a clear and widely disseminated unit SOP, CPOF allows units to share and display a COP that enables commanders to achieve unprecedented levels of understanding and a commonly understood, systemic means to describe and direct operations. It is important to ensure the battle captains, battle staff noncommissioned officers, and a knowledge management representative have had CPOF training and preferably have attended the Mission Command Digital Master Gunner's Course.

### **Advanced Field Artillery Tactical Data System**

C-21. Advanced Field Artillery Tactical Data System (AFATDS) provides automated decision support for fire support and supports the planning, coordination, and execution of close support and counterfire. It supports weapon systems such as mortars, field artillery cannons, rockets, Army Tactical Missile System missiles, close air support, attack helicopters, and Naval Surface Fire Support systems. AFATDS also acts as a fire support "server" to LAN based and Tactical Internet-based clients, including AFATDS Effects Management Tool, and the U.S. Marine Corps Command and Control Personal Computer. AFATDS publishes fire support unit locations, target data, and fire support coordination measures. Its operators, all

field artillery, are trained at echelon in its use. It is fielded down to artillery firing platoon level and can be used on-the-move or at-the-halt.

### **Air and Missile Defense Work Station**

C-22. Air and Missile Defense Work Station (AMDWS) provides a common air and missile defense planning, staff planning, and situational awareness tool to air defense and army units at all echelons. It is the air and missile defense component of Army Battle Command Systems and is used for posting air threat warnings. Its coverage includes friendly and hostile fixed and rotary wing aircraft, unmanned systems, and cruise missiles. Through digital linkages with the various air defense weapon systems and the joint air surveillance net, the AMDWS provides the Army Battle Command Systems with the air component of the COP. AMDWS provides interoperability between all components of the air and missile defense force and the AMDWS. It receives the real-time Air and Missile Defense situational awareness from the Forward Area Air Defense Command and Control, the Air and Missile Defense engagement operations system. In addition, it provides joint interoperability with the air planning components of the U.S. Air Force and U.S. Navy Theatre Battle Management Core Systems.

### **Distributed Common Ground System-Army**

C-23. Distributed Common Ground System-Army (DCGS-A) is a system that provides Army analysts in the CP with access to tactical, operational, and strategic information and products from the joint coalition and intelligence communities to allow the commander to make informed decisions. DCGS-A is a group of systems that includes fixed sites, deployable ground stations, and unit equipment (servers and laptops) that provide enterprise data access which supports mission command and integrates with mission command information systems through the full range of military operations. DCGS-A supports continuous CP operations and provides a persistent and dynamic view of the operational environment by providing the capability to access relevant geospatial, weather, single, multi and all sources fused information and intelligence on the threat and non-aligned forces to support the CP COP. DCGS-A simultaneously supports current operations, future operations, and plans functional cells within the CP. DCGS-A can operate across all echelons as well as all security and network domains to include coalition networks. The core functions of DCGS-A are: tasking of sensors; controlling select Army sensor systems; processing, fusing, and exploiting data and information; supporting knowledge generation; providing ground station capabilities; automated support to intelligence product generation; disseminating information and intelligence about the threat, weather, and terrain at all echelons; automating intelligence synchronization, including information collection planning; reconnaissance and surveillance integration and assessment; supporting situational understanding; and supporting targeting and effects.

### **Tactical Airspace Integration System**

C-24. Tactical Airspace Integration System (TAIS), found in CPs brigade through corps is a digitized, integrated battlefield management and decision support system designed to facilitate the BCT commander's role in the air battle. TAIS supports the BCT by automating Army Airspace Control planning and operations, and Air Traffic Services. TAIS also provides the vital link to the theater battle management core systems. It helps the Brigade Aviation Element build BCT input for the joint Air Tasking Order and Airspace Control Order and distributes the approved airspace control overlay. TAIS is one of the primary battlefield automation systems of the Army Battle Command Systems. TAIS provides the commander with battlefield visualization in two, three, or four dimensions by providing near-real-time airspace information that displays the location and movement of aircraft transiting the operational area overlaid against current airspace control measures and other graphics as desired.

### **Force XXI Battle Command, Brigade and Below; Blue Force Tracking, Joint Capabilities Release**

C-25. Force XXI Battle Command, Brigade and Below (FBCB2), Blue Force Tracking (BFT), Joint Capabilities Release (JCR) are designed to support commanders at lower echelons with real-time situational awareness, position location information, target identification, and graphic combat area displays. These systems' situational awareness component displays the geographic location of all weapons, platforms,

Soldiers, CPs and other facilities based on actual locations reported automatically by system subscribers in near-real time. Operating at division level and above, these systems collect information from both the operations center and the individual units, process a COP and disseminate it through FBCB2 computers to all levels of command, thus improving situational awareness, coordination, and combined operations and support.

C-26. FBCB2, BFT, JCR manage situational awareness and situational understanding down to the individual platform level. Each platform using BFT is equipped with a ground positioning satellite receiver and L-Band transponder for Satellite Communication, giving beyond line of sight networking. The distribution of systems per platform is based on unit MTOE. The tactical operations center kit operations box is found in CPs battalion through corps and is found in multiple cells based on unit MTOE.

### **Global Broadcasting System**

C-27. The Global Broadcasting System, found in the intelligence cell at brigade through corps, operates as a one-way, wideband transmission service capable of supporting timely delivery of classified and unclassified data and information products for mission support and theater information transfer. Global Broadcasting System is analogous to Direct TV for the warfighters. Global Broadcasting System disseminates IP-based real-time video and large data files (up to 4GB in size) over-the-air (30 Mbps per transponder) to garrisoned and deployed combat forces using smart push and user pull information based on unit mission reception priority profiles.

### **Defense Collaboration Services**

C-28. Defense Collaboration Services, a web-based service, is the designated Department of Defense (DOD) and Army enterprise tool for worldwide synchronous and asynchronous collaboration for both the Non-secure Internet Protocol Router Network and Secret Internet Protocol Routing Network (SIPRNet). Defense Collaboration Services is available to all DOD partners, allowing users to communicate and share information in a secure forum through the use of instant messaging, low-bandwidth text chat, and audio and video web conferencing.

### **Chat Applications**

C-29. The ability to conduct a real-time “conversation” online has become a ubiquitous component of today’s communication environment. Commonly referred to as “chat” or “instant messaging,” this mode of communication provides users with a format that facilitates multi-tasking conversation with other duties. Chat has also become a critical tool in mission command, as evidenced by its extensive use during both Operation ENDURING FREEDOM and Operation IRAQI FREEDOM. Chat systems – or more precisely, “Internet Relay Chat” systems – are Internet-based systems for synchronous or near-synchronous conversation in real time.

### **Video Teleconferencing**

C-30. Tactical, and in some cases, commercial video teleconference capabilities reside in most CPs. A video teleconference provides the capability to communicate visually with audio between several linked video teleconference stations. Video teleconferences allow for quick updates, briefings, planning conferences, and diagramming of ongoing and future operations. The speed and clarity this provides commanders and their staffs may be the most significant tool for coordination between echelon CPs.

### **Email**

C-31. Electronic mail, most commonly referred to as e-mail, is a method of exchanging digital messages from an author to one or more recipients. Modern email operates across the Internet or other computer networks.



## SharePoint Portal

C-32. The SharePoint Portal Server offers a browser-based collaboration and documentation platform. It can be used to host websites that access shared workspaces and documents, as well as specialized applications like wikis and blogs.

## MISSION COMMAND ON-THE-MOVE

C-33. Mission command on-the-move (MCOTM) enables the commander and Soldiers to be present at the decisive point on the battlefield, provides the relevant COP, and enables situational awareness while on-the-move. MCOTM provides commanders the freedom to place themselves at the most critical place on the battlefield without being tethered to the CP. MCOTM – a mission command equipment package – is typically integrated into Bradley, Stryker and mine-resistant ambush protected platforms.

## COMMON OPERATIONAL PICTURE

C-34. In a CP, the common operational picture (COP) is a single, identical display of relevant information shared by more than one command. This information is typically fed into the CP server (Battle Command Common Server, see C-17) and displayed using the CPOF. Through a shared visual workspace, commanders and staff can monitor operations, analyze data, share thoughts, and plan courses of action.

C-35. The COP is key to each step within the operations process: plan, prepare, execute and assess. Incorporating a relevant and comprehensive COP into a CP provides the following advantages to the operations process:

- Assists the commander in providing his intent and issuing planning guidance.
- Helps the commander, staff, and subordinate leaders focus on relevant information for an operation.
- Enhances collaboration and thus allows more efficient planning, directing, and brief-backs.
- Promotes subordinate unit parallel planning.
- Reduces the need for production of extensive control measures to coordinate maneuver and avoid fratricide.
- Helps ensure that rules of engagement are disseminated uniformly down to the lowest echelons.
- Allows for rapid response to the evolving tactical situation and allows commanders to make the right decisions, synchronize forces and fires, and seize and retain the initiative.
- Reduces the chance of fratricide with enhanced situational understanding.
- Supports the commander who is rapidly communicating changes to ongoing operations.
- Promotes better battle tracking and helps leaders measure, analyze, and report unit performance during operations.
- Promotes subordinate unit and staff focus on the commander's critical information requirements (CCIRs), if depicted on the COP.
- Supports pre-planning to react to anticipated change.

## COMMON OPERATIONAL PICTURE CHECKLIST

C-36. A technique for establishing an effective COP is to develop a checklist for what items are to be displayed on the COP at all times. The checklist should include only relevant information which is intuitive to the user and tailored to the commander's requirements. Table C-1 on page C-8 is an example of a COP checklist that should be included into the CP SOP.

Table C-1. Common operational picture checklist

<b>Number</b>	<b>Items checked</b>
1.	Significant activities including unit boundaries and current locations within the AO
2.	Maneuver graphics
3.	Active and planned fire support coordination measures
4.	Active and on-order airspace control measures as published in the air control order
5.	Key leader engagement priorities
6.	Sustainment nodes and MSRs
7.	Civil considerations
8.	Known and templated threats, hazards and enemy locations and activities
9.	Protection priorities
10.	Risk assessment
AO	area of operations
	MSR main supply route

## COMMUNICATIONS PLANNING CONSIDERATIONS

C-37. Planning for successful communications while operating in a CP environment is increasingly complex and requires detailed planning by every staff member, not just the G6 or S6. Communications planners must understand the commander's concept of operations, intent, and have a clear picture of the overall communications architecture. The G-6 or S-6 initiates the signal planning process, in support of the military decisionmaking process, when the warning order (WARNORD) is received. He coordinates with all the elements involved in the operation. CP communications planning takes into consideration—

- Communications capability requirements for all CP warfighting functions.
- Capabilities and limitations of all available communications systems.
- Potential joint, inter-organizational, and multinational communications requirements.
- Detailed line of sight analysis.
- Redundancy in means to communicate.
- Integration of all available signal assets.
- Method of deployment – assets are sequenced to coincide with the arrival of forces.
- Locations of all CP nodes.
- The use of retransmission, digital network links, and node placement.
- Satellite Communications requirements.
- Spectrum requirements for emitters, sensors, radars, or any other assets that rely on a frequency.
- Initial task organization and expected changes.
- Proper signal and communications security procedures.
- Conducting communications rehearsals.
- Conducting information assurance activities.

## PRIMARY, ALTERNATE, CONTINGENCY, AND EMERGENCY PLANS

C-38. A primary, alternate, contingency, and emergency (PACE) plan is a key requirement for communication planning. A PACE plan establishes the primary, alternate, contingency, and emergency methods of communications for each warfighting function, typically from higher to lower. Establishing a PACE plan requires care that an alternate or contingency method of communications does not rely on the primary. For example, having Voice over Internet Protocol as your alternate method of communication would be a poor choice if your primary is network data, because when your primary is down your alternate may be as well. The key to a good PACE plan is to establish redundancy so that communications are always available. Most units will have two PACE plans: one for communications to higher headquarters and one for subordinate units. A PACE plan for a higher headquarters will likely be established by the higher headquarters.

C-39. The PACE plan should be as simple as possible yet retain flexibility to provide communication support reliably during dynamic operations. PACE plans should, if at all possible, revolve around warfighting functions. This assists units in delineating differences in reporting requirements for each warfighting function as each function reports, receives, and processes information differently than the other. There are four principal war fighting functions for the purposes of PACE planning: movement and maneuver, intelligence, fires, and sustainment. The S-6 does not dictate PACE plans for these warfighting functions but does educate the warfighting function leads on available capabilities during operations and assists the war fighting function in formulating a PACE plan.

C-40. Units should identify appropriate PACE systems for each phase of the operation and publish the same in the signal annex. An emergency means of communications does not always have to be equipment, it may be a procedure such as moving back to the last known effective communication point or linking up at a grid coordinate. The PACE concept has always been a valuable tool to ensure there is a backup communication plan in place in case the primary plan fails.

C-41. Table C-2 shows an example of a simple PACE plan that is aligned with warfighting functions.

**Table C-2. Example PACE plan by warfighting function**

<i>Example PACE plan by warfighting function.</i>				
	<b>M2</b>	<b>Intelligence</b>	<b>Fires</b>	<b>Sustainment</b>
P	Chat	Chat	AFATDS	SharePoint Portal
A	CPOF	TIGR	FM (Fires Ch. 1)	Email
C	FM (CMD Net)	CPOF	FM (Fires Ch. 2)	FBCB2
E	FBCB2	FM (O&I Net)	Chat	FM (A&L Net)
AFATDS	Advanced Field Artillery Tactical Data System	FBCB2	force XXI, battle command, brigade and below	
A&L	administrative and logistics	FM	frequency modulation	
BCS3	battle command sustainment and support system	Net	radio network	
Ch.	channel	O&I	operations and intelligence	
CMD	command	PACE	primary, alternate, contingency, emergency	
CPOF	command post of the future	TIGR	tactical ground reporting	
Email	electronic mail			

**BANDWIDTH MANAGEMENT**

C-42. Bandwidth management is the process of measuring and controlling the communications (traffic, packets) on a data network link, to avoid filling the link to capacity, which typically results in latency, as well as network congestion and poor performance of the network. In short, bandwidth management is a technique that allows the use of bandwidth to be protected or limited for a given class of applications.

C-43. Sufficient bandwidth should be available to support necessary staff interaction and CP operations at all levels if leaders take proactive measures. Commanders and staff should therefore consider the following measures to manage bandwidth:

- Establish clear guidance as to when information is sent throughout the network. Particular attention should be paid to critical phases of an operation.
- Establish firm guidelines, positive control, and clear priorities on the use of collaborative sessions.
- Involve the G-6 or S-6 and knowledge management officer in bandwidth management.
- Send messages and data only to recipients who truly require the information.
- Force users to download documents from a server or website (a "pull system") rather than sending documents directly to many recipients (a "push" system).
- Use zip files or convert to Acrobat, documents rather than transmitting common application files (for example, MS Word, Excel, and PowerPoint).
- Anticipate periods when network activity is lowest and establish report deadlines in such periods. Avoid requirements for reports to be due during high usage periods.

- Transmit graphics, imagery, and briefing slides only when essential. If text will suffice, use it instead.
- Transmit a graphic in the following priority of formats: GIF (graphics interchange format), JPEG (joint photographic experts group), BMP (bitmap), or TIFF (tagged image file format). If higher clarity of image is necessary, reverse this priority.
- Enforce net discipline. Users must remember that the tactical Internet is for combat operations and not for personal non-mission-related communications.
- Establish unit SOPs that economize bandwidth usage.

### COMMUNICATION REHEARSAL

C-44. A communication rehearsal describes an orchestrated test of all the communications platforms within a CP to ensure operators understand their systems, capabilities, and limitations prior to conducting operations. The communication rehearsal allows signal personnel and the CP warfighting functions to validate their systems' data information flow; switch and router configurations; and the unit's PACE communications plan.

C-45. Conducting a rehearsal assumes that all communications systems (voice and digital) are installed and fully operational and that the systems have been checked for completeness, serviceability, and operability. A detailed timeline with instructions, systems to be utilized, and measures to verify functionality should be published in the Signal Annex of the OPORD prior to the execution of the communication rehearsal.

C-46. Table C-3 on page C-11 shows an example timeline that can be used as a guide for the development of a communications rehearsal SOP.

Table C-3. Example communications rehearsal timeline

Communications Rehearsal Timeline												
Time	Event	System	Initiator	Action	BCT CP	M2	Intel.	Fires	Sust.	Prot.	BN	CPS
0900	FM Net Call	FM Radio	Bde CP	Bde CP conducts NET call on each DIV FM Net (CMD, O&I, A&L, Fires) and requests Bde radio check.	X	X	X	X	X	X	X	X
0930	SC TACSAT Net Call	SC TACSAT	Bde CP	Bde CP conducts Net call on SC TACSAT Radios.	X	X						X
1000	HF Net Call	HF Radio	Bde CP	Bde CP conducts Net call on HF Radios.	X	X						X
1030	VoIP Call	VoIP phones	Bde CP	Bde Battle Staff calls counterpart at higher & lower echelons: confirm phone numbers.	X	X	X	X	X	X	X	X
1045	E-Mail	E-Mail	Bde CP	Bde Battle Staff send E-mail to counterpart at higher & lower echelon; confirm address.	X	X	X	X	X	X	X	X
1100	CPOF Voice	Ventrilo	Bde CP	Bde BTL CPT and battle staff conduct dry run BUB over Ventrilo.	X	X	X	X	X	X	X	X
1130	BFT check	FBCB2 BFT	Bde CP	Bde CP sends text message requesting BN frontline trace and response via BFT.	X	X						X
1145	Build graphics	CPOF	BTL CPT	BTL CPT subscribes to DIV server and pulls the DIV friendly forces.	X	X						X
1200	Build graphics	DCGS-A	Bde S-2	Bde S-2 exchanges intelligence products with higher and lower echelons.	X	X	X					X
1215	Build graphics	AFATDS	Bde FSE	Bde fires cell validates AFATDS system and posts graphics to COP.	X	X		X				X
1230	AMDWS	AMDWS	Bde ADO	ADAM cell validates AMDWS operability.	X	X						X
1245	TAIS	TAIS	BAE	BAE ensures BCT can receive air tracks.	X	X						X
1300	Bde Portal	Bde Portal	BTL CPT	BTL CPT and battle staff open, post, save documents to Bde Portal.	X	X	X	X	X	X	X	X
A&L	administrative and logistics			DCGS-A	distributed common ground system - army							
ADAM	air defense airspace management			DIV	division							
ADO	air defense officer			E-mail	electronic mail							
AFATDS	Advanced Field Artillery Tactical Data System			FBCB2	force XXI battle command, brigade and below							
AMDWS	air and missile defense workstation			FM	frequency modulation							
BAE	brigade aviation element			HF	high frequency							
BCT	brigade combat team			Intel.	intelligence cell							
Bde	brigade			O&I	operations and intelligence							
BFT	blue force tracker			Prot.	protection cell							
BN	battalion			S-1	battalion or brigade personnel staff officer							
BTL CPT	battle captain			S-2	battalion or brigade intelligence staff officer							
BUB	battle update brief			Sust.	Sustainment cell							
CMD	command			TACSAT	tactical satellite							
COP	common operational picture			TAIS	tactical airspace integration system							
CP	command post			VoIP	voice over Internet protocol							
CPOF	command post of the future											

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## Appendix D

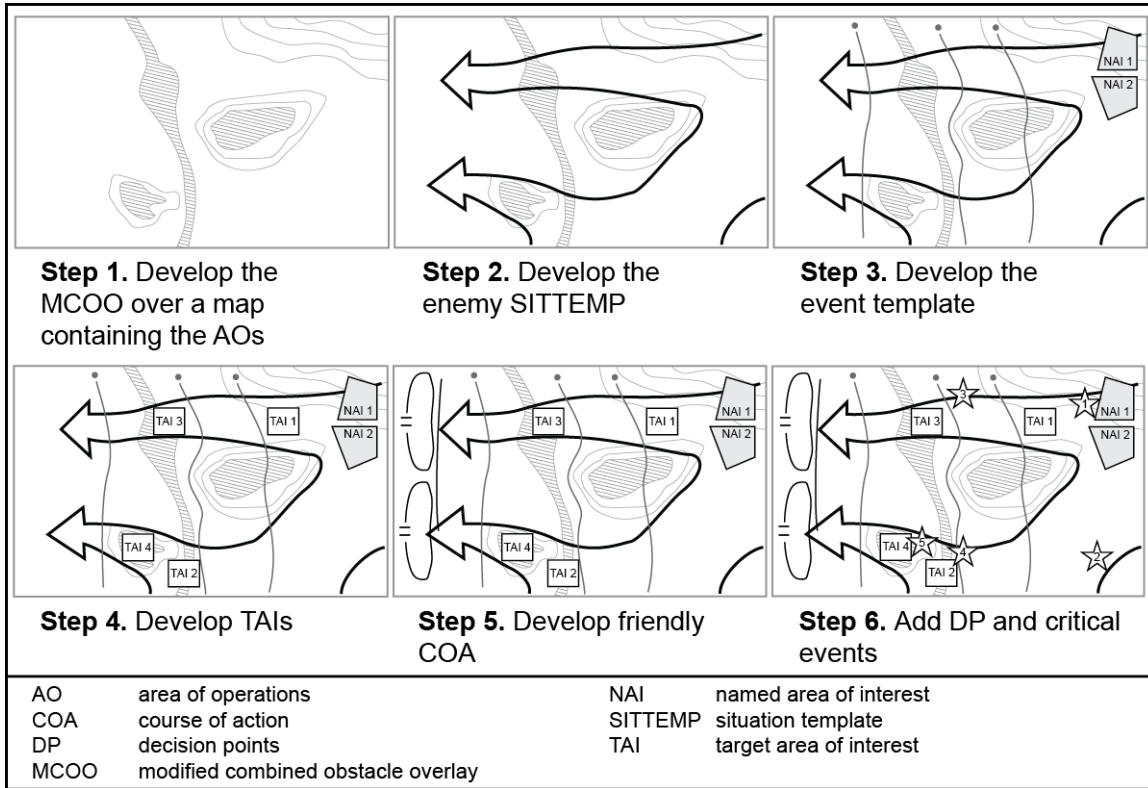
# Tools for Synchronization and Making Decisions

This appendix describes and provides examples of a decision support template and decision support matrix. Next, it lists key synchronization and decision-making tools commanders and staffs use during the conduct of operations. The list of tools in this appendix represent the more common aids used by more than one cell or staff section. The list is not all-inclusive. Commanders and staffs develop additional tools as required.

### DECISION SUPPORT TEMPLATE AND MATRIX

D-1. Several decision support tools assist the commander and staff during execution. Among the most important are the decision support template (DST), decision support matrix, and execution matrix. During planning, the staff develops a DST and decision support matrix for each course of action. Once the commander selects a course of action and the operation order or plan is published, the DST and decision support matrix are refined. The commander and the current operations integrating cell use these tools to control operations and anticipate decisions.

D-2. A decision support template is a combined intelligence and operations graphic based on the results of wargaming. The *decision support template* depicts a combined intelligence and operations graphic based on the results of wargaming that depicts decision points, timelines associated with movement of forces and the flow of the operation, and other key items of information required to execute a specific friendly course of action (JP 2-01.3). A decision support template graphically represents decision points, projected situations, and indicates when as well where and under what conditions a decision is most likely to be required to initiate a specific activity or event. A DST contains time phase lines, named areas of interest, target areas of interest (TAI), and decision points. Figure D-1 on page D-2 shows the steps in developing a DST.



**Figure D-1. Decision support template development**

D-3. Part of the decision support template is the decision support matrix. A *decision support matrix* is a written record of a war-gamed course of action that describes decision points and associated actions at those decision points (ADRP 5-0). The decision support matrix lists decision points, locations of decision points, criteria to be evaluated at decision points, actions that occur at decision points, and the units responsible to act on the decision points. It also lists the units responsible for observing and reporting information affecting the criteria for decisions. Table D-1 on page D-3 is an example of a decision support matrix.



**Table D-1. Sample decision support matrix**

<i>Decision Point</i>	<i>CCIR</i>	<i>Event Description</i>	<i>Friendly Action</i>	<i>Location</i>
1	PIR 3: Composition and disposition of the IMD Battlezone	DTG executes MDCOA and defends well forward in a battalion-sized EA VIC NB6219	Execute Branch Plan (TBP)	NAIs 6, 7, 8
2	PIR 2: Composition and disposition of the IMDR	Enemy platoon-sized reserve of mechanized vehicles attacks south by SE from NAI 1 to counterattack or reinforce defending enemy	Commit 2 CAS sorties (F-16A) in TAI 1a or 1b to interdict reserve	NAI1: TAI 1a and 1b
3	FFIR 1: TF 3-41 falls below two effective CO or TMs	TF 3-41 is unable to destroy the defending MIC on OBJ DETROIT due to lack of combat power	OPCON BDE maneuver reserve to TF 3-41 to destroy the MIC on OBJ DETROIT IOT create maneuver space for the ME	N/A
4	PIR 2: Composition and disposition of the IMDR	Enemy DTG reserve cannot be observed and does not commit to support the defending MIC on OBJ DALLAS	OPCON BDE maneuver reserve to TF 3-41 to destroy the MIC and IMD reserve on OBJ DETROIT IOT to create maneuver space for the ME	NAIs 3, 4
5	FFIR 2: 2-66 IN BN falls below one combat effective CO or TM	2-66 IN BN is unable to contain the infantry strongpoint on OBJ CHICAGO due to lack of combat power	OPCON BDE maneuver reserve to 2-66 IN BN to contain the enemy on OBJ CHICAGO	N/A
6	PIR 1: BTGR committed into 3d Bde's zone	BTG Combined Arms Reserve (CO(+)) attacks south and east to block penetration of the IMD battle zone	OPCON BDE maneuver reserve to TF 3-41 to destroy the BTGR IOT, protect passage of follow-on units	NAIs 9, 10, 11
Bde	brigade	MDCOA	most dangerous course of action	
Bn	battalion	MIC	mechanized infantry company	
BTGR	brigade tactical group reserve	N/A	not applicable	
CAS	close air support	NAI	named area of interest	
CO or TM	Company or team	OBJ	objective	
EA	engagement area	OPCON	operational control	
FFIR	friendly forces information requirements	PIR	priority intelligence requirements	
IMD	independent mission detachment	TBP	to be published	
IMDR	independent mission detachment reserve	TAI	target area of interest	
IOT	in order to	VIC	vicinity	

## **SYNCHRONIZATION AND DECISION SUPPORT TOOLS BY WARFIGHTING FUNCTION**

D-4. In addition to the DST and decision support matrix, commanders and staffs use several tools (orders and attachment to orders, overlays, templates, matrices, lists, tables, and charts) to assist them in synchronizing operations and making decisions. A common tool is the execution matrix, a visual and sequential representation of critical tasks and responsible organizations by time. An execution matrix could be for the entire force, such as an air assault execution matrix, or it may be specific to a warfighting function as in a fire support execution matrix. The remainder of this appendix lists key tools commonly found in CPs organized by warfighting function.

### **MISSION COMMAND**

D-5. The purpose of the mission command warfighting function is to enable a commander to balance the art of command and the science of control in order to integrate the other warfighting functions. The following tools assist commanders and staffs in synchronize operations and making decisions:

- Mission statement.
- Commander's intent.
- Concept of operation.
- Operation overlay.
- Commander's critical information requirements (CCIRs).
- Essential elements of information.
- Assessment plan.
- Rules of engagement.
- No-strike list.
- Restricted target list.
- Course of action synchronization matrix.
- Course of action decision matrix.
- Decision support template.
- Decision support matrix.
- Execution matrices.
- Battle rhythm (see appendix A of this publication).

See FM 6-0 for more information and examples of the above tools.

D-6. Several staff functional responsibilities fall under the mission command warfighting function to include knowledge management, information operations, cyberspace electromagnetic activities, network operations, and airspace control. In addition to attachments to the operation order or operations plan, the following are doctrinal references that address tools specific to staff functional responsibilities:

- Knowledge management (see ATP 6-01.1).
- Information operations (see FM 3-13).
- Cyberspace electromagnetic activities (see Army doctrine).
- Network operations (see FM 6-02).
- Airspace control (see FM 3-52).

### **MOVEMENT AND MANEUVER**

D-7. The purpose of the movement and maneuver warfighting function is to move and employ forces to achieve a position of relative advantage over the enemy and other threats. The following tools assist commanders and staffs in synchronizing movement and maneuver into the concept of operations:

- Scheme of maneuver (see FM 3-90-1 and FM 3-90-2).
- Scheme of mobility and countermobility (see FM 3-34).
- Obstacle overlay (see FM 3-34).

- Scheme of battlefield obscuration (see ATP 3-11.50).
- Scheme of information collection (see FM 3-55).
- Information collection plan (see FM 3-55).
- Information collection overlay (see FM 3-55).

## INTELLIGENCE

D-8. The purpose of the intelligence warfighting function is to facilitate understanding the enemy, terrain, weather, civil considerations, and other significant aspects of the operational environment.

During planning, the intelligence officer leads the staff through intelligence preparation of the battlefield resulting in intelligence products that aid in developing friendly courses of action and developing decision points for the commander. Conclusions reached and products created during intelligence preparation of the battlefield are critical to planning information collection and targeting. In addition, the intelligence staff plays an important role in information collection, specifically in planning requirements and assessment collection.

## INTELLIGENCE PREPARATION OF THE BATTLEFIELD

D-9. *Intelligence preparation of the battlefield* is the systematic process of analyzing the mission variables of enemy, terrain, weather, and civil considerations in an area of interest to determine their effect on operations (ATP 2-01.3). Tools developed during intelligence preparation of the battlefield include the following:

- Threat overlay.
- Threat description chart.
- Modified combined obstacle overlay.
- Terrain effects matrix.
- Operational climatology and weather forecast analysis chart.
- Illumination and light data chart.
- Weather effects matrix.
- Weather effects aids.
- Civil considerations data file.
- Civil considerations overlays.
- Enemy situation overlays.
- Enemy high-value target lists.
- Event template.
- Event matrix.

See ATP 2-01.3 for more information and examples of these tools.

## INFORMATION COLLECTION

D-10. Tools developed by the intelligence staff to assist the commander and operations staff with the execution of information collection include the following:

- Information collection matrix.
- Information collection synchronization matrix.
- Information collection overlay.

D-11. Working aids that assist the intelligence staff in building the above tools include the following:

- Named area of interest matrix.
- Named area of interest worksheet.
- Named area of interest overlay.

See ATP 2-01 for more information and examples of the above tools.

## FIRES

D-12. The purpose of the fires warfighting function is to provide collective and coordinated use of Army indirect fires, air and missile defense, and joint fires through the targeting process. The following tools assist commanders and staff with integrating and synchronizing fires into the concept of operations:

- Scheme of fires.
- Fire support overlay.
- Fire support execution matrix.
- High pay-off target list.
- Target selection standards.
- Attack guidance matrix.
- Target synchronization matrix.

See ADRP 3-09 and ATP 3-60 for more information and examples of the above tools.

## SUSTAINMENT

D-13. The purpose of the sustainment warfighting function is to provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. It includes logistics, personnel services, and health service support. The following tools assist commanders and staff with integrating and synchronizing sustainment into the concept of operations:

- Concept of sustainment (see ADRP 4-0 and FM 6-0).
- Sustainment overlay (see ADRP 4-0 and FM 6-0).
- Scheme of logistics (see FM 4-95).
- Scheme of personnel (FM 1-0 and FM 6-0).
- Scheme of health service support (see FM 6-0).

## PROTECTION

D-14. The purpose of the protection warfighting function is to preserve the forces so the command can apply maximum combat power to accomplish the mission. The following tools assist commanders and staff with integrating and synchronizing protection into the concept of operations:

- Scheme of protection (see ADRP 3-37 and FM 6-0).
- Critical asset list (see JP 3-01).
- Defended asset list (see JP 3-01).
- Risk assessment matrix (see ATP 5-19).

## **Appendix E**

# **Division and Corps Redesign**

Selected divisions and corps are currently transitioning to a new headquarters design that includes a home station CP and a forward CP. These CPs are supported by a home station mission command center located on the installation of each respective division or corps. This appendix summarizes this new headquarters design and offers options for CP employment. Detailed doctrine for this new design is being developed in revised Army Techniques Publications for division and corps operations.

### **COMMAND POST AND COMMAND NODES**

E-1. To reduce deployment time and increase the mobility, agility, and survivability of a headquarters, the Army is modifying its CP organization for division and corps headquarters. Division and corps headquarters are in the process of converting their headquarters to operate from two CPs—

- Forward CP.
- Home station CP.

E-2. The forward CP is the principle CP for controlling current and future operations. The forward CP is the command node of choice to control the conduct of military engagement, security cooperation and deterrence operations when the scale, scope, or other considerations require the deployment of a division or corps headquarters. On order, the forward CP deploys into its assigned area of the operation within a joint area. The forward CP is supported by a home station CP.

E-3. The home station CP supports the forward CP in the execution of a current and future operation from the division or corps' home station. This support is primarily intelligence, planning, and sustainment related. The home station CP does this by providing staff support from a facility called a home station mission command center (HSMCC), a facility from within which the division or corps' home station CP works (see paragraph 2-6).

E-4. Under this concept, the commander determines the distribution of the staff between the forward and home station CPs. The commander tailors forward CP staff functions and tasks to allow accomplishment of the unit's mission while creating the smallest possible deployed footprint. Both CPs monitor the current operations of subordinate, supporting, and adjacent units to maintain situational awareness.

### **FORWARD COMMAND POST**

E-5. The forward CP is the focal CP for controlling the execution of operations. The forward CP is the primary CP responsible for the sustained conduct of current operations, future operation planning, and analysis for current and future operations.

E-6. The forward CP normally deploys in two echelons. The initial deployment echelon is the EECP. The EECP can only be made up of that portion of the forward CP personnel and equipment necessary to provide limited current operational capabilities. The EECP controls current operations until the remainder of the forward CP is deployed and operational.

E-7. The forward CP controls subordinate units and coordinates activities within the division or corps assigned area of operations. The forward CP maintains continuous communication with subordinates, higher headquarters, adjacent units, the home station CP, and supporting Army and joint assets. The forward CP performs the following functions:

- Controls all operations.
- Monitors and assesses operations for impact on future operations.
- Writes operation orders and branch plans.
- Integrates intelligence activities into both current and future operations.
- Integrates, coordinates, and synchronizes cyberspace electromagnetic activities, network, and network security operations.
- Conducts information management and knowledge management.
- Coordinates and manages force structure to included requests for forces and equipment.
- Synchronizes the targeting process.
- Coordinates the conduct of offensive, defensive, and stability or defense support of civil authorities' tasks by its subordinate units.
- Prepares and maintains estimates, plans, and orders to support future operations.
- Prepares all reports required by higher headquarters.

## **HOME STATION COMMAND POST**

E-8. The primary function of the home station CP is to provide support to the forward CP during operations. A clear delineation of responsibilities between the home station CP and forward CP enhances the exercise of division mission command. Commanders identify priorities and set responsibilities for both the forward and home station CPs before the deployment of the EECF. The home station CP operates from home station, while retaining the ability to deploy forward in support of the forward CP. The home station CP only deploys as a result of a deliberate decision on the part of the commander when it is determined that the home station CP's entire suite of capabilities are required forward. This normally occurs only during the conduct of prolonged stability operations or major operations.

E-9. The commander can augment the forward CP with the appropriate additional personnel and equipment in order to provide the forward CP additional capabilities, such as planners or increased capacity. The home station CP primarily provides intelligence, sustainment, and planning support to the forward CP. The focus of a home station CP is on long-term planning, analysis of operations, and the coordination and synchronization of sustainment related activities. As a result, the majority of the plans cell, intelligence cell, and sustainment cell personnel provide staff support from the home station CP. The home station CP collaborates with the forward CP using virtual working groups and planning teams as required. The home station CP performs the following functions:

- Conducts deliberate planning and analysis for new phases and transitions (sequels) in the operation, including the production of supporting plans and products.
- Maintains liaison with any deployed regionally aligned units through the supported Army service component command headquarters in order to provide timely response to additional requirements that may develop and in preparation of retrograding those forces to their garrison location upon completion of their missions.
- Maintains digital connectivity between the home station CP, the commander, and the forward CP regardless of whether or not the later are enroute to a joint operations area or are deployed in an area of operations.

## **HOME STATION MISSION COMMAND CENTER**

E-10. The new division and corps headquarters design calls for a HSMCC for each division and corps. The HSMCC is the facility from within which the division or corps home station CP work regardless of whether or not the forward CP deploys. It contains equipment with the full suite of information systems and networks to support continuous communication with forward deployed units. In the near future, the HSMCC will be a permanent facility located at each division or corps home station. Some division and corps garrison locations already have facilities that can serve as HSMCC.

# Glossary

## SECTION I – ACRONYMS AND ABBREVIATIONS

<b>ACOS</b>	assistant chief of staff
<b>ADP</b>	Army doctrine publication
<b>ADRP</b>	Army doctrine reference publication
<b>AFATDS</b>	Advanced Field Artillery Tactical Data System
<b>AMDWS</b>	air and missile defense work station
<b>ATP</b>	Army techniques publication
<b>BCT</b>	brigade combat team
<b>CCP</b>	contingency command post
<b>CCIR</b>	commander's critical information requirement
<b>CEMA</b>	cyberspace electromagnetic activities
<b>COIC</b>	current operations integrating cell
<b>COP</b>	common operational picture
<b>COS</b>	chief of staff
<b>CP</b>	command post
<b>CPOF</b>	command post of the future
<b>CTCP</b>	combat trains command post
<b>DA</b>	Department of the Army
<b>DCGS- A</b>	Distributed Common Ground System – Army
<b>DOD</b>	Department of Defense
<b>DODIN</b>	Department of Defense information network
<b>DST</b>	decision support template
<b>EECP</b>	early-entry command post
<b>FBCB2</b>	Force XXI Battle Command Brigade and Below
<b>FM</b>	field manual
<b>G-1</b>	assistant chief of staff, personnel
<b>G-2</b>	assistant chief of staff, intelligence
<b>G-3</b>	assistant chief of staff, operations
<b>G-4</b>	assistant chief of staff, logistics
<b>G-5</b>	assistant chief of staff, plans
<b>G-6</b>	assistant chief of staff, signal
<b>G-8</b>	assistant chief of staff, financial management
<b>G-9</b>	assistant chief of staff, civil affairs
<b>HSMCC</b>	home station mission command center
<b>JP</b>	joint publication
<b>MCIS</b>	mission command information system
<b>METT-TC</b>	mission, enemy, terrain and weather, troops and support available, time available, civil considerations

<b>MTOE</b>	modified table of organization and equipment
<b>NCO</b>	noncommissioned officer
<b>PACE</b>	primary, alternate, contingency, and emergency
<b>PAM</b>	pamphlet
<b>RFI</b>	request for information
<b>S-1</b>	battalion or brigade personnel staff officer
<b>S-2</b>	battalion or brigade intelligence staff officer
<b>S-3</b>	battalion or brigade operations staff officer
<b>S-4</b>	battalion or brigade logistics staff officer
<b>S-5</b>	battalion or brigade plans staff officer
<b>S-6</b>	battalion or brigade signal staff officer
<b>S-9</b>	battalion or brigade civil affairs operations officer
<b>SOP</b>	standard operating procedure
<b>TAIS</b>	tactical airspace integration system
<b>TO&amp;E</b>	table of organization and equipment
<b>WIN-T</b>	warfighter information network
<b>XO</b>	executive officer

## SECTION II – TERMS

### **assessment**

Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. (JP 3-0)

### **battle rhythm**

A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. (FM 6-0)

### **battle tracking**

The process of building and maintaining an overall picture of the operational environment that is accurate, timely, and relevant. (JP 3-09.3)

### **board**

A grouping of predetermined staff representatives with delegated decision authority for a particular purpose or function. (FM 6-0)

### **civil-military operations**

Activities of a commander performed by designated civil affairs or other military forces that establish, maintain, influence, or exploit relations between military forces, indigenous populations, and institutions, by directly supporting the attainment of objectives relating to the reestablishment or maintenance of stability within a region or host nation. (JP 3-57)

### **command group**

The commander and selected staff members who assist the commander in controlling operations away from a command post. (FM 6-0)

### **command post**

A unit headquarters where the commander and staff perform their activities. (FM 6-0)

### **command post cell**

A grouping of personnel and equipment organized by warfighting function or by planning horizon to facilitate the exercise of mission command. (FM 6-0)



**common operational picture**

(Army) A single display of relevant information within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than one command. (ADRP 6-0)

**control**

The regulation of forces and warfighting functions to accomplish the mission in accordance with the commander's intent. (ADP 6-0)

**cyberspace electromagnetic activities**

The process of planning, integrating, and synchronizing cyberspace and electronic warfare operations in support of unified land operations. (ADRP 3-0)

**decision support matrix**

A written record of a war-gamed course of action that describes decision points and associated actions at those decision points. (ADRP 5-0)

**decision support template**

A combined intelligence and operations graphic based on the results of wargaming that depicts decision points, timelines associated with movement of forces and the flow of the operation, and other key items of information required to execute a specific friendly course of action. (JP 2-01.3)

**early-entry command post**

A lead element of a headquarters designed to control operations until the remaining portions of the headquarters are deployed and operational. (FM 6-0)

**information collection**

An activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations. (FM 3-55)

**information management**

The science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products. (ADRP 6-0)

**information operations**

The integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own. (JP 3-13)

**information system**

Equipment that collects, processes, stores, displays, and disseminates information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use. (ADP 6-0)

**intelligence preparation of the battlefield**

The systematic process of analyzing the mission variables of enemy, terrain, weather, and civil considerations in an area of interest to determine their effect on operations. (ATP 2-01.3)

**knowledge management**

The process of enabling knowledge flow to enhance shared understanding, learning, and decisionmaking. (ADRP 6-0)

**main command post**

A facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations. (FM 6-0)

**mission command system**

The arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct operations. (ADP 6-0)

### **Multinational operations**

Is a collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance (JP 3-16).

### **planning horizon**

A point in time commanders use to focus the organization's planning efforts to shape future events. (ADRP 5-0)

### **protection**

Preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area. (JP 3-0)

### **running estimate**

The continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. (ADP 5-0)

### **situational understanding**

The product of applying analysis and judgment to relevant information to determine the relationships among the operational and mission variables to facilitate decisionmaking. (ADP 5-0)

### **staff section**

A grouping of staff members by area of expertise under a coordinating, special, or personal staff officer. (FM 6-0)

### **sustainment**

The provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion. (ADP 4-0)

### **tactical command post**

A facility containing a tailored portion of a unit headquarters designed to control portions of an operation for a limited time. (FM 6-0)

### **targeting**

The process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities. (JP 3-0)

### **working group**

(Army) A grouping of predetermined staff representatives who meet to provide analysis, coordinate, and provide recommendations for a particular purpose or function. (FM 6-0)

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These documents must be available to intended users of this publication and are available at <http://www.apd.army.mil/>.

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**ATP 6-0.5**  
**1 March 2017**

By Order of the Secretary of the Army:

**MARK A. MILLEY**  
*General, United States Army*  
*Chief of Staff*

Official:

A handwritten signature in black ink, appearing to read "Gerald B. O'Keefe". The signature is written in a cursive style with a large initial 'G' and a distinct 'O'.

**GERALD B. O'KEEFE**  
*Administrative Assistant to the*  
*Secretary of the Army*  
1704701

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