
**Training the Mission Command Warfighting
Function for Battalions, Brigades, and Brigade
Combat Teams**

JULY 2019

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Training the Mission Command Warfighting Function for Battalions, Brigades, and Brigade Combat Teams

Contents

	Page
PREFACE	vii
INTRODUCTION	ix
Chapter 1 MISSION COMMAND WARFIGHTING FUNCTION TRAINING TABLES – BATTALIONS	1-1
Section I – Introduction to Chapter 1	1-1
Overview.....	1-1
Scope.....	1-1
Section II – Battalion Commander Training Tables	1-3
Mission Command Training Tables for the Battalion Commander.....	1-3
Table I: Establish Organizational Business Rules and Assess Unit Training	1-4
Table II: Establish the Training Environment.....	1-6
Table III: Organize the Mission Command System	1-8
Table IV: Prepare the Headquarters for Operations	1-9
Table V: Drive the Operations Process.	1-12
Table VI: Assess and Certify the Headquarters	1-15
Table VII: Direct the Mission Command Information System Integration	1-18
Table VIII: Apply Art and Science of Mission Command.....	1-20
Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal	1-22
Table X: Mission Command Warfighting Function Validation Exercise	1-23
Section III – Battalion Staff Training Tables	1-25
Mission Command Training Tables for the Battalion Staff	1-25
Table I: Organize and Acclimate Staff to Organization	1-27
Table II: Develop MDMP Skills at the Section Level	1-28
Table III: Establish Staff/Cell Processes and Integrate Warfighting Functions	1-30
Table IV: Synchronize Command Post Operations.....	1-33
Table V: Conduct Staff Rehearsals	1-35
Table VI: Conduct Staff Certification	1-41
Table VII: Integrate the Mission Command System	1-44
Table VIII: Synchronize Operations.....	1-45
Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal	1-46
Table X: Mission Command Warfighting Function Validation Exercise	1-47
Section IV – Battalion Command Post Training Tables	1-50

DISTRIBUTION RESTRICTION: The material in this publication is approved for public release; distribution is unlimited.

Mission Command Training Tables for the Battalion Command Post	1-50
Table I: Conduct Pre-Combat Inspection (Equipment and Maintenance)	1-51
Table II: Identify Command Post Characteristics	1-52
Table III: Establish Command Post Infrastructure	1-53
Table IV: Determine Command Post Survivability and Sustainability	1-54
Table V: Conduct Command Post Rehearsal	1-55
Table VI: Conduct Command Post Certification	1-58
Table VII: Conduct Command Post Operations	1-60
Table VIII: Sustain the Command Post	1-61
Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal	1-62
Table X: Mission Command Warfighting Function Validation Exercise	1-63
Section V – Battalion Digital Crew Training Tables.....	1-66
Mission Command Training Tables for the Battalion Digital Crew	1-66
Table I: Execute Basic Mission Command Information System Operations	1-67
Table II: Integrate Command Post Systems	1-69
Table III: Develop Common Operational Picture	1-70
Table IV: Synchronize Operations	1-71
Table V: Mission Command Information System Rehearsal	1-72
Table VI: Digital Crew Certification	1-74
Table VII: Integrate the Mission Command System	1-76
Table VIII: Synchronize Operations	1-77
Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal	1-78
Table X: Mission Command Warfighting Function Validation Exercise	1-78

Chapter 2

MISSION COMMAND WARFIGHTING FUNCTION TRAINING TABLES – FUNCTIONAL AND MULTIFUNCTIONAL BRIGADES	2-1
Section I – Introduction to Chapter 2	2-1
Overview	2-1
Scope	2-1
Section II – Brigade Commander Training Tables	2-3
Mission Command Training Tables for the Brigade Commander	2-3
Table I: Establish Organizational Business Rules and Assess Unit Training	2-4
Table II: Establish the Training Environment	2-6
Table III: Organize the Mission Command System	2-8
Table IV: Prepare the Headquarters for Operations	2-9
Table V: Drive the Operations Process.....	2-13
Table VI: Assess and Certify the Headquarters.....	2-16
Table VII: Direct the Mission Command Information System Integration	2-19
Table VIII: Apply Art and Science of Mission Command	2-21
Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal	2-23
Table X: Mission Command Warfighting Function Validation Exercise	2-24
Section III – Brigade Staff Training Tables	2-26
Mission Command Training Tables for the Brigade Staff	2-26
Table I: Organize and Acclimate Staff to Organization	2-28
Table II: Develop MDMP Skills at the Section Level.....	2-29
Table III: Establish Staff/Cell Processes and Integrate Warfighting Functions	2-32
Table IV: Synchronize Command Post Operations	2-35
Table V: Conduct Staff Rehearsals.....	2-38
Table VI: Conduct Staff Certification.....	2-44
Table VII: Integrate the Mission Command System	2-47
Table VIII: Synchronize Operations	2-49
Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal	2-49
Table X: Mission Command Warfighting Function Validation Exercise	2-51
Section IV – Brigade Command Post Training Tables	2-54

Mission Command Training Tables for the Brigade Command Post 2-54

Table I: Conduct Pre-Combat Inspection (Equipment and Maintenance)..... 2-55

Table II: Identify Command Post Characteristics 2-56

Table III: Establish Command Post Infrastructure 2-57

Table IV: Determine Command Post Survivability and Sustainability 2-58

Table V: Conduct Command Post Rehearsal 2-59

Table VI: Conduct Command Post Certification 2-62

Table VII: Conduct Command Post Operations 2-64

Table VIII: Sustain the Command Post 2-66

Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal 2-67

Table X: Mission Command Warfighting Function Validation Exercise 2-68

Section V – Brigade Digital Crew Training Tables 2-71

Mission Command Training Tables for the Brigade Digital Crew..... 2-71

Table I: Execute Basic Mission Command Information System Operations 2-72

Table II: Integrate Command Post Systems..... 2-74

Table III: Develop Common Operational Picture..... 2-75

Table IV: Synchronize Operations..... 2-76

Table V: Mission Command Information System Rehearsal..... 2-77

Table VI: Digital Crew Certification..... 2-79

Table VII: Integrate the Mission Command System 2-81

Table VIII: Synchronize Operations..... 2-82

Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal 2-83

Table X: Mission Command Warfighting Function Validation Exercise 2-84

Chapter 3

**MISSION COMMAND WARFIGHTING FUNCTION TRAINING TABLES –
BRIGADE COMBAT TEAM (BCT) 3-1**

Section I – Introduction to Chapter 3 3-1

Overview..... 3-1

Scope..... 3-1

Section II – Brigade Combat Team Commander Training Tables 3-3

Mission Command Training Tables for the BCT Commander 3-3

Table I: Establish Organizational Business Rules and Assess Unit Training 3-4

Table II: Establish the Training Environment..... 3-6

Table III: Organize the Mission Command System 3-8

Table IV: Prepare the Headquarters for Operations 3-9

Table V: Drive the Operations Process 3-13

Table VI: Assess and Certify the Headquarters 3-16

Table VII: Direct the Mission Command Information System Integration 3-19

Table VIII: Apply Art and Science of Mission Command..... 3-21

Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal 3-23

Table X: Mission Command Warfighting Function Validation Exercise 3-24

Section III – Brigade Combat Team Staff Training Tables 3-26

Mission Command Training Tables for the BCT Staff 3-26

Table I: Organize and Acclimate Staff to Organization 3-28

Table II: Develop MDMP Skills at the Section Level 3-29

Table III: Establish Staff/Cell Processes and Integrate Warfighting Functions 3-32

Table IV: Synchronize Command Post Operations..... 3-35

Table V: Conduct Staff Rehearsal..... 3-38

Table VI: Conduct Staff Certification 3-44

Table VII: Integrate the Mission Command System 3-47

Table VIII: Synchronize Operations..... 3-49

Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal 3-50

Table X: Mission Command Warfighting Function Validation Exercise 3-51

Section IV – Brigade Combat Team Command Post Training Tables 3-54

	Mission Command Training Tables for the BCT Command Post	3-54
	Table I: Conduct Pre-Combat Inspection (Equipment and Maintenance)	3-55
	Table II: Identify Command Post Characteristics	3-56
	Table III: Establish Command Post Infrastructure	3-57
	Table IV: Determine Command Post Survivability and Sustainability	3-58
	Table V: Conduct Command Post Rehearsal	3-59
	Table VI: Conduct Command Post Certification	3-62
	Table VII: Conduct Command Post Operations	3-64
	Table VIII: Sustain the Command Post	3-66
	Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal	3-67
	Table X: Mission Command Warfighting Function Validation Exercise	3-68
	Section V – Brigade Combat Team Digital Crew Training Tables	3-71
	Mission Command Training Tables for the BCT Digital Crew	3-71
	Table I: Execute Basic Mission Command Information System Operations	3-72
	Table II: Integrate Command Post Systems	3-74
	Table III: Develop Common Operational Picture	3-75
	Table IV: Synchronize Operations	3-76
	Table V: Mission Command Information System Rehearsal	3-77
	Table VI: Digital Crew Certification	3-79
	Table VII: Integrate the Mission Command System	3-81
	Table VIII: Synchronize Operations	3-82
	Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal	3-83
	Table X: Mission Command Warfighting Function Validation Exercise	3-84
Appendix A	MEMORANDUM FOR RECORD EXAMPLE	A-1
Appendix B	COLLECTIVE AND INDIVIDUAL TRAINING AND EVALUATION OUTLINES AND RECOMMENDED DRILLS	B-1
	GLOSSARY	Glossary-1
	REFERENCES.....	References-1
	INDEX	Index-1

Figures

	Figure Introduction-1. The Exercise of Mission Command.....	ix
	Figure 1-1. Battalion Mission Command Training Tables.....	1-2
	Figure 1-2. Battalion Commander Tables I-VI Overview	1-4
	Figure 1-3. Battalion Commander Tables VII-X Overview.....	1-18
	Figure 1-4. Mission Command Philosophy	1-22
	Figure 1-5. Battalion Staff Tables I-VI Overview	1-26
	Figure 1-6. Battalion Staff Tables VII-X Overview	1-44
	Figure 1-7. Battalion Command Post Tables I-VI Overview	1-51
	Figure 1-8. Battalion Command Post Tables VII-X Overview.....	1-60
	Figure 1-9. Battalion Digital Crew Tables I-VI Overview	1-67
	Figure 1-10. Battalion Digital Crew Tables VII-X Overview	1-76
	Figure 2-1. Brigade Mission Command Training Tables	2-2
	Figure 2-2. Brigade Commander Tables I-VI Overview.....	2-4
	Figure 2-3. Brigade Commander Tables VII-X Overview	2-19

Figure 2-4. Mission Command Philosophy 2-23

Figure 2-5. Brigade Staff Tables I-VI Overview..... 2-27

Figure 2-6. Command Post Organization..... 2-32

Figure 2-7. Brigade Staff Tables VII-X Overview 2-47

Figure 2-8. Brigade Command Post Tables I-VI Overview 2-55

Figure 2-9. Brigade Command Post Tables VII-X Overview..... 2-64

Figure 2-10. Brigade Digital Crew Tables I-VI Overview..... 2-72

Figure 2-11. Brigade Digital Crew Tables VII-X Overview 2-81

Figure 3-1. BCT Mission Command Training Tables 3-2

Figure 3-2. BCT Commander Tables I-VI Overview 3-4

Figure 3-3. BCT Commander Tables VII-X Overview 3-19

Figure 3-4. Mission Command Philosophy 3-23

Figure 3-5. BCT Staff Tables I-VI Overview..... 3-27

Figure 3-6. Command Post Organization..... 3-32

Figure 3-7. BCT Staff Tables VII-X Overview 3-47

Figure 3-8. BCT Command Post Tables I-VI Overview 3-55

Figure 3-9. BCT Command Post Tables VII-X Overview 3-64

Figure 3-10. BCT Digital Crew Tables I-VI Overview..... 3-72

Figure 3-11. BCT Digital Crew Tables VII-X Overview 3-81

Figure A-1. Example memorandum for record.....A-2

Graphics

Graphic 1-1. Mission Command Training Tables I through V for the Battalion Commander 1-14

Graphic 1-2. Mission Command Training Table VI for the Battalion Commander 1-17

Graphic 1-3. Mission Command Training Tables VII through X for the Battalion Commander ... 1-24

Graphic 1-4. Mission Command Training Tables I through V for Battalion Staff 1-39

Graphic 1-5. Mission Command Training Table VI for Battalion Staff 1-43

Graphic 1-6. Mission Command Training Tables VII-X for Battalion Staff 1-49

Graphic 1-7. Mission Command Training Tables I through V for Battalion Command Posts 1-57

Graphic 1-8. Mission Command Training Table VI for Battalion Command Posts 1-59

Graphic 1-9. Mission Command Training Tables VII through X for Battalion Command Posts... 1-65

Graphic 1-10. Mission Command Training Tables I through V for the Battalion Digital Crew 1-73

Graphic 1-11. Mission Command Training Table VI for the Digital Crew 1-75

Graphic 1-12. Mission Command Training Tables VII through X for the Battalion Digital Crew.. 1-80

Graphic 2-1. Mission Command Training Tables I through V for the Brigade Commander 2-15

Graphic 2-2. Mission Command Training Table VI for the Brigade Commander 2-18

Graphic 2-3. Mission Command Training Tables VII through X for the Brigade Commander 2-25

Graphic 2-4. Mission Command Training Tables I through V for Brigade Staff..... 2-42

Graphic 2-5. Mission Command Training Table VI for Brigade Staff 2-46

Graphic 2-6. Mission Command Training Tables VII-X for Brigade Staff..... 2-53

Contents

Graphic 2-7. Mission Command Training Tables I through V for Brigade Command Posts	2-61
Graphic 2-8. Mission Command Training Table VI for Brigade Command Posts	2-63
Graphic 2-9. Mission Command Training Tables VII through X for Brigade Command Posts....	2-70
Graphic 2-10. Mission Command Training Tables I through V for the Brigade Digital Crew	2-78
Graphic 2-11. Mission Command Training Table VI for the Digital Crew	2-80
Graphic 2-12. Mission Command Training Tables VII through X for the Brigade Digital Crew ...	2-85
Graphic 3-1. Mission Command Training Tables I through V for the BCT Commander	3-15
Graphic 3-2. Mission Command Training Table VI for the BCT Commander	3-18
Graphic 3-3. Mission Command Training Tables VII through X for the BCT Commander.....	3-25
Graphic 3-4. Mission Command Training Tables I through V for BCT Staff.....	3-42
Graphic 3-5. Mission Command Training Table VI for BCT Staff.....	3-46
Graphic 3-6. Mission Command Training Tables VII-X for BCT Staff	3-53
Graphic 3-7. Mission Command Training Tables I through V for BCT Command Posts	3-61
Graphic 3-8. Mission Command Training Table VI for BCT Command Posts	3-63
Graphic 3-9. Mission Command Training Tables VII through X for BCT Command Posts	3-70
Graphic 3-10. Mission Command Training Tables I through V for the BCT Digital Crew	3-78
Graphic 3-11. Mission Command Training Table VI for the Digital Crew	3-80
Graphic 3-12. Mission Command Training Tables VII through X for the BCT Digital Crew	3-85

Preface

TC 6-0.2, *Training the Mission Command Warfighting Function for Battalions, Brigades, and Brigade Combat Teams*, is a guide for commanders to use during unit training management and planning. This TC provides the framework for commanders, leaders, and Soldiers, who plan, prepare, execute, and assess mission command training. The products described in this publication are developed to support mission command training at each echelon. Proficiency for each task in these tables is established in Chapter 3 of AR 350-1, Army Training and Leader Development, and is further explained in FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). Also noteworthy, product tasks referring to the command post of the future (CPOF) will also apply to the command post computing environment (CPCE), once units are fielded. This publication is written to include four training audiences: commanders, the staff, the command posts, and the digital crew. This publication is meant for the field grade-commanded unit that has a staff and performs aspects of the operations process in support of the commander. In addition to the training aspects of this publication, educators throughout the Army will gain significant value using this TC.

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

TC 6-0.2 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. When first defined in the text, terms for which TC 6-0.2 is the proponent publication are boldfaced and italicized, and definitions are boldfaced. When first defining other proponent definitions in the text, the term is italicized and the proponent publication number follows the definition. Following uses of the term are not italicized.

TC 6-0.2 applies to all United States Army components: the Active Army (COMPO 1); the Army National Guard/Army National Guard of the United States (COMPO 2); and the United States Army Reserve (COMPO 3), unless otherwise stated.

The proponent of TC 6-0.2 is the U.S. Army Mission Command Center of Excellence (MCCOE). The preparing agency is the Directorate of Training, U.S. Army Mission Command Center of Excellence, Combined Arms Center, Fort Leavenworth, KS. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Director, U.S. Army Mission Command Center of Excellence, ATTN: DOT MCCOE, Bldg. 472, Room 301, 310 McPherson Ave., Ft. Leavenworth, KS 66027; or submit an electronic DA Form 2028 to usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ops@usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ops@mail.mil.

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Introduction

The Army defines *mission command* as the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander’s intent to empower agile and adaptive leaders in the conduct of unified land operations (ADP 6-0). Effective commanders use this publication to increase the state of readiness within their headquarters to ensure their units are prepared to conduct unified land operations.

This publication highlights the training pathway for the commander and staff as they implement the mission command system. Figure Introduction-1 illustrates the exercise of mission command (less the additional mission command tasks that are not addressed in these tables). This publication highlights the training pathway for the commander, the staff, the command posts, and the digital crew.

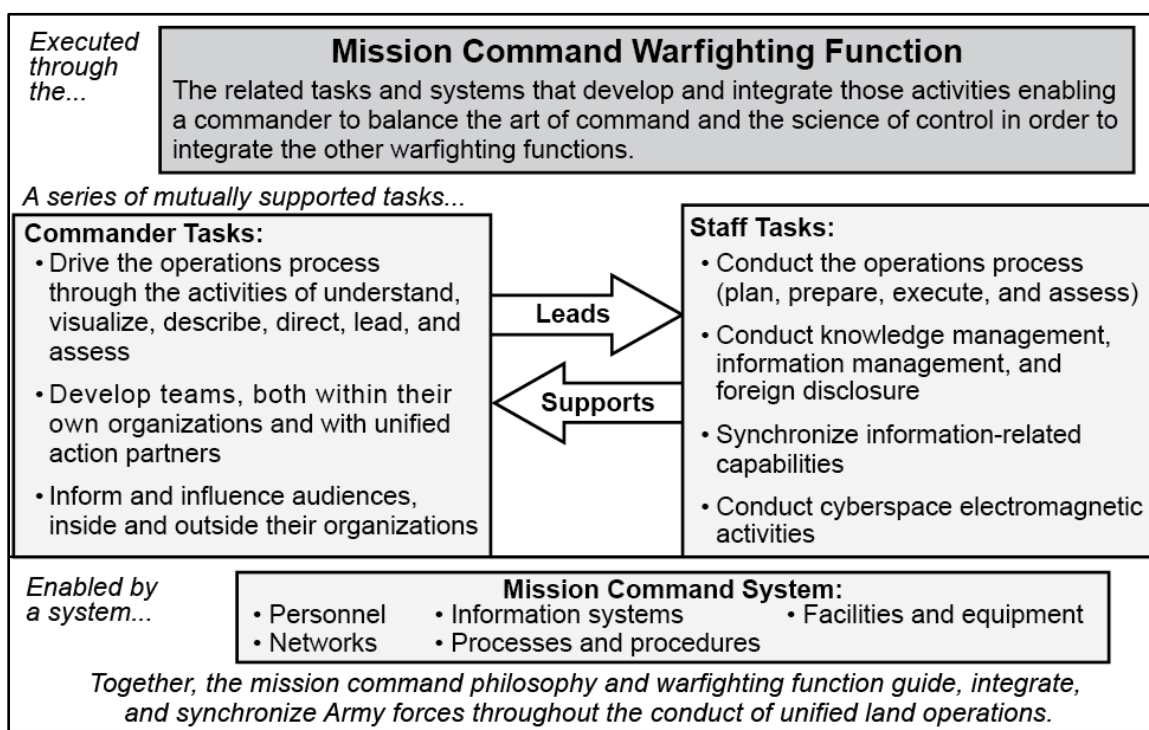


Figure Introduction-1. The Exercise of Mission Command

To assist commanders in building and maintaining their overall mission command and unit readiness, this TC provides mission command training tables (MCTT). The *mission command training tables* are a series of task-based tables for training a unit’s commander, staff, all command posts, and digital crews on individual and collective task training objectives with clear inputs and outputs (TC 6-0.4). The MCTT are designed to function and be applied like those of typical gunnery tables that commanders use to certify and validate crews throughout the force. The tables are divided into the four distinct categories mentioned above: the commander, the staff, the command post, and the digital crew. This publication provides information about the Army’s approach to training the mission command warfighting function and highlights several training considerations and enablers that, when implemented, will improve unit readiness.

SUPPORTING TRAINING RESOURCES

The mission command training tables are built using individual tasks, collective tasks, and drills. A *training and evaluation outline (T&EO)* is a summary document that provides information on individual or collective task training objectives, resource requirements, and evaluation procedures (FM 7-0). The T&EOs for these ‘building blocks’ of the training tables are not included in this manual, but may be downloaded using a common access card (CAC) from the Army Training Network (ATN <<https://atn.army.mil/>>), or the Central Army Registry (CAR <<https://rdl.train.army.mil/catalog/dashboard>>). Authorized CAC users access the CAR and find specific T&EOs by locating the “search the CAR field” and entering either the T&EO number, T&EO title, or both, and then clicking the magnifying search icon. If the actual T&EO number is unknown, then a search can still be made using the title. Once the T&EO number, title, or both have been entered in the search field, tasks with similar titles or similar task numbers will also populate. Scroll down the listing to find the correct T&EO.

The T&EO number specifically identifies the task as either an individual or collective task by the initial series of numbers. The echelon type is identified by the middle set of letters (or numbers). The last set of numbers identify the specific task. For example, the T&EO number for “*Conduct the Mission Command Operations Process for Battalions*” is 71-BN-5100. The initial numbers “71” identifies this task as collective. The middle set of letters “BN” identifies this task at the battalion echelon. The last set of numbers connects the type of task (collective or individual) to the echelon level and the task title “*Conduct the Mission Command Operations Process for Battalions*.”

The T&EOs provide the conditions, standards, and performance measures that describe how and under what circumstances the tasks listed therein are performed. Refer to Appendix B for a cumulative listing of tasks and drills identified within this publication.

The Mission Command Center of Excellence (MCCOE) develops other training materials to assist the commander in setting training conditions and conducting the training reflected in these tables, including:

- Warfighter Training Support Packages (WTSP), downloadable from the CAR, which are training scenarios commanders can use to set conditions for collective training events, such as:
 - WTSP-71-TS-BDE201 - *Displace the Command Post for Brigades*.
- Individual Training Support Packages (ITSP), downloadable from the CAR, that commanders can use for self-study or train their key staff and subordinate unit commanders on certain topics:
 - ITSP 150-MC-9000 - *Pre-NET Command Post Computing Environment Leader Training*.
- Other mission command training supporting materials are available from the MCCOE Directorate of Training ATN page, [https://atn.army.mil/mccoe-directorate-of-training-\(dot\)/mission-command-center-of-excellence-\(mccoe\)-direc](https://atn.army.mil/mccoe-directorate-of-training-(dot)/mission-command-center-of-excellence-(mccoe)-direc).

Units can contact the DOT at the following address with questions or suggestions regarding the MCTT or any of the supporting training materials: usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ops@mail.mil.

Chapter 1

Mission Command Warfighting Function Training Tables – Battalions

This chapter describes training tables for Army battalions, squadrons, and similar units commanded by lieutenant colonels and that have staffs (S-1 through S-6). The mission command training tables (MCTT) for battalions are designed to develop and test the proficiency of four training audiences—commander, staff, command post, and digital crew—at the basic, intermediate, and advanced levels. The “Objective-T” tasks in each table are intended to replicate training under realistic conditions, against all threats in the operational environment. Progression through all Tables will reinforce perishable skills and refine organizational processes and procedures. This chapter initially discusses considerations and tasks the commander uses to be a more effective commander. This is followed by the staff training tables that reflect how the staff supports the commander. The chapter then covers the tasks involved with training the command post, and how the command post personnel support the commander. The chapter concludes with training the digital crew and how the digital crew supports the commander and staff.

SECTION I – INTRODUCTION TO CHAPTER 1

1-1. Section I discusses the overview and scope for chapter 1.

OVERVIEW

1-2. Chapter 1 assists battalion commanders in verifying collective and individual training proficiency through a certification and validation process. The unit progresses through a common, standard, and commander-driven certification for the unit commander, staff, command post, and digital crew. The unit’s mission command system validation occurs through an externally evaluated culminating exercise. Refer to Appendix B for a cumulative listing of tasks and drills that are identified within this publication.

SCOPE

1-3. The tables in this chapter apply to Army battalion headquarters. Given the broad variety of battalion-sized units this chapter covers, some units will likely lack the staff structure or equipment needed to execute selected tasks in multiple tables. For example, a battalion in an Army Field Support Brigade command post is not designed to be mobile; or a Forward Engineer Support Team may be designed to deploy with another unit’s headquarters, so it would not necessarily need to secure its command post while conducting mission command. In such cases, battalion commanders discuss which tasks to perform during each table – and in particular, their Table X Validation Exercise – with their higher headquarters commander.

1-4. The MCTTs are closely aligned with the battalion level Mission Command Functional Combined Arms Training Strategy (CATS). The exercises mentioned in the MCTTs are meant to nest with collective training the unit is already performing. A commander does not need to schedule a training event outside the scope of the unit CATS solely for the purpose of completing the MCTT. However, as resources, time, and other restrictions affect training, commanders can extend or repeat any tables to enhance unit training, based on their assessment of the unit’s proficiency.

1-5. This chapter details all levels of mission command warfighting function training and certifications in detail. Figure 1-1 summarizes how the MCTTs support mission command (MC) training and shows the progressive objectives for the battalion. Tables I-V guide the unit through basic proficiency of the listed tasks at the cell and section levels. The four training audiences will typically train Tables I-V independently. Table VI is the certification for each training audience (commander, staff, CP crew, digital crew). Tables VII-VIII reflect advanced task mastery at the headquarters level. Tables IX and X provide the framework for validating the mission command warfighting function proficiency of the battalion headquarters. The four training audiences will train together to progress through Tables VI-X.

Method	Table	Commander	Staff	Command Post	Digital Crew
Cell and Section Based Training	I	Establish Organizational Business Rules and Develop Training Strategy	Organize and Acclimate Staff to the Organization	Conduct Pre-combat Inspection (Equipment and Maintenance)	Execute Basic Mission Command Information System Operations
	II	Establish the Training Environment	Develop Military Decision-Making Process Skills at the Section Level	Identify Command Post Characteristics	Integrate Command Post Systems
	III	Organize the Mission Command System	Establish Staff / Cell Processes and Integrate Warfighting Functions	Establish Command Post Infrastructure	Develop the Common Operational Picture
	IV	Prepare the Headquarters for Operations	Synchronize Command Post Operations	Determine Command Post Survivability and Sustainability	Synchronize Operations
Collective Training	V	Drive the Operations Process	Conduct Staff Rehearsal	Conduct Command Post Rehearsal	Conduct Mission Command Information System Rehearsal
	VI Certification	Assess and Certify the Headquarters	Conduct Staff Certification	Conduct Command Post Certification	Digital Crew Certification
Collective Training with Augmentees	VII	Direct Mission Command Information System Integration	Integrate the Mission Command System	Conduct Command Post Operations	Integrate the Mission Command System
	VIII	Apply the Art and Science of Mission Command	Synchronize Operations	Sustain the Command Post	Synchronize Operations
Formal Evaluation	IX	Mission Command Warfighting Function Validation Exercise Rehearsal			
	X Validation (EXEVAL)	Mission Command Warfighting Function Validation Exercise			

Figure 1-1. Battalion Mission Command Training Tables

1-6. Tables I through X for each training audience present a gated training strategy that supports the progression of mission command warfighting function proficiency. All subordinate steps list individual and collective task training and evaluation outlines (T&EOs) for each gate. The tables and associated individual and collective tasks are designed to train concurrently with training events already on the unit’s CATS. The battalion should not have to schedule separate events for executing the MCTT. Some CATS will have the MCTT already integrated into the unit CATS. In other cases, units may have to manually schedule the MCTT into training events listed in their CATS.

1-7. Tables I through VI are designed to improve and enhance individual skills and establish limited collective task proficiency while the unit progresses towards exercising mission command in unified land operations. Tables I-II are designed to facilitate reoccurring training throughout the year to integrate and build proficiency in new personnel assigned to the unit. Tables III-IV are designed to establish staff cell-level proficiency prior to the cells’ integrating into the unit command post(s). Tables V-VI are structured for the commander to evaluate, assess, and certify their organization while conducting standard mission essential tasks (METs) or assigned mission METs. Commanders can choose to run Tables I-V in a single event or several events. For example, prior to a CPX, the battalion commander may use a STAFFEX (days one and two) to exercise the headquarters through the first five tables, and then retrain Tables IV-V with tougher conditions on days three and four. Once staff leaders have certified their respective sections, cells, command posts, and digital crews on their respective Table V requirements, the unit conducts Table VI as a

whole. The commander certifies the staff, command post(s), and digital crew on Table VI. The next higher commander will certify the battalion commander during Table VI. The tables are designed to support the commander's training plan through reinforcing repetitions and sets to achieve and maintain proficiency.

1-8. Tables VII through X build on unit competency and includes augmentees, unified action partners, or liaisons (while most battalions do not usually work with liaisons or augmentees, those that do will incorporate them beginning in table VII). Tables VII-IX incorporate the full complement of echelon appropriate associated assets, a rigorous and dynamic operational environment, and the stresses typically experienced during capstone training events or deployments.

1-9. The unit will upload memoranda recording the Table VI certifications and Table X validations into the unit's digital training management system (DTMS) and maintain a local copy. See Appendix A for an example memorandum.

1-10. The graphic summaries at the end of the section for each training audience summarize the key inputs, performance elements, and outputs for each training table. The remainder of this chapter lays out the training tables for the four training audiences in greater detail in the following order:

- The commander training tables.
- The staff training tables.
- The command post training tables.
- The digital crew training tables.

SECTION II – BATTALION COMMANDER TRAINING TABLES

1-11. Section II discusses the mission command training tables for the battalion commander.

MISSION COMMAND TRAINING TABLES FOR THE BATTALION COMMANDER

1-12. Commanders can use tables I through V for their own professional development and as a resource in counseling subordinate commanders. Many of the tasks in the early tables are designed to complement the Center for Army Leadership Publication, *Army Handbook for Leadership Transitions*. Table VI is the commander certification training table. Brigade commanders certify battalion commanders on Table VI and then, under the counseling and assessment of their evaluating commander, battalion commanders validate that certification in Table X. For example, the 1st Battalion, 82d Combat Aviation Brigade (CAB) commander performs Table X during a battalion FTX with external evaluators selected by the CAB commander. Based on the external evaluation (EXEVAL) outcomes, discussions with the CAB commander, and AAR, the 1/82d CAB commander validates their mission command system. The commander signs memorandums for record reflecting certification in Table VI and validation in Table X, and the training officer uploads the memos to DTMS.

1-13. Battalion commanders complete Tables I-VI at a pace consistent with the unit's training plan, mission variables, and the evaluating commander's guidance. Once commanders certify themselves and the other audiences in Table VI, the four training audiences' transition to Tables VII-X together. See Figure 1-2.

<i>I</i>	<i>II</i>	<i>III</i>
<i>Establish Organizational Business Rules and Assess Unit Training</i>	<i>Establish the Training Environment</i>	<i>Organize the Mission Command System</i>
<ul style="list-style-type: none"> • Develop cohesive teams through mutual trust • Employ applied critical thinking • Understand unit doctrine applications • Establish a leader professional development program • Assess organizational efficiency and effectiveness • Assess capabilities and establish MCIS requirements 	<ul style="list-style-type: none"> • Complete unit SOP review and updates • Establish a common vision • Establish command/leadership philosophy • Establish planning/training guidance • Drive cell construct and processes • Establish inputs and outputs for the staff 	<ul style="list-style-type: none"> • Complete C4I construct within the headquarters • Assess staff written and verbal communications skills • Develop initial CP architecture • Delegate authorities
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
<i>IV</i>	<i>V</i>	<i>VI</i>
<i>Prepare the Headquarters for Operations</i>	<i>Drive the Operations Process</i>	<i>Assess and Certify the Headquarters</i>
<ul style="list-style-type: none"> • Prepare for driving the operations process • Direct common operational picture requirements • Establish the mission command system • Provide battle rhythm guidance • Refine CP architecture • Assess subordinate leaders • Refine training guidance 	<ul style="list-style-type: none"> • Lead the operations process • Determine CCIR • Assess tactical situation and operations • Assess processes and procedures • Certify subordinate leaders and crews 	<ul style="list-style-type: none"> • Certify subordinates on preparing an operation order • Certify subordinates on emplacing and displacing the CP • Certify subordinates on establishing the COP • Certify the battle rhythm • Conduct AARs • Certify the mission command system
Venue: Home station Facility: Locally	Venue: MCTT Collective Training Event (STAFFEX) Facility: TBD	Venue: MCTT Collective Training Event (CPX) Facility: Battalion Command Post
AAR after action review	CPX command post exercise	MCIS mission command information system
C4I command, control, communications, computers, and intelligence	MOE measure of effectiveness	MOP measure of performance
CCIR commander's critical information requirement	SOP standard operating procedure	
COP common operational picture		
CP command post		

Figure 1-2. Battalion Commander Tables I-VI Overview

TABLE I: ESTABLISH ORGANIZATIONAL BUSINESS RULES AND ASSESS UNIT TRAINING

1-14. Battalion commanders may use Table I as a reference prior to or at the onset of command to establish expectations for the organization.

DEVELOP COHESIVE TEAMS THROUGH MUTUAL TRUST

1-15. Teambuilding is an essential component when assembling any organization. However, building the team is a commander centric responsibility driven by perceptions and perspectives shaped by their schooling, personal experiences, personality, and military maturity with consideration of the staff's knowledge, skills, attributes, and capacity. Within time and resource constraints, the commander develops the entire team and encourages leadership within the command to conduct team building within their

organizations, cells, working groups, and warfighting functions. See Individual Task 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust* and ATP 6-22.6, *Army Team Building*.

EMPLOY APPLIED CRITICAL THINKING

1-16. Applied critical thinking is the deliberate process of applying tools and methodologies to critically review problems by asking better questions, such as deconstructing arguments, examining analogies, challenging assumptions, and exploring alternatives. During the first weeks of command, commanders communicate with subordinates to share their leadership style and provide ways they best absorb information. The forms and methods in which they prefer information presented can change given the wide-ranging variety of topics and venues for which the commander is responsible. Examples of this include MDMP, decision briefings, town halls, and budgets. How information is presented to the commander affects how they visualize concepts, understand data, and avoid predetermined outcomes. To assist their staff in establishing the preferred communication methods, the commander conducts a self-awareness assessment and reviews the applied critical thinking performance steps to ensure their subordinates understand their biases and problem-solving expectations to provide insight into their critical thinking methods. Commanders challenge the staff and subordinates to always ask themselves the “so what” of any given piece of information received or delivered. As the commander and staff relationship matures, the commander re-assesses their preferred communication methods to ensure the staff is meeting expectations aligned with organizational mission, goals, and growth. Critical thinking skills are covered in Individual Task 150-MC-8012, *Employ Applied Critical Thinking*.

Understand Unit Doctrine Applications

1-17. Battalion commanders should have a thorough understanding of doctrine and policy. To successfully transition from Table I to Table II, the commander demonstrates doctrine and policy application in the context of their organization. Further, the commander reviews and re-approves, amends, deletes, or adds policies and procedures appropriate to the organization that meet their leadership style. Commanders also review FM 7-0, *Train to Win in a Complex World*, regarding how to train their headquarters and the force as a whole. Refer to Individual Task 150-LDR-8000, *Transition to a New Leadership Position*.

Establish a Leader Professional Development Program

1-18. Commanders are responsible for a leader development program and a climate in which learning occurs to build stronger subordinates. Leader development is a continuous and purposeful process that can include assigned professional readings, a leader professional development (LPD) program, staff rides, and other career enhancing activities. The battalion commander schedules leader development activities incorporating the mission command philosophy and discussions on responsibilities when conducting the operations process. These activities focus on the six mission command principles, as well as the tasks and systems that develop and integrate activities, thereby enabling the commander to balance the art of command and the science of control within their mission set. The underlying theme for the overall program is to build competency in current and future leaders and to facilitate a deeper understanding and practice of the mission command philosophy, the mission command warfighting tasks, and the mission command system that enables the successful execution of the mission command tasks. Commanders use Individual Tasks 150-MC-8009, *Analyze Army Character Development*; and 150-MC-8005, *Conduct Self Development*; and FM 6-22, *Leader Development*, as the basis for their program.

Assess Organizational Efficiency and Effectiveness

1-19. Organizational redesign must address structure, processes, interrelationships, and work effort integration. This systems approach allows leaders to comprehend the multiple factors that create the organizational context. See *Army Handbook for Leadership Transitions*, Organizational Alignment section. These activities determine how commanders organize, tailor, or adapt their individual staffs to accomplish the mission (FM 6-0).

1-20. Commanders review anticipated mission sets and the staff’s capabilities to address and meet impending mission requirements. Commanders also determine how the environment impacts the staff’s effectiveness

and efficiency across the mission command system. Assessing the staff's collaboration capability enables commanders to promote unity of effort. Next, commanders monitor each staff element's function, assign associated duties and responsibilities, and make other adjustments as needed within the commander's authority to change the doctrinal organization of their staff. Directing changes to the headquarters' physical organization to enhance collaboration and selecting personnel to fill key billets may be among the most effective techniques in developing a high functioning staff. For example, an engineer commander directs select members from all S-staff sections to occupy a single large office space, allowing garrison operations to develop the team and create a learning environment. The commander uses Individual Task 150-LDR-5013, *Organize the Staff for Operations*, and FM 6-0, *Commander and Staff Organization and Operations*, to assist in this effort.

Assess Capabilities and Establish Mission Command Information System Requirements

1-21. Upon assuming command, the new commander considers establishing their mission command information system requirements early in the process to give the staff maximum time to make adjustments. Commanders at battalion level typically understand the systems within their organization, but may be unfamiliar with the integration capabilities or limitations between the information systems. Commanders should analyze the battalion's mission command information system to identify critical system requirements for the mission, current problem set, or operational environment. Commanders must understand the electro-magnetic signature, power generation requirements, and information requirements within their CPs. Further, they must understand the relationship with higher, adjacent, supporting, supported, and subordinate command posts; and the bandwidth requirements for data which must be pushed or pulled between command posts and other headquarters. Understanding interoperability between these systems is key. Commanders consider which systems are appropriate for each echelon and grouping of echelons. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

TABLE II: ESTABLISH THE TRAINING ENVIRONMENT

1-22. It is essential for commanders to closely review the items in Table II. The decisions the commander makes in this table directly impacts the actions the staff takes in Tables I through IV. The commander may tailor this table as needed or as time allows.

COMPLETE UNIT STANDARD OPERATING PROCEDURES REVIEW AND UPDATES

1-23. The commander conducts an internal review of all standard operating procedures (SOPs) and policies. The commander further directs an SOP review by all staff sections to ensure the latest doctrine and policies are incorporated and practiced in accordance with the current mission set and the operational environment. Refer to Individual Task 150-LDR-8001, *Prepare to Transition to a New Leadership Position*.

ESTABLISH A COMMON VISION

1-24. As commanders begin to develop an understanding of the organization and the operational environment, they start visualizing the operation's end state and potential solutions to problems. Commanders refine visualization as their understanding matures. Visualization is typically articulated to staffs and subordinate commanders using a concise one to three sentence description statement. This description facilitates shared understanding of the situation, mission, and intent. Commanders refer to FM 6-22 and ADP 6-0 for additional information as well as Individual Task 150-LDR-5018, *Establish a Common Vision*.

ESTABLISH COMMAND / LEADERSHIP PHILOSOPHY

1-25. Commanders establish their command (or leadership) philosophy. Not to be confused with the mission command philosophy, this philosophy establishes the commander's methods for achieving personal and unit goals nested within the unit table of organization and equipment (TOE) design. At the battalion level, the command philosophy focuses on the commander's vision, goals, objectives, and performance measures, and either reinforces or alters the existing organizational values. The command philosophy sets the organizational compass to effectively manage and control the systems that drive operations and sets the foundation for how the organization will create shared understanding. Commanders review their unit's

assessments from peers, higher headquarters, and subordinate leaders when crafting their command philosophy. The command philosophy is informed by the unit's standard METL [or assigned mission METL (A-METL) if the unit has received notification to prepare to deploy for an operational mission]. Commanders describe how they intend to achieve the principles of the mission command philosophy with their personal command (or leadership) philosophy to provide better clarity to all subordinate commanders, leaders, and Soldiers.

1-26. Commanders deliver their command philosophy in a place or venue of their choosing. Many commanders post their command philosophy in their training guidance. Other commanders deliver their philosophy verbally before the start of an exercise or operation. Refer to Individual Task 150-LDR-5016, *Practice the Mission Command Philosophy of Command*.

ESTABLISH PLANNING / TRAINING GUIDANCE

1-27. Working with the battalion S-3, the commander reviews the current planning and training guidance and training objectives for each event taking place, including how those objectives nest with the unit mission as a whole. Refer to Individual Task 150-LDR-5321, *Establish Planning Guidance*. The commander tailors that guidance to fit the mission set and the needs of their own command philosophy, vision, and intent. The commander must provide this guidance for the staff to develop appropriate products that enable the commander to achieve their desired end state. The commander provides the updated planning and training guidance to the staff and subordinate leaders. The commander's training guidance (CTG) can contain a variety of items to include:

- The unit's training focus, including its capabilities and mission.
- The desired readiness level.
- The long-range planning horizon.
- The installation or command time management cycle.
- EXEVAL dates and responsibilities by unit.
- Combat training center rotation dates.
- Training environments in which to train.
- Hazards to eliminate or mitigate associated risks.
- Other training guidance as necessary.

DRIVE CELL CONSTRUCT

1-28. Battalions typically do not have staffs large enough to permanently establish Future Plans or Future Operations integrating cells. Furthermore, many battalion-level staff personnel lack staff experience. The commander takes these factors into consideration when reviewing the staff organization and structure during this portion of the tables and provides guidance for functional and integrating cell framework. The commander outlines the purpose for each cell and directs updates or changes to processes and procedures. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*.

ESTABLISH INPUTS AND OUTPUTS FOR THE STAFF

1-29. The commander ensures all staff elements have established and approved inputs and outputs specific to their respective functions, enabling them to meet commander expectations. Staff outputs generally involve a decision by the commander. For example, during MDMP, the battalion commander refines requirements and identifies tasks for each staff element to contribute to mission analysis. These inputs provide the staff planners information to create feasible, acceptable, suitable, complete, and discrete courses of action.

1-30. Defining the inputs and outputs assists in product refinement, creates standard unit processes, and manages staff involvement, which enables efficiency and effectiveness within the organization. Refer to Individual Task 150-LDR-5011, *Establish Inputs and Outputs for the Staff*. Staff inputs and outputs are synchronized through an effective battle rhythm. The commander or designated representative for each function and/or working group must periodically review approved inputs and outputs to ensure alignment with changing conditions and commander requirements, further establishing shared understanding within the organization and with those external to the organization. Commanders and the executive officers (XO)

reference ATP 6-0.5, *Command Post Organizations and Operations*, and FM 6-0 to develop input and output guidance.

TABLE III: ORGANIZE THE MISSION COMMAND SYSTEM

1-31. Tables I-II are typically completed by the commander within their command cycle. However, the commander revisits Tables III-V as the staff performs similar retraining tables. An example of this is the commander runs Tables I-VI in the first three months of command. However, the commander notices the staff needs retraining on staff Tables IV-V and utilizes an upcoming CPX to retrain these tables. The commander runs through Tables III-V a second time to better refine staff products and outputs, allowing the staff to build proficiency.

COMPLETE COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, INTELLIGENCE (C4I) CONSTRUCT WITHIN THE HEADQUARTERS

1-32. As the headquarters prepares for Table IV, *Prepare the Headquarters for Operations*, the commander must determine the purpose, interaction, organization, and construct of the command, control, communications, computers, and intelligence (C4I) systems within the command post. This is based on mission requirements, the commander's intent, and the operational environment. Table I began the process of determining what information systems to use and the interoperability of those systems. In this table, the commander refines those decisions and allows the staff to establish the structure to support those decisions. The commander must weigh the mission, current SOPs, and their tailored command philosophy when refining guidance for the C4I within the CP. When designing the C4I, the commander must weigh the importance of command post mobility, operability, and survivability. Refer to Individual Task 150-LDR-5253, *Manage Command, Control, and Communication Systems*.

ASSESS STAFF WRITTEN AND VERBAL COMMUNICATIONS SKILLS

1-33. Commanders train subordinates to write and speak effectively through formal and informal opportunities. Commanders will still seek opportunities to assess the staff's written and verbal skills, but formal assessments can be delegated to the XO. Commanders or designated representatives assess staff and subordinates' written and verbal communications using AR 25-50, *Preparing and Managing Correspondence*, and Individual Task 150-MC-8002, *Communicate Effectively*.

DEVELOP INITIAL COMMAND POST ARCHITECTURE

1-34. Once commanders have an understanding of the mission command information system requirements, they provide guidance to develop the architecture of each CP as the XO, operations sergeant, knowledge management team, and S-6 section establish and ensure network connectivity for the main alternate CPs. Establishing guidance and employing each CP is based on its specific functions. Common considerations include:

- Administration operations.
- Assessing operations.
- Controlling operations.
- Coordinating with internal and external organizations.
- Building and maintaining situational understanding.

2-35. In addition, special attention is given to the identified or projected enemy electronic order of battle, as well as the contested and congested operational environment. Given the organization's maturity and the encountered dynamic threat, CP guidance will constantly evolve and is addressed when internal or external conditions that affect the purpose, function, or effectiveness of the designated CP change. Commanders reference FM 6-0 and the appropriate doctrinal reference for their units, and can assess with Individual Task 150-MC-5003, *Operate a Mission Command Network*.

DELEGATE AUTHORITIES

1-36. The unit will likely have delegated authorities (legal, administrative, etc.) in place. Each commander has a unique personal decision making style and staff interaction preference. For example, one commander may prefer to personally make task organization decisions, where another may prefer to delegate decision making authority for task organization to the XO. Commander review these delegated authorities to ensure the authorities remain within their command intent and philosophy, the mission, and overall unit wellbeing. Commanders must strongly and wisely consider delegating decision making authority for specific meetings and functions; commanders cannot attend every event/meeting and must allow their staffs opportunities to function and develop. At a minimum, include constraints, risks, and success criteria when identifying essential elements in authority delegation development.

1-37. When delegating authorities, the commander considers how to best employ the command sergeant major during the conduct of operations. The command sergeant major is the senior noncommissioned officer of the command. Command sergeants major carry out policies and enforce standards for the performance, individual training, and conduct of enlisted Soldiers. They give advice and initiate recommendations to commanders and staffs in matters pertaining to enlisted Soldiers. In operations, a commander employs the command sergeant major throughout the area of operations to extend command influence, assess morale of the force, and assist during critical events. Refer to Individual Tasks 150-LDR-5320, *Designate Succession of Command*, and 150-LDR-5319, *Delegate Authority*.

TABLE IV: PREPARE THE HEADQUARTERS FOR OPERATIONS

1-38. As commanders direct their staffs through the operations process, they provide guidance on the following topics:

- Common operational picture requirements.
- Mission command system.
- Battle rhythm.
- Command post organization.
- Assessment of subordinates.

2-39. Before any event, the commander establishes training objectives. This is a critical component in comprehensive preparation and establishing expectations prior to executing operations. Training objectives include identification of specified tasks with associated conditions and standards, as well as the expected proficiency rating the commander anticipates the unit to achieve by the conclusion of the event. For example, the commander uses a 4-day STAFFEX to train the staff through Tables III-V in their third month of command. The training objectives for the event include: the unit achieve an overall P rating on two of their METs, all processes are validated, all retraining is identified by day three and completed by day four, and the headquarters is prepared to be certified through a CPX in three weeks. Assessments and training objective proficiency/deficiency is integrated into retraining or included in SOP adjustments prior to Table V.

PREPARE FOR DRIVING THE OPERATIONS PROCESS

1-40. As the staff begins integrating and preparing for initial operations, the commander uses Collective Task 71-BN-5100, *Conduct the Mission Command Operations Process for Battalion*, as a reference and training aid to direct and refine actions. As the most important participants in the operations process, commanders utilize Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs perform essential functions that amplify the effectiveness of operations, commanders drive the operations process through understanding, visualizing, describing, directing, leading, and assessing operations. To effectively prepare for driving the operations process, commanders consider and relay to the staff how they envision building and maintaining situational understanding, applying critical and creative thinking, and encouraging collaboration and dialogue. Commanders understand the doctrinal roles and responsibilities of each staff section and command post, and develop a PACE plan (primary, alternate, contingency, and emergency) within and between command posts that will sustain the operations process throughout large scale combat operations.

1-41. The operations process is always done in conjunction with another task, normally drawn from the unit METL. To gain or maintain proficiency, commanders and senior staff incorporate supporting tasks that reinforce the major mission command activities performed during operations and allocate time for retraining as required. For example, the unit performs well in the majority of MDMP steps but struggles in COA development. The battalion is not required to complete this task to the T, T-, or even the P proficiency level at this point in training (Table IV - step 5), but the staff must be poised to attain basic task proficiency in the following table (Table V).

DIRECT COMMON OPERATIONAL PICTURE REQUIREMENTS

1-42. The COP displays relevant information through a shared visual workspace allowing commanders and staff to monitor operations, analyze data, share thoughts, and plan courses of action. Once the operations process is initiated, the commander begins directing COP requirements to display relevant information to assist in making informed and effective decisions. These requirements are based on all elements of the mission command system, the capabilities of the unit, the mission, the C4I construct, mission and operational variables, and the commander's personal leadership philosophy. In COP development, the commander must consider difficulties with command and control processes and procedures, digital and analog COP correlation, and network and information system integration.

1-43. The COP is key to each step within the operations process: plan, prepare, execute and assess. Commander requirements for incorporating a relevant and comprehensive COP into command post operations can include:

- How to display intent and planning guidance.
- Description of posted relevant information.
- Level and type of known and templated enemy threats, hazards, activities, and locations.
- How the organization will collaborate with higher and subordinate organizations.
- Utilizing planning and brief-back tools.
- Types of control measures, graphics, and efforts used.
- Level of battle tracking.
- Integration of CCIR, PIR, and FFIR.
- Displaying SIGACTs.
- Displaying key nodes and critical infrastructure.

2-44. For specific guidance to the staff, commanders can review Individual Task 150-MC-5315, *Establish the Common Operational Picture*, and ATP 6-0.5, *Command Post Operations*.

ESTABLISH THE MISSION COMMAND SYSTEM

1-45. The mission command system enhances the commander's ability to conduct operations. Individual Task 150-LDR-5252, *Establish a Mission Command System*, addresses the effort. This includes the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment. A commander's mission command system begins with people. Commanders base their mission command system on human characteristics (skills, knowledge, and abilities) more than equipment and procedures. The mission command system must be organized to:

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

2-46. The commander ensures all aspects of the mission command system are established before the staff begins their final rehearsal in Staff Table V.

PROVIDE BATTLE RHYTHM GUIDANCE

1-47. While the battle rhythm is managed by the XO, it is commander-centric and must be directed to support the commander's decision-making process. Either directly, or through the XO, the commander provides the criteria for developing a deliberate daily cycle of command, staff, and unit activities, intended to synchronize current and future operations. This guidance includes the types or series of meetings with expected staff representation, outcomes, and delegated decision authority for particular purposes or functions.

1-48. The battle rhythm is a logical arrangement (sequence and timing) of reports, meetings, and briefings based on the commander's preference, higher headquarters requirements, and operation types. Commanders must describe or direct their required touch points to the staff (both internal and external to the organization) to further develop and refine the battle rhythm, saving time and energy, and preventing frustration. The battle rhythm is tailored, adjusted, and assessed throughout the MCTT and unit events to match the needs of the command, the mission, and the operating environment. The commander can use Individual Task 150-MC-5123, *Establish a Battle Rhythm*, for reference in forming the battle rhythm framework, as well as ATP 6-0.5 for a list of integration functions and inputs / outputs.

REFINE COMMAND POST ARCHITECTURE

1-49. Throughout the Table IV event, the commander will review, refine, and reassess the CPs' organizational architecture to ensure it meets the commander's information requirements. The physical CP layout 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. Commanders will analyze the mission to vet the layout or design of their CPs (to include positioning personnel, information systems and displays, equipment, network cabling, and electricity requirements) to ensure they are appropriate for the operational environment. As the situation changes, this arrangement may change to enhance efficiency and effectiveness and maximize collaboration and coordination. In addition, refinement guidance criteria also includes considerations for mobility, agility, and survivability for each CP. The following list will aid in designing the CP physical layout:

- Staff integration and crosstalk.
- Meeting and working group work space.
- Trafficability.
- COP visibility.
- Lighting and climate control.
- 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).

2-50. The commander will continue to refine this architecture throughout the tables and upon notification of new mission requirements. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

ASSESS SUBORDINATE LEADERS

1-51. The battalion commander trains subordinate leaders throughout all the tables. In Table IV, commanders are afforded opportunities to conduct a holistic assessment of their leaders working as a team, towards a common goal. Unique to each commander, assessments are developed to measure performance levels and proficiency in craft. Of note, commanders throughout the Army are responsible for leaders/subordinate commanders two levels down. For direct assessment, the battalion commander is typically responsible to assess and certify company commanders and separate platoon leaders, as well as their primary staff leaders.

1-52. In Table III, commanders develop advanced assessment plans to assess key staff leaders' basic written and verbal capabilities, focusing on building and developing requisite skills necessary in all operational environments. An advanced assessment plan includes: evaluating written directives, verbally

communicating appropriate staff/subordinate mission requirements (including MDMP), leader actions, and routine operations observed in a variety of conditions over time (see FM 6-22, Ch. 6, “Leader Performance Indicators”). The certification of subordinate leaders takes place in Table V. Refer to Individual Task, 150-LDR-8003, *Conduct Initial Assessment for a New Leadership Position*.

REFINE TRAINING GUIDANCE

1-53. Commanders provide pre-execution guidance to subordinate units early in the planning process. This ensures the staff meets the commander’s guidance throughout planning. This guidance helps keep subordinate leaders, planners, primary staff, and special staff in synch with the commander’s vision for the event. Before the event begins, the commander establishes the desired training outcome, training objectives for the event (such as iterations, duration, participation and level) through planning guidance. When developing training guidance for each event, the commander reviews previous organizational evaluations, identifies the overall purpose of the training, describes the expected performance, dictates the conditions under which the task(s) is performed, sets the standards used to measure performance, and reviews all applicable T&EOs for each MET (for example, Collective Task 55-BN-4800, *Conduct Expeditionary Deployment Operations at the Battalion Level*, when conducting a deployment exercise).

1-54. When writing objectives, use clear, direct language, not indirect or passive words (e.g., understand or familiarize), and link the objectives to the event. Training objectives are tied to unit METLs and achieving task proficiency. To avoid subordinate and staff confusion, commanders must be specific when stating expected/standard level of performance, through simple, clear, and concisely written objectives. For example, the battalion commander directs, via planning guidance, the upcoming CPX will focus on movement to contact and conduct a defense from the unit METL. The commander further directs: the staff obtain proficient (P) on performance measures outlined in the MET T&EOs; achieve ”GO” on all critical performance measures; Tables III-V performed; and the CP established in the battalion training area. The commander may refer to Individual Task 150-LDR-5321, *Establish Planning Guidance*.

TABLE V: DRIVE THE OPERATIONS PROCESS.

1-55. This table is conducted in conjunction with Table V for the staff, CP, and digital crew.

LEAD THE OPERATIONS PROCESS

1-56. Commanders are the most important participants in the operations process. Commanders drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing operations. Throughout the operations process, commanders apply leadership to translate decisions into action. This is achieved through exercising appropriate levels of command presence and by sharing technical and tactical knowledge with subordinates, throughout the event and as the mission and situation dictate. In this table, commanders certify subordinate leaders and applicable crews on the overarching mission command framework throughout the operations process. Commanders direct section/cell level AARs and the staffs make refinements to training as needed, prior to Table VI certification. Commanders can use the same event as outlined in Table IV or a different event based on time and resources. Refer to Individual Task 71-LDR-5100, *Lead the Operations Process*.

DETERMINE COMMANDER’S CRITICAL INFORMATION REQUIREMENTS

1-57. Determining the commander’s critical information requirements (CCIR) is addressed in Individual Task 150-LDR-5019, *Determine the Commander’s Critical Information Requirements*. CCIR are based on the unit’s operational environment, its mission, and the organization’s designed capabilities. The commander develops CCIR to cover gaps in commander/staff analysis or to identify requirements needed to facilitate timely decisions. CCIR allow commanders to better understand and visualize the operational environment, define/redefine the problem, and inform planning guidance, to support time-

sensitive decision-making requirements. However, CCIR are not focused solely on data or isolated information, but rather provide relevant understanding to enable mission accomplishment. Well-developed CCIR, in combination with the commander's intent, assist in accelerating allocation of resources, guide and prioritize collection assets/analysis resources, and aid in information flow to help create shared understanding. The two key elements are FFIR and PIR. A CCIR is:

- Specified by the commander for a specific operation.
- Applicable only to the commander who specifies it.
- Situation dependent.
- Directly linked to a current or future mission.
- Time-sensitive.

1-58. CCIR will change and mature with mission priorities and the operational environment. Commanders determine notification criteria and reporting requirements with respect to prioritization and specified recipients. Commanders follow a process to periodically review and update the CCIR. Commanders widely distribute the CCIR and revise them as the situation changes. Information is continuously collected. It may be delivered on a routine schedule or as requested. An information-push system pushes information from the source to the user as it becomes available or according to a schedule (such as through routine reports). An information-pull system supplies information as requested. Commanders and staffs determine how to use and integrate both types of systems. In addition to CCIR, commanders develop a wake-up or notification criteria list/matrix/worksheet separate from CCIR. CCIR may be considered wake up criteria.

ASSESS TACTICAL SITUATION AND OPERATIONS

1-59. As the unit begins operating within their designed capabilities against its assigned mission set, the commander establishes how to assess the unit's performance against assigned tasks and towards mission accomplishment. One technique is to establish measures of effectiveness (MOE) and measures of performance (MOP) during the Table VI training event. Commanders can use Collective Task 71-BN-5130, *Assess Tactical Situation and Operations for Battalion*.

ASSESS PROCESSES AND PROCEDURES

1-60. Staff Table V is designed for the XO to conduct a comprehensive assessment prior to certifying the staff, with the commander monitoring the process. The commander uses Individual Task 150-LDR-5100, *Lead the Mission Command Operations Process*, throughout Table V as a guide, as well as exercising command presence at key moments and decision points within the operations process to shape and prepare the staff for Table VI. While unable to devote all their time to planning, commanders monitor the planning effort, participate during critical events, and make decisions based on the staff's detailed work and recommendations. The commander may refer to Individual Task 150-MC-5130, *Assess the Current Situation*, to ensure staff members are following established processes and procedures, and formally changing them when necessary. At the conclusion of Table V, the commander directs any necessary updates or changes to identified processes and procedures before progressing to Table VI.

CERTIFY SUBORDINATE LEADERS AND CREWS

1-61. The battalion commander trains subordinate leaders throughout all tables. In Table V, the battalion commander certifies these leaders using associated T&EOs in each task set. Battalion commanders can also direct additional subordinate leader certification tasks based on the organization's uniqueness or gaps identified in the training circular. The commander is ultimately responsible for all certifications within their organization. The commander trains and empowers the XO and staff primaries to assist in certification duties. Of note, as leaders cycle in-and-out of leadership positions, the commander continuously assesses, trains, retrains, and certifies these leaders. Refer to Collective Task 71-BN-0050, *Establish a Battalion Command Post in an Operational Environment*.

1-62. Graphic 1-1 on page 1-14, *Mission Command Training Tables I through V for Battalion Commander*, shows the inputs, steps, and outputs (Tables I-V) the commander completes prior to executing certifications in Table VI.

Mission Command Training Tables I through V for Battalion Commander ¹		
Inputs <ul style="list-style-type: none"> • ATP 6-22.6 • ADP 6-0 • FM 6-22 • FM 3-0 • FM 6-0 • Unit SOPs • MTO&E • Army Handbook for Leadership Transitions 	Table I: Establish Organizational Business Rules and Assess Unit Training <ul style="list-style-type: none"> • Develop Cohesive Teams Through Mutual Trust 150-LDR-5001 • Employ Applied Critical Thinking 150-MC-8012 • Understand unit doctrine applications (<i>Transition to a New Leadership Position</i>) 150-LDR-8000 • Establish a leader professional development program (<i>Conduct Self-Development</i>) 150-MC-8005 / (<i>Analyze Army Character Development</i>) 150-MC-8009 • Assess organizational efficiency and effectiveness (<i>Organize the Staff for Operations</i>) 150-LDR-5013 • Assess capabilities and establish MCIS requirements (<i>Integrate the MCIS</i>) 150-MC-5251 	Outputs <ul style="list-style-type: none"> • Leader development program • Mission command information system requirements
Inputs <ul style="list-style-type: none"> • Table I Inputs & Outputs • ADP 5-0 • ATP 6-0.5 • FM 7-0 • Operational Environment • Unit Manning Roster • Leader’s Guide to Objective Assessment of Training Proficiency 	Table II: Establish the Training Environment <ul style="list-style-type: none"> • Complete unit standard operating procedure review and updates (<i>Prepare to Transition to a New Leadership Position</i>) 150-LDR-8001 • Establish a Common Vision 150-LDR-5018 • Establish command/leadership philosophy (<i>Practice the Mission Command Philosophy of Command</i>) 150-LDR-5016 • Establish planning/training guidance (<i>Establish Planning Guidance</i>) 150-LDR-5321 • Drive cell construct and processes (<i>Establish the Mission Command System</i>) 150-LDR-5252 • Establish inputs and outputs for the staff (<i>Establish Boards and Working Groups</i>) 150-LDR-5011 	Outputs <ul style="list-style-type: none"> • Refined standard operating procedures • Planning guidance • Command philosophy • Training guidance • Mission command system guidance • Guidance for staff organization
Inputs <ul style="list-style-type: none"> • Table II Inputs & Outputs 	Table III: Organize the Mission Command System <ul style="list-style-type: none"> • Complete command, control, communications, computers and intelligence construct within the HQ (<i>Manage Command, Control, and Communications Systems</i>) 150-LDR-5253 • Assess staff written and verbal communication skills (<i>Communicate Effectively</i>) 150-MC-8002 • Develop initial command post architecture (<i>Operate a Mission Command Network</i>) 150-MC-5003 • Delegate authorities (<i>Designate Succession of Command</i>) 150-LDR-5320 / (<i>Delegate Authority</i>) 150-LDR-5319 	Outputs <ul style="list-style-type: none"> • Refined C4I design • Refined knowledge management plan • CP architecture • Delegated authorities • Succession of command • Refined unit SOPs
Inputs <ul style="list-style-type: none"> • Table III Inputs & Outputs • Higher HQ battle rhythm • ATP 6-22.1 • Rating chain • Staff MDMP products 	Table IV: Prepare the Headquarters for Operations <ul style="list-style-type: none"> • Prepare for driving the operations process (<i>Lead the Operations Process</i>) 150-LDR-5100 / (<i>Conduct the Mission Command Operations Process for Battalions</i>) 71-BN-5100 • Direct common operational picture requirements (<i>Establish the COP</i>) 150-MC-5315 • Establish the Mission Command System 150-LDR-5252 • Provide battle rhythm guidance (<i>Establish a Battle Rhythm</i>) 150-MC-5123 • Refine CP architecture (<i>Conduct Command Post Operations</i>) 150-MC-5200 • Assess subordinate leaders (<i>Conduct Initial Assessment for a New Leadership Position</i>) 150-LDR-8003 • Refine training guidance (<i>Establish Planning Guidance</i>) 150-LDR-5321 	Outputs <ul style="list-style-type: none"> • Commander’s COP guidance • Battle rhythm guidance to XO • CP architecture for Battalion CP • Refined unit SOPs
Inputs <ul style="list-style-type: none"> • Table IV Inputs & Outputs • Running estimates • Scenario (higher headquarters FRAGORD) 	Table V: Drive the Operations Process <ul style="list-style-type: none"> • Lead the Operations Process 150-LDR-5100 • Determine the Commander’s Critical Information Requirements 150-LDR-5019 • Assess Tactical Situation and Operations 71-BN-5130 • Assess processes and procedures (<i>Assess The Current Situation</i>) 150-MC-5130 • Certify subordinate leaders and crews (<i>Establish a Battalion Command Post in an Operational Environment</i>) 71-BN-0050 	Outputs <ul style="list-style-type: none"> • Refined planning guidance • Commander’s estimate • Mission statement • Commander’s intent • COA decision • CCIR • OPORD/FRAGORDs • Refined unit SOP • Leader certifications
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i> . The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).		
The commander completes all activities described in Tables I through V and is prepared to conduct Certification (Table VI).		
¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		

Graphic 1-1. Mission Command Training Tables I through V for the Battalion Commander

TABLE VI: ASSESS AND CERTIFY THE HEADQUARTERS

1-63. This table is the certifying event for the commander and the headquarters. This table is conducted as a collective unit event during which the staff, command post, and digital crew execute their respective Table VI certifications. The commander completes this table when all Table VI requirements for the headquarters are successfully completed and the commander has been certified by the brigade commander. The table end state is the commander certifying the staff, CP, and digital crew as prepared to perform their respective roles and functions during collective training. For example, the battalion commander uses a CPX to conduct one or more mission essential tasks from their METL, and assesses the headquarters' performance against the standards for tasks in the training tables.

1-64. The commander certifies the staff, each command post, and the digital crew as having met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the commander is certified by the brigade commander, they can proceed to unit training in Tables VII through X. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

CERTIFY SUBORDINATES ON PREPARING AN OPERATION ORDER

1-65. The commander assesses the staff and the XO as they develop the Operation Order (OPORD), using Individual Task 150-MC-5119, *Prepare an Operation Order*.

CERTIFY SUBORDINATES ON EMPLACING AND DISPLACING THE COMMAND POST

1-66. Commanders assess the emplacement and displacement of the CP (for those command posts that must move during the conduct of large scale ground combat operations). The commander evaluates the officer in charge of each command post on Individual Tasks 150-MC-5200, *Conduct Command Post Operations*, and 150-MC-5201, *Displace the Command Post*, and uses ATP 6-0.5, *Command Post Operations*, as needed. The commander and XO also evaluate the headquarters using Collective Tasks:

- 71-BN-5200, *Conduct Command Post Operations for Battalion*.
- 71-BN-5201, *Displace the Command Post for Battalion*.
- 71-BN-5202, *Conduct Transfer of Control of Operations for Battalion*.
- 71-BN-5204, *Establish an Alternate Command Post in an Operational Environment for Battalion*.
- 71-BN-5250, *Maintain Continuity of Mission Command for Battalion*.

CERTIFY SUBORDINATES ON ESTABLISHING THE COMMON OPERATIONAL PICTURE

1-67. Commanders assess the establishment of the COP as the XO completes Individual Task 150-MC-5315, *Establish the Common Operational Picture*. The commander and XO also evaluate the headquarters using Collective Tasks:

- 71-BN-5316, *Display the Common Operational Picture for Battalion*.
- 71-BN-5318, *Disseminate Common Operational Picture and Execution Information for Battalion*.
- 71-BN-5319, *Establish the Common Operational Picture for Battalion*.

CERTIFY THE BATTLE RHYTHM

1-68. Commanders evaluate the functionality of the battle rhythm throughout the event, making changes or adjustments as needed. The commander assesses the XO using Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT AFTER ACTION REVIEWS

1-69. Commanders are responsible for the training of their unit. An AAR is the primary tool for providing feedback. Topics for AARs vary somewhat at battalion level. Although leaders can conduct two types of AARs, formal and informal, commanders provide guidance to leaders on specific areas of interest, assessments, or feedback to gain organizational insight. This guidance includes: staff section collaboration,

internal and external communications, reporting formats, synchronization, briefing techniques, use of the command posts, and command post infrastructure. While the T&EO and task proficiency standards provide objective criteria for determining task proficiency, assessments allow leaders to take the subjective nature of training into account. Leaders' assessments combine their personal observations with staff information to develop an overall assessment of the unit's ability to accomplish its mission. Commanders use Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

CERTIFY THE MISSION COMMAND SYSTEM

1-70. The commander evaluates the unit's mission command system on how well it enhances the commander's ability to conduct operations. Commanders evaluate the five components of their mission command system: personnel, networks, information systems, processes and procedures, and facilities and equipment. Commanders evaluate these five components of the mission command system relating to—

- Supporting the commander's decision-making.
- Collecting, creating, and maintaining relevant information and preparing knowledge products to support the commander's and leaders' understanding and visualization.
- Preparing and communicating directives.
- Establishing the means by which commanders and leaders communicate and collaborate.
- Facilitating the functioning of teams.

1-71. Commanders certify the mission command system using the staff certification mission command training table (Table VI) as the final action before transitioning to Table VII. Refer to 150-LDR-5252, *Establish a Mission Command System*.

1-72. The outcome of Tables I-VI is the commander has built a team, philosophy, and training plan based on the unit design, capabilities, and mission. Commanders identify areas for retraining, as needed. As part of the entire training audience (commander, staff, command post, digital crew), the commander transitions to Tables VII-X. These tables are complex and stress the application of the mission command warfighting function. The tables provide a progressive framework for the commander prior to their unit's culminating training event. Graphic 1-2 summarizes the inputs, tasks, and outputs for Table VI.

Mission Command Training Table VI for Battalion Commander ¹		
Inputs	Table VI: Assess and Certify the Headquarters**	Outputs
<ul style="list-style-type: none"> Table V Inputs & Outputs 	<ul style="list-style-type: none"> Certify subordinates on preparing an operation order (<i>Prepare An Operation Order</i>) 150-MC-5119 Certify subordinates on emplacing & displacing the command post (<i>Conduct CP Operations</i>) 150-MC-5200 / (<i>Displace The Command Posts</i>) 150-MC-5201 Certify subordinates on establishing the COP (<i>Establish The Cop</i>) 150-MC-5315 Certify the battle rhythm (<i>Establish A Battle Rhythm</i>) 150-MC-5123 Conduct AARs (<i>Conduct a Formal AAR</i>) 150-MC-5133 Certify the mission command system (<i>Establish the MC System</i>) 150-LDR-5252 	<ul style="list-style-type: none"> OPORD Validated CP displacement SOP Mission command system certification Higher headquarters commander certification AAR results
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The next higher commander certifies the battalion commander meets training criteria for Table VI according to the T&EOs of the listed tasks. The commander should sign a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.</p> <p>** Table is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 1-2. Mission Command Training Table VI for the Battalion Commander

1-73. The Figure 1-3 provides an overview of battalion commander tables VII through X.

VII		VIII	
Direct Mission Command Information System Integration		Apply Art and Science of Mission Command	
<ul style="list-style-type: none"> Organize personnel Enhance information system training guidance Secure and maintain networks Refine processes and procedures Evaluate electromagnetic signature Assess tactical situation and operations 		<ul style="list-style-type: none"> Lead the operations process Integrate the mission command philosophy <ul style="list-style-type: none"> Develop cohesive teams through mutual trust Create shared understanding Provide the commander's intent Conduct disciplined initiative Use the mission order technique Identify prudent risk 	
Venue: Commander directed Facility: Local		Venue: CPX type event Facility: Training area	
IX		X	
Mission Command Warfighting Function Validation Exercise Rehearsal		Mission Command Warfighting Function Validation Exercise	
<ul style="list-style-type: none"> Drive the operations process Conduct the rapid decision-making and synchronization process Conduct after action reviews 		<ul style="list-style-type: none"> Drive the operations process Lead the unit in completion of assigned tactical tasks Evaluate METL tasks 	
Venue: CPX type event Facility: Training area		Venue: As directed by the higher commander Facility: Training area	
CPX	command post exercise	MOE	measure of effectiveness
METL	mission-essential task list	MOP	measure of performance

Figure 1-3. Battalion Commander Tables VII-X Overview

TABLE VII: DIRECT THE MISSION COMMAND INFORMATION SYSTEM INTEGRATION

1-74. The battalion commander has the flexibility to organize the five components of the mission command system to support their ability to make decisions and facilitate communication within the battalion headquarters and with higher, subordinate, adjacent, and supporting commanders. The commander can move back to retrain or recertify previous tables any time they feel it would benefit the command.

1-75. At the beginning of Table VII, the command will receive a FRAGORD from higher headquarters directing a change of mission from the activity in Table VI. This order will drive training in Tables VII through X. It includes the task organization the battalion will fight with when conducting its external evaluation. It also provides the commander information on the unified action partners that will participate in the exercise.

ORGANIZE PERSONNEL

1-76. The commander directs the organization of all non-organic personnel based on capabilities, mission, and the higher commander's intent. The commander's designated representative will ensure all are assimilated into their positions in a posture that allows them to contribute effectively. The commander uses Individual Task 150-LDR-5013, *Organize the Staff for Operations*, to assist in this effort.

1-77. New personnel must establish lines of communications and physically meet with counterparts at lower, higher, adjacent, and supporting headquarters whenever possible. The transition or establishment and maintenance of these personal relationships are important to maintaining situational and shared understanding for the commander. Consideration for organizing includes the command and support relationship and (but not limited to) performance of three essential functions:

- Supporting the commander through an area of expertise.
- Assisting subordinate units through active collaboration to solve problems.
- Informing units and organizations outside the headquarters with relevant information.

1-78. The battalion commander may delegate battalion staff management authority to the XO; however, commander oversight is still encouraged to ensure personalities, leadership traits, subject matter expertise, and other requirements meet guidance for organizing personnel.

1-79. The commander, through designated representatives, also directs appropriate foreign disclosure actions for information exchange with unified action partners.

ENHANCE INFORMATION SYSTEM TRAINING GUIDANCE

1-80. The battalion has mission command information systems that collect, process, store, display, and disseminate information. This includes a variety of hardware and software, to include off-the-shelf communication tools that enhance the commander's ability to visualize the operation and assist in decision-making. The foundation of any information system is the continuous, uninterrupted flow and processing of information to support planning, preparation, execution, and continuous assessment. The battalion commander has information systems that are interoperable, flexible, responsive, mobile, disciplined, survivable, and sustainable. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

1-81. Due to the additional personnel/attachments and mission requirements, the commander reviews established systems and makes changes to account for new interaction, collaboration, and synchronization demands, the needs of attached or assigned units/individuals, and the higher commander's guidance.

1-82. To perform advanced, complex, interactive training, the commander ensures the digital crew is certified and new shift personnel are incorporated through training event repetitions in a full range of military operations. The commander gives the XO and knowledge manager authority to enhance the training of the Soldiers and supporting personnel operating the MCIS or other supporting information vehicles. Battle captains, KM representatives, common operating pictures managers, and unit mission command digital master gunners (MCDMG) can provide guidance and leadership to the crews and lead them through command directed scenarios, and report progress back to the commander. [KMO may be an appointed additional duty at battalion level.]

1-83. The S-6/KMO and MCDMG, under the authority of the commander and XO, can further tie into a COMEX or digital exercises being held by the S-6, to enhance training opportunities for the staff and digital crew. For example, the battalion XO directs the information system operators to participate in the upcoming COMEX for the battalion and subordinate units. The MCDMG uses training objectives with clear performance measures for assessing the performance of all digital operators. The XO reports the assessment to the commander for readiness in supporting directed requirements.

SECURE AND MAINTAIN NETWORKS

1-84. Networks are formed when terminal devices and transmission media are interconnected with switching equipment to ensure information (voice, imagery, data, or message) is transported to appropriate locations. The commander and S-6, ensure the network is both secured and maintained in compliance with department of the army regulations, unit organization/manning requirements, environmental conditions, unit SOPs, and directives from higher headquarters. Essential elements include identification of authorized/prioritized users, access control policies/strategies, and information security training, as well as system/software upgrades that enable interoperability and compatibility. In addition, developing a PACE plan will mitigate short term loss of connectivity and maintain situational and shared understanding. The commander refers to Individual Tasks 113-367-5001, *Implement Network Protection Measures*; and 113-473-7007, *Implement Network Security Measures within a System Architecture*.

REFINE PROCESSES AND PROCEDURES

1-85. In this table the commander refines and updates processes and procedures to organize activities within and between the headquarters, adjacent, subordinate, and supporting units. The battalion staff conducts some or all of the following seven processes: the operations process, the military decision-making process, the targeting process, the intelligence process, intelligence preparation of the battlefield, the information collection process, and the knowledge management process. The commander refines processes and procedures based on running estimates, after action reviews, and the commander directed assessment plan, which may include measures of effectiveness and performance. As updates and changes are made, the commander ensures those actions are captured in SOPs and publishing to the force. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*, and Collective Task 71-BN-5130, *Assess Tactical Situation and Operations for Battalion*. Examples of typical battalion processes and procedures that mission command information systems support include:

- Command post battle drills.
- Shift-change briefings.
- Operations update and assessment briefings.
- Operations synchronization meetings.
- Transferring control between command posts.
- The battle rhythm.

EVALUATE ELECTROMAGNETIC SIGNATURE

1-86. The commander, with S-2, S-3, and S-6 input, considers the digital systems and command posts required to support mission command based on the mission set and operational environment. They evaluate the unit's electromagnetic signature based on enemy detection capabilities. The commander ensures the unit is mitigating/minimizing its footprint while still maintaining mission command. Mitigation measures might include limiting the amount of satellite time or reducing redundant information systems that create significant signatures.

1-87. The commander ensures cyber defense drills are being conducted and assessed throughout training events. These drills replicate a 'near peer' competitor in the operational environment as directed by the commander. Refer to Individual Task 113-25E-3003, *Define the Electromagnetic Operational Environment (EMOE)*.

ASSESS TACTICAL SITUATION AND OPERATIONS

1-88. As the unit begins operating within designed capabilities, against the newly assigned mission set, the commander refines the assessment plan to measure mission accomplishment. Commanders can use Collective Task 71-BN-5130, *Assess Tactical Situation and Operations for Battalion*.

TABLE VIII: APPLY ART AND SCIENCE OF MISSION COMMAND

1-89. Table VIII is tied to an event as designated by the commander. This table nests the graduate levels of MC with the integration of additional personnel and equipment. Table VIII prepares the commander for the validation rehearsal in Table IX and the culminating training event for the headquarters in Table X. As with the other tables, this table event aligns with events already performed by the unit. For example, the commander uses a CPX for training tables VIII-IX over a four-day exercise.

LEAD THE OPERATIONS PROCESS

1-90. The commander uses Collective Task 71-BN-5100, *Conduct the Mission Command Operations Process for Battalion*, and Individual Task 150-LDR-5100, *Lead the Mission Command Operations Process*, to train and evaluate the headquarters' execution of the operations process in support of a mission essential task. The commander driving the operations process is integral to completing these collective tasks. Commanders drive the operations process through their activities of understanding, visualizing, describing, directing, leading, and assessing (UVDDLA) operations. Battalion commanders also use mission variables,

in combination with operational variables, to refine their understanding of the situation and how these variables might affect the mission. How the commander implements UVDDLA activities, identifies key variables, and conveys intent to drive the operations process, directly impacts the unit's ability to establish unity of effort and exploit vulnerabilities. The operations process is the overarching framework for exercising mission command for the battalion at the tactical level.

1-91. As battalion commanders drive the operations process to support the tactical fight, they provide guidance on how to *exercise* two forms of control: procedural or positive. *Procedural control* is the technique of regulating forces that relies on a combination of doctrine, regulations, policies, operational graphics, and tactics, techniques and procedures. *Positive control* is the technique of regulating forces that involves commanders and staff leaders actively assessing, deciding, and directing. No single control option works best for all situations. The XO and S-3 are trained and able to drive the operations process in the commander's absence. This does not negate the commander's responsibility to be present for commander designated performance measures listed within the collective T&EO. For example, the battalion commander delivers the commander's intent at the CP as part of a leader's performance measure within the Collective Task 71-BN-5100, *Conduct the Mission Command Operations Process for Battalion*.

- Understand – Commanders actively collaborate with other commanders, the staff, and unified action partners, to create a shared understanding.
- Visualize – Commanders visualize the operation's end state and potential solutions to solve problems.
- Describe – Commanders describe this visualization to their staffs and subordinates. This description facilitates shared understanding of the situation, mission, and intent.
- Direct – Based on this understanding, commanders make decisions and direct action throughout the operations process.
- Lead – Commanders use the operations process to lead Soldiers and forces by providing direction and guidance.
- Assess – Commanders assess operations continuously to better understand current conditions and determine how operations are progressing. Commanders incorporate the assessments of the staff, subordinate commanders, and unified action partners into their personal situation assessment. Based on their assessment, commanders modify plans and orders to better accomplish the mission. If their assessment reveals a significant variance from their original commander's visualization, commanders reframe the problem and develop a new operational approach.

INTEGRATE THE MISSION COMMAND PHILOSOPHY

1-92. In previous tables, the commander performed different sub-tasks within the mission command philosophy. Table VIII is the culmination of those previous efforts. Referencing Figure 1-4 on page 1-22, the MC philosophy is the exercise of authority and direction by the commander, using mission orders to enable disciplined initiative within the commander's intent, to empower agile and adaptive leaders in the conduct of unified land operations. The commander completes, or refines if completed in previous tables, the listed Individual Tasks: 150-LDR-5015, *Lead the Unit*; 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*; 150-LDR-5007, *Create a Shared Understanding*; 150-LDR-5004, *Provide the Commander's Intent*; 150-LDR-5006, *Conduct Disciplined Initiative*; 150-LDR-5003, *Use the Mission Order Technique*; 150-LDR-5002, *Identify Prudent Risk*.

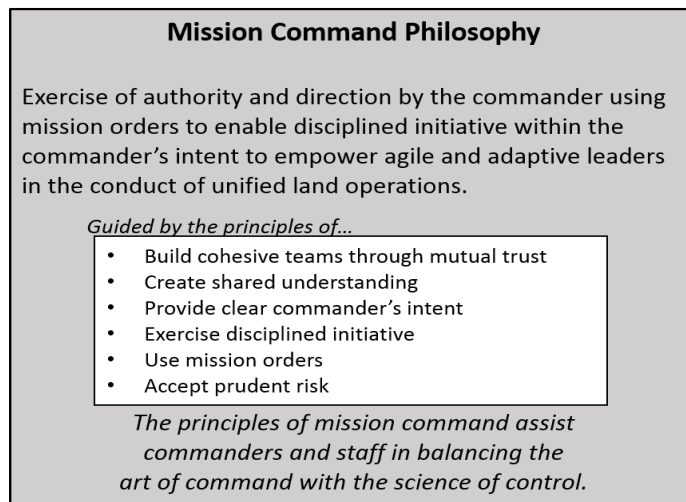


Figure 1-4. Mission Command Philosophy

1-93. As the commander leads the headquarters through collective training, the commander assesses synchronization, integration, and interoperability of all non-organic units to include unified action partners and liaisons. This assessment includes information systems, personnel or liaison exchanges, and CP elements.

TABLE IX: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

1-94. The commander designates the training event and conditions for Table IX. This event takes place in a designated venue and is scenario driven using the correct variables of PMESII-PT. The event is not externally evaluated for readiness reporting. This table is tied to all four MCTT training audiences, working as a unified headquarters towards completing the unit METL. As training time and resources allow, all METs on the unit's designated standardized METL are trained. Units can also tie this event to training on their assigned METL (A-METL) as determined by the commander. During this table, each command post displaces at least once in preparation for evaluating displacements during Table X.

DRIVE THE OPERATIONS PROCESS

1-95. Commanders are the most important participants in the operations process. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs, led by the XO, perform essential functions that amplify operational effectiveness, commanders drive the operations process through understand, visualize, describe, direct, and assess activities in each major mission command activity (i.e., plan, prepare, execute, and assess).

1-96. The commander performs these activities throughout the training event and as the mission dictates. The commander applies an appropriate degree of command presence within each major mission command activity while still allowing the headquarters to exercise disciplined initiative within its respective capabilities.

CONDUCT THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

1-97. RDSP is for situations when the current events do not match the predetermined plan and necessitates an adjustment decision without enough time for full MDMP. The commander leads the staff through RDSP and completes Individual Task 150-LDR-5014, *Lead the Rapid Decision-making and Synchronization Process*. This task is performed in conjunction with a collective task. For example, the battalion commander uses RDSP after the receiving a change in mission from higher to conduct a security operation in conjunction with conducting an attack.

CONDUCT AFTER ACTION REVIEWS

1-98. The battalion commander leads an AAR following Table IX training, focusing on identifying and correcting training deficiencies and/or unit procedures that must be corrected prior to the Table X external evaluation. Refer to Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

1-99. This event is typically a culminating training event prior to or during the battalion EXEVAL. This table is directly tied to all four training audiences for this TC (commander, staff, CP, and digital crew). This event is externally evaluated while the unit executes collective tasks on the unit's METL or A-METL. Each command post will be evaluated on its ability to displace during the validation exercise. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*.

1-100. The outcome of Table X is the evaluating commander validates the battalion commander is prepared to lead the battalion in executing mission command during unified land operations. The commander leads the unit based on design, capabilities, mission, and higher commander's intent. The commander signs a memorandum for record with the certification event results. The unit training officer uploads this memorandum to DTMS.

DRIVE THE OPERATIONS PROCESS

1-101. Commanders are the most important participants in the operations process. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs, led by the XO, perform essential functions that amplify the effectiveness of operations, commanders drive the operations process through activities of understand, visualize, describe, direct, and assess in each major mission command activity of plan, prepare, execute and assess.

1-102. The commander performs these activities throughout the training event and as the mission dictates. The commander applies an appropriate degree of command presence within each major mission command activity while still allowing the headquarters to exercise disciplined initiative within their respective capabilities.

LEAD THE UNIT IN COMPLETION OF ASSIGNED TACTICAL TASKS

1-103. The commander leads the battalion and supporting forces to accomplish the tactical mission(s) assigned by higher headquarters.

EVALUATE METL TASKS

1-104. The battalion commander considers the external evaluation team's observations and determines the battalion's appropriate T-level for the METL task(s) performed during the exercise, and updates the Unit Status Report. See FM 7-0.

1-105. Graphic 1-3 on page 1-24 summarizes the inputs, tasks, and outputs for tables VII through X.

Mission Command Training Tables VII through X for Battalion Commander ¹		
Inputs <ul style="list-style-type: none"> Table VI Inputs & Outputs Higher headquarters FRAGORD 	Table VII: Direct Mission Command Information System Integration <ul style="list-style-type: none"> Organize personnel (<i>Organize The Staff for Operations</i>) 150-LDR-5013 Enhance information system training guidance (<i>Integrate the MCIS</i>) 150-MC-5251 Secure and maintain networks (<i>Implement Network Protection Measures</i>) 113-367-5001 / (<i>Implement Network Security Measures Within a System Architecture</i>) 113-473-7007 Refine processes and procedures (<i>Establish a MC System</i>) 150-LDR-5252 Evaluate electro-magnetic signature (<i>Define the Electromagnetic Operations Environment (EMOE)</i>) 113-25E-3003 Assess Tactical Situation and Operations 71-BN-5130 	Outputs <ul style="list-style-type: none"> Refined staff structure Network validation Refined tactical SOP
Inputs <ul style="list-style-type: none"> Table VII Inputs & Outputs 	Table VIII: Apply Art and Science of Mission Command <ul style="list-style-type: none"> Lead the operations process (<i>Conduct the MC Operations Process</i>) 71-BN-5100 Integrate the mission command philosophy (<i>Lead the Unit</i>) 150-LDR-5015 <ul style="list-style-type: none"> Develop Cohesive Teams Through Mutual Trust 150-LDR-5001 Create Shared Understanding 150-LDR-5007 Provide the Commander's Intent 150-LDR-5004 Conduct Disciplined Initiative 150-LDR-5006 Use the Mission Order Technique 150-LDR-5003 Identify Prudent Risk 150-LDR-5002 	Outputs <ul style="list-style-type: none"> Commander's mission command system assessment and guidance
Inputs <ul style="list-style-type: none"> Table VIII Inputs & Outputs 	Table IX: Mission Command WFF Exercise Rehearsal^{***} <ul style="list-style-type: none"> Drive the operations process (<i>Lead The Operations Process</i>) 150-LDR-5100 Conduct the RDSP (<i>Lead The RDSP</i>) 150-LDR-5014 Conduct AARs (<i>Conduct a Formal AAR</i>) 150-MC-5133 	Outputs <ul style="list-style-type: none"> FRAGORD AAR results (headquarters and subordinate units) Final refinements of SOPs, orders, systems for the validation exercise
Inputs <ul style="list-style-type: none"> Table IX Inputs & Outputs External Evaluators 	Table X: Mission Command WFF Validation Exercise^{****} <ul style="list-style-type: none"> Drive the operations process (<i>Lead The Operations Process</i>) 150-LDR-5100 Lead the unit in completion of assigned tactical tasks Evaluate METL tasks 	Outputs <ul style="list-style-type: none"> Validated mission command system
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander trains the mission command system, including the staff, unit command posts, and the digital crew in tables VII through IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.</p> <p>Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the commander is prepared to lead their mission command system in the conduct of unified land operations. The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>^{***} Table is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables. ^{****} Table is executed as part of an externally evaluated culminating exercise.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 1-3. Mission Command Training Tables VII through X for the Battalion Commander

SECTION III – BATTALION STAFF TRAINING TABLES

1-106. Section III discusses the mission command training tables for the battalion staff.

MISSION COMMAND TRAINING TABLES FOR THE BATTALION STAFF

1-107. This section guides the commander and XO through the tables used to train, certify, and validate the staff. The principal staff officers consist of the officers that lead coordinating and special staff sections, and personal staff officers. The staff consists of the principal staff officers and the officers, noncommissioned officers, and Soldiers that work in their sections.

1-108. This section does not cover every training aspect, nor pinpoint exactly how to train each collective or individual task. Commanders and leaders wanting more information on training the force will reference the T&EOs for each task, the available training support packages, and FM 7-0 for assistance.

1-109. Training a battalion staff can be challenging. The commander, XO, and principal staff officers are constantly balancing daily operational requirements with training opportunities. The XO will leverage the principal staff officers, and section and cell NCOICs to conduct many aspects of the below tables, independent of one another. At a minimum, tables V and VI must be performed as a unit to achieve the desired level of training proficiency. Once the staff is certified, they can proceed to unit training in Tables VII through X. During Tables VII through X, the staff in all unit command posts, function as one mission command system to conduct the operations process and support the commander's decision making. To do this successfully, all staff members must understand the roles and functions of not just their section and command post, but of all sections and command posts in the mission command system. The commander signs a memorandum for record with the results of the certification event. The unit training officer uploads this memorandum to DTMS.

1-110. Tables I through V are designed to train the battalion staff at the individual, section, and cell levels. Tables I-II occur on an on-going basis as Soldiers and officers join the unit. Table V is the rehearsal for the headquarters elements coming together to work as a collective unit. The commander certifies the staff in Table VI, certification. There are no external attachments or liaisons required for the execution of Tables I through VI. The XO is the authority, as determined by the commander, to transition the staff through tables I through V. The commander certifies the staff using Table VI for transitioning to the more advanced Tables VII through X.

1-111. The tables are written for the commander to retrain the staff during an upcoming training event. For example, the commander can use an upcoming STAFFEX or STX to retrain the staff on Tables III through V to achieve a greater level of proficiency before the CPX. The tables are meant to provide flexibility for the commander to train the staff to a proficiency level needed to conduct unified land operations.

1-112. Once the commander certifies the staff in Table VI, the staff receives an OPORD/FRAGORD for the battalion's EXEVAL. This order is used throughout tables VII-X to drive training.

1-113. Upon completing the mission command warfighting function validation (Table X), commanders validate the staff and sign a memorandum for record to document the validation event results. One memorandum is sufficient to record the commander, staff, command posts, and digital crew validations. The unit training officer will upload the memorandum into the unit's DTMS and maintain a local copy. Training atrophy level can be determined using Table requirements. Overall training deficiency is based on Army collective training atrophy and a dialog between the commander and the evaluating commander. Figure 1-5 shows an overview of battalion staff tables I through VI.

<i>I</i>	<i>II</i>	<i>III</i>	
<i>Organize and Acclimate Staff to Organization</i>	<i>Develop MDMP Skills at the Section Level</i>	<i>Establish Staff / Cell Processes and Integrate Warfighting Functions</i>	
<ul style="list-style-type: none"> • Understand unit doctrine applications, staff duties, responsibilities, and SOPs • Conduct warfighting function and CP organization • Organize the staff • Build staff relationships • Develop NCOs and Soldiers 	<ul style="list-style-type: none"> • Conduct the MDMP • Conduct RDSP • Develop running estimates • Review commander's decision support template and decision support matrix • Assess the current situation • Conduct section rehearsals • Verify section outputs • Develop section training plans 	<ul style="list-style-type: none"> • Organize the staff • Validate warfighting functions • Conduct MDMP <ul style="list-style-type: none"> ▪ Conduct mission analysis ▪ Conduct a risk assessment ▪ Engage in COA development ▪ Conduct COA analysis ▪ Recommend CCIR ▪ Conduct COA decision briefing ▪ Prepare an OPORD • Develop KM plan 	
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	
<i>IV</i>	<i>V</i>	<i>VI</i>	
<i>Synchronize Command Post Operations</i>	<i>Conduct Staff Rehearsal</i>	<i>Conduct Staff Certification</i>	
<ul style="list-style-type: none"> • Integrate staff cells for operations • Synchronize staff boards and processes • Establish a battle rhythm • Conduct rehearsals • Practice staff battle drills • Refine the plan • Perform planned actions, sequels, and branches • Establish the CP • Formalize shift crews • Verify command post SOP functionality 	<ul style="list-style-type: none"> • Review staff organization • Establish the COP • Conduct the operations process • Prepare an operation order • React to a FRAGORD • Finalize the battle rhythm • Finalize decision support matrix • Finalize CP crews, roles, and responsibilities • Employ the mission command system • Conduct CP operations • Conduct section/cell AARs 	<ul style="list-style-type: none"> • Conduct the operations process • Execute the battle rhythm • Conduct CP operations • Create shared understanding • Transfer mission command between CPs • Displace the command post 	
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event (CPX) Facility: TBD	
AAR	after action review	KM	knowledge management
CCIR	commander's critical information requirements	MDMP	military decision-making process
COA	course of action	NCO	noncommissioned officer
COP	common operational picture	RDSP	rapid decision-making and synchronization process
CP	command post	SOP	standard operating procedure
FRAGORD	fragmentary order		

Figure 1-5. Battalion Staff Tables I-VI Overview

TABLE I: ORGANIZE AND ACCLIMATE STAFF TO ORGANIZATION

1-114. This table introduces the staff to the operations process. This table assumes all officers, warrant officers, NCOs, and Soldiers will arrive with basic proficiency in their individual military occupational specialty (MOS) skills. Principal staff officers can use programmed training time to retrain job skill deficiencies. In Table I, the staff section leaders further develop initial staff training through basic understanding of duties, responsibilities, and the mission, under the supervision of the principal staff officers and XO. Table I-II tasks are considered perishable skills and performed frequently to maintain basic proficiency within the staff. Table I-II can also be used to integrate new personnel to the unit during the unit/commander orientation program.

UNDERSTAND UNIT DOCTRINE APPLICATIONS, STAFF DUTIES, RESPONSIBILITIES, AND STANDARD OPERATING PROCEDURES

1-115. All staff members familiarize themselves with command policies, procedures, and current staff section SOPs. Battalion staff officers and NCOs familiarize themselves with the doctrine relevant to the battalion conducting large scale ground operations, including FM 3-0, *Operations*, and applicable FM or ATP for the unit type. They also familiarize themselves with their specific branch/functional area responsibilities at the battalion level. The staff section leader identifies upcoming unit missions and determines how forecasted operational requirements translate into basic skills for section members. Section leaders further define the roles and responsibilities of each section member and determine current and future expectations. Staff section leaders study and refine individual and section battle drills related to their duty positions and the current organization; they train Soldiers using individual and section collective tasks as defined by the appropriate proponent. For example, the S-2 conducts intelligence preparation of the battlefield training using Collective Task 34-SEC-3180, *Conduct Intelligence Preparation of the Battlefield (IPB)*; provided by the Intelligence Center of Excellence. Refer to Individual Task 150-LDR-5007, *Create a Shared Understanding*.

CONDUCT WARFIGHTING FUNCTION AND COMMAND POST ORGANIZATION

1-116. The principal staff officers, and section and cell NCOs ensure all members of their staff elements understand their roles within the command post, as well as how their section interacts with other staff entities. This applies to staff elements in all CPs, not just the main CP. Furthermore, each staff member must develop an understanding of the roles and responsibilities of other staff cells and unit command posts. The spatial arrangement of staff elements within a CP can greatly promote or inhibit staff integration. The officers and NCOs in charge of the battalion command posts consider manning, maturity, subject matter expertise or specialty, collaboration frequency, coordination requirements, facilitation for rapid exchange of information, inputs and outputs, and mission requirements for presentation to the XO with recommendations for command post organization. See Individual Task 150-LDR-5013, *Organize the Staff for Operations*.

ORGANIZE THE STAFF

1-117. The XO and principal staff officers, after consultation and guidance from the commander, will direct the organization or reorganization of the battalion staff. The commander determines and the XO and principal staff officers clearly define all extra duties. See Individual Task 150-MC-0000, *Organize the Staff as the COS/XO/DCO*. (See ATP 6-0.5 for additional information.)

BUILD STAFF RELATIONSHIPS

1-118. The XO conducts basic team building among the staff and nests staff team building with the commander's program and the higher headquarters. For example, the S-4, after coordinating with the headquarters company commander, conducts internal teambuilding within the sustainment cell by ensuring all sustainment members conduct morning physical training together.

1-119. Senior level staff members typically conduct team building events independently of the staff. Additionally, senior level staff members build unity among staff sections by holding combined relationship building events.

1-120. Battalion level relationship building events will consistently promote professionalism and interpersonal skills that foster effective communication and build unity within the command. Using a variety of venues and techniques, allowing team members to contribute through observable means is essential to relationship building. Feedback mechanisms are established to promote interaction or prevent conflict within the staff. See Individual Task 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*, and Collective Task 71-TM-5004, *Develop Cohesive Teams Through Mutual Trust*.

DEVELOP NONCOMMISSIONED OFFICERS AND SOLDIERS

1-121. Section leaders will ensure NCOs and Soldiers are developed to accomplish their mission and can provide their expertise and input to the operations process. NCO and Soldier development is grounded in the unit professional development program. The program must combine developmental expectations with the projected mission requirements the organization will experience. The section leader will use every opportunity to seek appropriate technical/skill qualification schools, standardized training with proficiency assessments, and any additional training opportunities that may benefit the NCO, each Soldier, and the organization. Refer to Individual Task 150-LDR-8003, *Conduct Initial Assessment for a New Leadership Position*.

TABLE II: DEVELOP MDMP SKILLS AT THE SECTION LEVEL

1-122. The XO continues to supervise the principal staff officers as they refine the basic and intermediate skills of their section and its members. Principal staff officers have primary responsibility for this table, but the XO can bring the staff together as needed to begin staff integration during rehearsals. This table is conducted in a garrison environment.

CONDUCT THE MILITARY DECISION-MAKING PROCESS

1-123. Principal staff officers review MDMP roles and contributions with their sections. Leaders run their sections through drills using the operational environment selected by the commander. Leaders ensure the training enhances the section's thoroughness, clarity, judgment, logic, and professional knowledge to understand situations, develop problem solving options, and make recommendations.

1-124. Once the section gains basic MDMP proficiency, the principal staff officer or section leader will run abbreviated MDMP drills and scenarios based on a time constrained environment. The leader will use the collective tasks listed here to ensure the section understands and fulfills their MDMP duties and responsibilities. It is not intended for the XO to integrate all the sections into a full MDMP at this time. Principal staff officers use Collective Task 71-BN-5111, *Conduct the Military Decision-Making Process for Battalion*. Staff personnel participating in MDMP refer to Individual Tasks 150-MC-5110 through 150-MC-5121 for detailed guidance on the conduct of each step in the process. Individual staff sections also refer to their proponent training products for more tailored training.

CONDUCT THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

1-125. The rapid decision-making and synchronization process is a technique commanders and staffs commonly use during execution. While identified here with a specific name and method, the approach is not new; its use in the Army is well established. Commanders and staffs develop this capability through training and practice. The rapid decision-making and synchronization process facilitates continuously integrating and synchronizing the warfighting functions to address ever-changing situations. The rapid decision-making and synchronization process is based on an existing order and the commander's priorities as expressed in the order. The most important of these control measures are the commander's intent, concept of operations, and commander's critical information requirements (CCIRs). Refer to FM 6-0, *Commander and Staff Organization and Operations*, and Collective Task 71-BN-5002, *Conduct Rapid Decision-making and Synchronization Process*.

DEVELOP RUNNING ESTIMATES

1-126. As part of each staff section understanding their roles within the headquarters, the XO, principal staff officer, or section leader will train the section on the purpose behind running estimate development: to record information, provide expert analysis/opinions, and to provide recommendations. Leaders use Collective Task 71-BN-5144, *Develop Running Estimates for Battalions*, as well as tasks from their corresponding warfighting function proponent.

REVIEW COMMANDER'S DECISION SUPPORT TEMPLATE (DST) AND DECISION SUPPORT MATRIX (DSM)

1-127. The DST and DSM provide the projection of where and when a decision must be made, based on expected events at a specified location, with stated criteria and planned friendly actions in a narrative form. The battalion DST and DSM includes standard formats for decision support materials in the unit SOP, tailored those products and the situation at hand.

1-128. The DST graphically represents decision points, projected situations, and indicates when, where, and under what conditions a decision is most likely required to initiate a specific activity or event. It contains time phase lines, named areas of interest, target areas of interest, and decision points.

1-129. A DSM is a written record of a war-gamed course of action that describes decision points and associated actions at those decision points. It lists decision points, locations of decision points, criteria 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. Refer to Collective Task, 71-BN-5111, *Conduct the Military Decision-Making Process for Battalion*, and Individual Task, 150-MC-5111, *Conduct the Military Decision-Making Process*.

1-130. Battalion leaders can use DST and DSM from earlier missions as training aids while conducting Table II. During this table, and as part of the MDMP instruction, the principal staff officers will:

- Run their sections through internal wargaming drills.
- Instruct how their wargaming inputs result in outputs to feed the DST and DSM in COA development.
- Instruct how the DST and DSM inform the commander for COA selection.
- Train procedures their sections take once a COA is selected, including:
 - Refining DST graphics over space and time as the operational situation develops.
 - Refining the DSM written record, to include decision points, over space and time as the operational situation develops.

1-131. In addition to the DST and DSM, commanders and staffs use several tools (orders and attachments to orders, overlays, templates, matrices, lists, tables, and charts) to assist 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. Each principal staff officer and section leader will train and incorporate tools specific to their warfighting function to assist the commander in decision-making. For a listing of these tools, see ATP 6-0.5, appendix D.

ASSESS THE CURRENT SITUATION AND OPERATIONS

1-132. Each principal staff officer/section leader will use the proponent T&EOs for assessment tasks to manage and train their section on the use and application of these assessments. Refer to Individual Task 150-MC-5130, *Assess the Current Situation*, to train on formal assessments.

CONDUCT SECTION REHEARSALS

1-133. Table II rehearsals begin at the section level. Principal staff officers ensure their section thoroughly understands their role rehearsals, as well as how and when their section collaborates with other

staff sections in preparation for these rehearsals. Refer to Collective Task 71-BN-5122, *Perform a Rehearsal for Battalion*, and Individual Task 150-MC-5122, *Perform a Rehearsal*.

VERIFY SECTION OUTPUTS

1-134. The XO, with direction from the commander, ensures all sections account for respective, predetermined outputs. These outputs come in all types and serve various purposes, including those that provide direction to subordinate units; inputs to other staff processes/procedures within the battalion; and those that inform or drive processes for higher, adjacent, supporting, and supported headquarters. All outputs must lead to a better understanding of a situation and facilitate steps toward a decision. Examples of these can include a daily threat update from the S-2 that is an input to other staff sections and processes, and a sustainment forecast over space and time that includes friendly losses from the S-1 that informs the unit DSM and the brigade personnel replacement process. Refer to Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

DEVELOP SECTION TRAINING PLANS

1-135. Section leaders must have a comprehensive understanding of their respective section requirements and inputs/outputs, and have identified the training required for their sections to be responsive to the commander's decision-making process. The section leader, in coordination with the S-3 and the headquarters company, develop a training plan that focuses on the needs of the section, their designed capabilities, the mission, and the commander's requirements. The S-3 ensures these training plans are captured within the overall battalion training plan. Once all sections have formalized their internal training plans, the S-3 develops a unit training plan to present to the commander. The commander provides guidance and the S-3 will adjust until approval is received and the training plan is published. Refer to Individual Task 150-COM-7170, *Write the Unit Training Plan OPORD*.

TABLE III: ESTABLISH STAFF/CELL PROCESSES AND INTEGRATE WARFIGHTING FUNCTIONS

1-136. In Table III, the XO begins integrating the staff and forming command post cells. This table also refines the section skills with the principal staff officer/section leader training their sections on more aspects of the MDMP. This table can be performed in a garrison environment.

ORGANIZE THE STAFF

1-137. The XO organizes the various sections into functioning command post(s). Of note, not all battalions will have the full range of warfighting functions, nor a large enough staff to establish planning cells; and may have inexperienced staff officers and NCOs working in their first assignments. The commander and XO establish command post cells based on the unit MTOE, capabilities, and mission. They refer to FM 6-0 and the doctrine for their unit when establishing these cells. The XO, principal staff officers, and section leaders use Individual Task 150-MC-0000, *Organize the Staff as the COS/XO/DCO*.

VALIDATE WARFIGHTING FUNCTIONS

1-138. As the unit receives new members to the staff or the staff realigns for operational reasons, the XO will validate each of the unit's warfighting functions. The individual tasks covering each are listed below. The XO verifies adherence to SOPs, the commander's intent, orders from higher headquarters, and operational requirements. Of note, this publication will not get into the finer details of what actions each staff section performs or how they are to perform them. For example, the commander wants the S-2 section to conduct more detailed intelligence integration training based on an influx of additional personnel. The commander consults the unit CATS and finds task set 52-TS-8131, *Integrate Intelligence Activities in Support of Operations*. The commander sees the following tasks to train the intelligence section, to include:

- 34-SEC-3171, *Plan Integration Into the Intelligence Architecture*.
- 34-SEC-3173, *Provide Intelligence Support to Information Collection Planning*.

1-139. The CATS displays the number of times and hours the sections are to train on the task set to gain the desired proficiency (crawl/walk/run). The XO uses the following individual tasks for validating each warfighting function (for those functions represented on the unit staff):

- 150-MC-0001, *Validate the Maneuver Warfighting Function Staff.*
- 150-MC-0002, *Validate the Intelligence Warfighting Function Staff.*
- 150-MC-0003, *Validate the Fires Warfighting Function Staff.*
- 150-MC-0004, *Validate the Sustainment Warfighting Function Staff.*
- 150-MC-0005, *Validate the Mission Command Warfighting Function Staff.*
- 150-MC-0006, *Validate the Protection Warfighting Function Staff.*

CONDUCT MILITARY DECISION-MAKING PROCESS

1-140. The military decision-making process (MDMP) helps leaders apply diligence, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions. This process helps commanders, staffs, and others think critically and creatively while planning. In Table III, the staff begins collectively training the MDMP using the scenario and higher headquarters order used during certification in Table VI. Refer to FM 6-0, Collective Task 71-BN-5111, *Conduct the Military Decision-Making Process for Battalion*, and Individual Tasks 150-MC-5110 through 150-MC-5121 for the steps and procedures used during MDMP.

CONDUCT MISSION ANALYSIS AND INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)

1-141. Commanders and their staffs (informed by subordinate and adjacent commanders and by other partners) gather, analyze, and synthesize information to orient themselves on the current conditions of the operational environment. The commander and staff conduct mission analysis to better understand the situation and problem, and identify what the command must accomplish, when and where it must be done, and most importantly why—the purpose of the operation. IPB 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. The IPB process identifies critical gaps in the commander’s knowledge of an operational environment. Training time spent conducting thorough mission analysis and IPB at this stage of the training tables will pay great dividends later. Refer to FM 6-0, ATP 2-01.3, *Intelligence Preparation of the Battlefield*, and Collective Tasks 71-BN-5112, *Conduct Mission Analysis for Battalion*, and 34-SEC-3180, *Conduct Intelligence Preparation of the Battlefield (IPB)*, for detailed execution guidance. Each contributing staff officer refers to Individual Task 150-MC-2210, *Provide Input for Intelligence Preparation of the Battlefield*, when preparing their input to the IPB.

CONDUCT A RISK ASSESSMENT

1-142. Staff leaders begin risk management by conducting risk assessment in conjunction with mission analysis. Throughout the operations process, commanders, in conjunction with staff, use risk assessment to manage risks associated with all hazards that have the potential to injure or kill friendly and civilian personnel, damage or destroy equipment, or otherwise impact mission effectiveness. See Individual Tasks 150-MC-5145, *Conduct Risk Management*, and 012-000-0002, *Conduct a Risk Assessment Using Deliberate Risk Assessment Worksheet (DD Form 2977, Deliberate Risk Assessment Worksheet, <https://www.esd.whs.mil/Portals/54/Documents/DD/forms/dd/dd2977.pdf>;* and Collective Task 71-BN-5145, *Conduct Risk Management for Battalion*. See ATP 5-19, *Risk Management*; for further description.

ENGAGE IN COURSE OF ACTION DEVELOPMENT

1-143. The battalion XO or S-3 leads the staff through COA development drills, ensuring each functional cell contributes to planning efforts within its functional responsibilities. The XO also designates the special staff’s COA development roles and responsibilities. The commander’s planning guidance for this step is important in COA development. Commander’s guidance must reflect an appreciation of the unpredictable and uncertain nature of the operational environment, and how to cope with ambiguity. The XO leverages the

Table II step above on the DST and DSM. The XO and staff members use Individual Task 150-MC-5114, *Engage in Course of Action Development*.

1-144. The planning team establishes evaluation criteria. The commander and staff use these criteria to measure the relative effectiveness and efficiency of one COA relative to other COAs. Evaluation criteria address factors that affect success and those that can cause failure. Criteria change from mission to mission and must be clearly defined and understood by all staff members before starting the war game to test the proposed COAs. Normally, the XO establishes weights based on the assessment of each criterion's relative importance and the commander's guidance.

CONDUCT COURSE OF ACTION ANALYSIS

1-145. COA analysis enables commanders and staffs to identify difficulties or coordination problems as well as probable consequences of planned actions for each COA being considered. It helps them think through the tentative plan. COA analysis not only appraises the quality of each COA, but it also uncovers potential execution problems, decisions, and contingencies. Section leaders train their personnel to contribute analysis for their designated function during the wargaming process. For example, the personnel section will contribute analysis regarding projected casualties based on the tempo and type of operation for each COA. Refer to Individual Task 150-MC-5115, *Conduct Course of Action Analysis (Wargaming)*, for detailed execution guidance.

RECOMMEND COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

1-146. As the staff begins work as a cohesive unit and prepares for the staff rehearsal, the XO leads the battalion on recommending CCIR to the commander within each warfighting function. CCIR are information requirements identified by the commander as being critical to facilitate timely decision-making. The staff identifies and recommends PIR and FFIR to the commander to designate as CCIR.

1-147. CCIR are established as part of the military decision-making process and refined throughout the conduct of operations. The XO uses Individual Task 150-MC-5113, *Recommend the Commander's Critical Information Requirements*.

CONDUCT A COURSE OF ACTION DECISION BRIEFING

1-148. After completing its analysis and comparison, the staff identifies its preferred COA and makes a recommendation. The staff then delivers a decision briefing to the commander. The XO highlights any changes to each COA resulting from the war game. At the end of the briefing, the commander (or the XO acting as the commander for training purposes) selects a COA that will carry the staff through Table VI; approves the mission statement and CCIR; and provides commander's intent. Refer to Individual Task 150-MC-5009, *Conduct a Course of Action Decision Briefing*, for evaluating this event.

PREPARE AN OPERATION ORDER

1-149. The battalion is required to publish an OPORD as part of the operations process. The staff must be proficient in conducting the MDMP, and the OPORD reveals that proficiency. The length and detail of the order can vary due to time and the mission. Once the order is approved by the commander or S-3, the staff prepares and executes an OPORD brief based on commander's guidance. They also distribute the order to higher, adjacent, lower/subordinate, supporting, and supported units. Adhere to the basic standards, as written in Individual Task 150-MC-5119, *Prepare an Operation Order*, and Collective Task 71-BN-5119, *Prepare an Operation Order*.

DEVELOP KNOWLEDGE MANAGEMENT PLAN

1-150. The ability to efficiently manage information and knowledge is essential to effective mission accomplishment. The volume of available information at the battalion level makes it difficult to identify and use relevant information. Knowledge management (KM) provides the means to efficiently share knowledge, thus enabling shared understanding and learning. During Table III, the staff, led by the S-6/ knowledge management officer (KMO), conduct the first 3 steps of the knowledge management process (Assess, Design,

and Develop) to draft the knowledge management plan (KMP). Later in the training tables, the KMO will lead the piloting and implementation of the KMP, and will lead the KM working group to assess and update the KMP leading to the Validation Exercise in Table X. The staff will use Collective Task 71-BN-5330, *Integrate Situational Understanding Through Knowledge Management for Battalion*.

TABLE IV: SYNCHRONIZE COMMAND POST OPERATIONS

1-151. Table IV begins the process of fully integrating the functional and integrating cells within the battalion. The XO begins the more complex steps of conducting the entire operations process as well as manning the command posts. Table IV can take place during a STAFFEX or a similar training event as determined by the commander. Table IV is designed to be scenario driven in a complex and dynamic operational environment, and against a hybrid threat. The commander designates a mission essential task T&EO from the unit's METL for the training event. For this table, command posts train in isolation to establish internal processes and procedures, with limited or simulated interactions between the unit's command posts and those of higher, adjacent, lower, supporting, and supported units.

INTEGRATE STAFF CELLS FOR OPERATIONS

1-152. The XO uses the training exercise in Table IV to fully integrate the warfighting functions and integrating cells in the headquarters to enable synchronization for decision-making. The XO can use the battle rhythm for this event to conduct this integration. For this step within the table, the XO ensures inputs and outputs by staff cells are integrated and not acting as independent bodies. The cells complement and feed the proper cell or working group for rapid and informed decision-making. The XO will make adjustments to the organization as needed or directed by the commander. See Individual Task 150-MC-5126, *Integrate Staff Cells for Operations*.

SYNCHRONIZE STAFF PROCESSES

1-153. The XO, with the assistance of the principal staff officers and cell NCOs, synchronizes staff working groups, planning teams, and processes. When the synchronized process or activity leads to a command decision, a board may be the appropriate forum. These working groups, boards, and processes take place throughout the operations process and as the mission and commander require. The staff will also participate in and provide input to the higher headquarters' boards, working groups, and processes. The XO allows adequate time in the battle rhythm for working groups, boards, and processes to run their course so outputs can achieve the desired affects. See Individual Task 150-MC-5128, *Synchronize Boards and Processes*.

ESTABLISH A BATTLE RHYTHM

1-154. The battle rhythm provides structure and synchronization for managing a headquarters' most important internal resource – the commander's and staff's time. As part of this synchronization, the XO establishes a staff battle rhythm, forming the framework for a deliberate cycle of command, staff, and unit activities intended to synchronize current and future operations. The battle rhythm must include all unit command posts, and account for the battle rhythm requirements of higher, subordinate, and supported units. However, the battle rhythm is not static. An effective battle rhythm is modified as the situation evolves to include the types or series of meetings with expected staff representation, outcomes, and delegated decision authority for particular purposes or functions. Considerations for an effective battle rhythm:

- Facilitates commander-centric requirements for touch points.
- Leads to timely decisions by the commander.
- Addresses daily, weekly, and monthly requirements.
- Balances time allotted for discussion, synchronization, and production.
- 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.

1-155. To ensure meetings are well organized and achieve intended results, staff leads develop instructions for each meeting (sometimes referred to as “Seven Minute Drills”) 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 (such as updated collection plan).
- Expected outputs (such as approved target nominations).
- Agenda.

1-156. Commanders and XOs allow white space in the battle rhythm and avoid inundating the staff with too many meetings. The battalion events help build the battle rhythm. The XO uses Individual Task 150-MC-5123, *Establish a Battle Rhythm*. Refer to ATP 6-0.5, *Command Post Organization and Operations*.

CONDUCT REHEARSALS

1-157. Rehearsals are commander's tools to ensure staffs and subordinates understand the commander's intent and the concept of operations. The primary purpose for rehearsals is to generate shared understanding of the commander's visualization for the upcoming operation. They allow commanders, their staffs, and subordinate unit commanders to identify shortcomings in the plan not previously recognized. Rehearsals also contribute to external and internal coordination, as the staff identifies additional coordinating requirements. During Table IV, the executive officer will lead the staff in rehearsing the planned operation to perform the mission associated with the MET selected for the training scenario. Following the rehearsal, the S-3 will publish the results and refinements to the plan in a FRAGORD. Refer to FM 6-0 and Collective Task 71-BN-5122, *Perform a Rehearsal for Battalion*.

PRACTICE STAFF BATTLE DRILLS

1-158. A battle drill is a collective action rapidly executed without applying a deliberate decision-making process. A battle drill or SOP rehearsal ensures all participants understand a technique or a specific set of procedures. FM 6-0 has a list of suggested battle drills for command posts to help the battalion establish its own battle drills in the SOP.

REFINE THE PLAN

1-159. The commander and staff continuously refine the plan during all phases (plan, prepare, execute, assess) of the operation. The commander maintains a personal situational understanding of the operational environment through battlefield circulation, monitoring voice networks, and a variety of updates from the staff and subordinate leaders. The commander provides direction on key activities for the staff to monitor that may require additional refinement or adjustments to the plan. Refining the plan typically takes place when new information validates or invalidates assumptions made during planning, when intelligence confirms or denies enemy actions, or the status of friendly forces changes and the situation develops. The XO leads the staff through a refinement of the plan and the mission objectives contained therein. The S-3 will publish approved refinements to the plan in FRAGORDs to the battalion. The XO will use Individual Task 150-MC-5124, *Refine the Plan*.

ESTABLISH THE COMMAND POST

1-160. A command post is the organization designed to help the commander exercise mission command. Depending on the type of battalion, the unit may have a tactical command post (TAC CP, or simply TAC), a combat trains CP, a field trains CP, or other alternate command post. The staff is organized into functional cells and staff sections in each of the battalion command posts to facilitate coordination and promote efficiency. These command posts provide the battalion commander flexibility in arranging the battalion's control nodes within the battalion's area of operations.

1-161. The commander determines the sequence of deployment, timing of moves, initial locations, and task organization for all the battalion's command posts based on the mission variables of METT-TC and the commander's visualization. The commander task-organizes functional capabilities and personnel across the main and other command posts to match the commander's concept for control of operations. The battalion

tactical and main command posts deploy to separate locations or are consolidated based on the mission variables. Each command post performs functions implied by its organizational design and those tasks assigned by the commander. In the mission command paragraph (paragraph 5) in the battalion operations order, the commander details any changes to the doctrinal authority, responsibilities, task organization, and any special instructions.

1-162. Each battalion command post standardizes procedures associated with:

- Command post battle drills.
- Shift-change briefings.
- Operations updates and assessment briefings.
- Operations synchronization meetings.
- Transferring control between command posts.

1-163. The unit will use Collective Tasks 71-BN-0050, *Establish a Battalion Command Post in an Operational Environment*, and 71-BN-5204, *Establish an Alternate Command Post in an Operational Environment for Battalion*. Refer to ATP 6-0.5, *Command Post Organization and Operations*.

FORMALIZE SHIFT CREWS

1-164. Once the CPs are established and manned, the XO will formalize and recommend shift crews to the commander. When organizing shifts, the XO and principal staff officers must consider the duties and responsibilities inherent to an area of expertise or warfighting function required for that specific CP in relation to time, space, and other battlefield conditions. The commander adjusts or confirms the shift crews early in the MCTT so crews can gain familiarity with one another and their shift leader. The XO will ensure crews understand the inputs, outputs, and battle rhythm to support the commander. The XO will ensure the formalized shifts have ample opportunity to exercise reps and sets to build shift proficiency. Refer to Individual Task 150-MC-5205, *Lead a Shift Change*.

1-165. Unit manning documents for most battalion-sized units are designed to provide two 12-hour shifts to meet the requirement for continuous operations (ATP 6-0.5). 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 may organize shifts using the standard shift, heavy or light shift, or stagger shift techniques.

1-166. Regardless of the method used, several considerations apply. The commander and key leaders are not placed on a duty shift. 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.

VERIFY COMMAND POST STANDARD OPERATING PROCEDURES AND FUNCTIONALITY

1-167. Once the shifts and CPs are established, and the staff runs through the event, the section leaders and the XO will ensure all SOPs are updated based on learning over time; the evolving needs of the commander; higher, lower, and supporting units; and the mission set. Commanders ensure comprehensive and detailed SOPs are developed, maintained, trained, and used for all aspects of operations. In this way, operations become a matter of routine successfully executed in periods of stress and great demand. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

TABLE V: CONDUCT STAFF REHEARSALS

1-168. The XO will verify staff is prepared to conduct certification Table VI. This rehearsal incorporates all cells and processes into a single training exercise. This rehearsal aligns with an already scheduled collective training event in accordance with the unit CATS. For example, the battalion is performing its first CPX leading to an EXEVAL. As budget and training days allow, this table is conducted in a field or simulated field environment with 24-hour operations, whereby each shift has an opportunity to train appropriate drills, battle rhythm events, and procedures. Commanders can choose which collective tasks to

perform. For example, the commander establishes that the battalion will use 55-BN-4800, *Conduct Expeditionary Deployment Operations at the Battalion Level*, MET as the primary task for a deployment exercise (DEPEX). The commander might also select Collective Tasks 71-BN-5100, *Conduct the Mission Command Operations Process for Battalions*, and 55-BN-4802 *Conduct Home Station Mobilization Activities at the Battalion Level*, as supporting collective tasks.

REVIEW STAFF ORGANIZATION

1-169. The XO and commander organized the staff in Table I-IV. In consultation with the commander, the XO uses this table as a last look for staff organization. The rehearsal will give the XO time to confirm or reorganize the staff as needed, based on manning and mission requirements. If changes are required, the XO makes those changes before the Table VI certification. The principal staff officers go through the same review process and make recommendations to the XO. During this table, the commander identifies and the XO defines all additional duties yet to be assigned. See Individual Tasks 150-LDR-5013, *Organize the Staff for Operations*; 150-MC-0000, *Organize the Staff as the COS/XO/DCO*; and Collective Task 71-BN-5123, *Task Organize for Operations for Battalion*.

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-170. This task is performed in unison with establishing the CP. The S-3 designates a battle captain and a COP manager prior to or during this event. The COP manager works for the battle captain. The COP manager is a person selected and designated to serve in this position due to their high degree of attention to detail, MCIS experience, computer skills, knowledge of FM 6-0, intelligence expertise, and experience working in a CP. The COP manager's duties include—

- Displaying all information required for the COP and decision-making.
- 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.
- Coordinating COP requirements with higher headquarters and subordinate units.

1-171. Both the COP manager and the battle captain work under the authority of the XO, and both are part of the KM team. The digital master gunner assists in the establishing the COP as well. Digital master gunners are the commander's subject matter experts regarding operation, maintenance, integration, and operator training for unit MCIS. 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.

1-172. While the MCDMG and the S-6 establish the framework and systems for the COP, the population of that framework and integration into the exercise is the responsibility of operators within the staff, under the guidance of the COP manager. The XO ensures the staff establishes the COP to meet the requirements of the mission, in accordance with the unit SOP and the commander's intent.

1-173. 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 and decision-making. CP personnel prioritize and emplace COP displays—both digital and analog—to facilitate situational awareness. See Collective Tasks 71-BN-5319, *Establish the Common Operational Picture*; 71-BN-5316, *Display the Common Operational Picture*; and Individual Task 150-MC-5315, *Establish the Common Operational Picture*.

CONDUCT THE OPERATIONS PROCESS

1-174. The staff achieves a go in all performance and leader performance measures and a 100% go rating on all critical performance measures on the T&EO for Collective Task 71-BN-5100, *Conduct the Mission Command Operations Process for Battalion*. The staff will conduct the operations process fully supporting the commander and the mission. Each section will maintain running estimates and recommend any plan variations and changes to the commander, in a timely manner. The staff will conduct the operations process while conducting tasks from the battalion's standard METL, assigned mission METL, or other tasks assigned by the higher headquarters or the commander.

PREPARE AN OPERATION ORDER

1-175. The battalion is required to publish an OPORD as part of the operations process. The staff must be proficient in conducting the MDMP, and the OPORD reveals that proficiency. The order length and detail can vary due to time and the mission. The staff distributes the order to higher, adjacent, lower/subordinate, supporting, and supported units. The XO evaluates the OPORD against the basic standards established in Individual Task 150-MC-5119, *Prepare an Operation Order*, and Collective Task 71-BN-5119, *Prepare an Operation Order for Battalion*.

REACT TO A FRAGMENTARY ORDER

1-176. At some point during the operation, the commander initiates either a verbal or a written FRAGORD. This FRAGORD can be for any reason as determined by the commander and following the training scenario. For example, the battalion commander directs the staff to react to a FRAGORD from higher, directing the force to temporarily transition into a hasty defensive posture. The staff will conduct rapid decision-making and synchronization process to ascertain necessary changes to the current plan and recommend changes to the commander within the designated timeline. See Collective Task 71-BN-5203, *React to a Fragmentary Order (FRAGORD) for Battalion*.

FINALIZE THE BATTLE RHYTHM

1-177. The XO and principal staff officers will use the commander's guidance and the staff rehearsal to finalize the battle rhythm in the unit SOP. The XO will ensure the commander has adequate time to participate (exercising command presence) during the operations process, and ample time for battlefield circulation and key leader engagements. This battle rhythm, at a minimum, will ensure all inputs and outputs are based on resources, the DSM/DST, mission, training objectives, delegated authorities, and the commander's intent, directly in support of decision-making and resource allocation. Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

FINALIZE DECISION SUPPORT MATRIX

1-178. The DSM is an integral part of staff priorities. Here the staff refines the DSM and DST as well as the processes for employing and updating them. The DSM is tied to both the operations process and MDMP. The DSM and DST portray key decisions and potential actions likely to arise during the execution of each COA (FM 6-0, Ch. 9). The DSM is tied to resources, events, and decisions the commander needs to make to affect outcomes. During the event, the staff will brief the commander on any changes to the DSM and DST. Delegation authorities are stipulated within the DSM and DST for decisions that must be made in the commander's absence. Refer to Individual Task 150-MC-5111, *Conduct the Military Decision-Making Process*.

FINALIZE COMMAND POST CREWS, ROLES, AND RESPONSIBILITIES

1-179. Upon rehearsal completion, the XO and principal staff officers avoid changes to crews, roles, and crew member responsibilities prior to staff certification. Any changes sections feel are needed must be approved by the XO. Any cross-functional position changes are elevated to the XO for approval. Refer to Individual Task 150-MC-5205, *Finalize Command Post Crews, Roles, and Responsibilities*.

EMPLOY THE MISSION COMMAND SYSTEM

1-180. The commander employs the mission command system, which includes:

- Personnel – Ensures the staff is organized and all personnel are positioned appropriately according to job skill and the needs of the command.
- Networks – Ensures the servers, wires, satellites, and networks are updated, operating, and secure.
- Information systems – Ensures the MCISs are updated, operating, and sharing information both internal and external to the command.
- Processes and procedures – Ensures all lessons learned to this point in the tables are captured in a unit SOPs. All inputs and outputs from the various cells, boards, working groups, and planning teams are updated. Information management and its display are within command guidelines.
- Facilities and equipment – Ensures all facilities are maintained, reserved, and ground cleared. All command equipment (including vehicles) are maintained and prepared to execute the mission.

1-181. Changes identified for retraining or adjusting during the Table V rehearsal are made prior to the Table VI certification. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*.

CONDUCT COMMAND POST OPERATIONS

1-182. The staff personnel conduct command post operations to support the commander in developing a shared understanding and making decisions. The staff executes several routine and recurring tasks to establish, operate, and move the CP. With staff assistance, commanders develop processes and procedures for executing these tasks and capturing them in the CP SOP. The collective whole of those processes and procedures are encapsulated into SOPs to govern CP operations. See ATP 6-0.5 and Collective Task 71-BN-5200, *Conduct Command Post Operations*.

CONDUCT SECTION/CELL AFTER ACTION REVIEWS

1-183. Staff section and cell leaders conduct internal AARs to SOP identify adjustments required retraining prior to certification in Table VI. Refer to 150-MC-5133, *Conduct a Formal AAR* for additional information.

1-184. Graphic 1-4 crosswalks the inputs, tasks, and outputs for Tables I through V for the battalion staff. Each staff section refines the inputs and outputs in their section SOP.

Mission Command Training Tables I through V for Battalion Staff ¹		
<p>Inputs</p> <ul style="list-style-type: none"> • SOPs • Policies • Drills • TC 6-0 • FM 3-0 • ATP 6-0.5 • ADP 6-0 • ATP 6-22.1 • ATP 6-22.6 • MTO&E • Unit manning roster 	<p>Table I: Organize and Acclimate Staff to Organization*</p> <ul style="list-style-type: none"> • Understand unit doctrine applications, staff duties, responsibilities, and SOPs (<i>Create Shared Understanding</i>) 150-LDR-5007 • Conduct WFF and CP organization (<i>Organize The Staff For Operations</i>) 150-LDR-5013 • Organize the Staff as the COS/XO/DCO 150-MC-0000 • Build staff relationships (<i>Develop Cohesive Teams Through Mutual Trust</i>) 150-LDR-5001 (<i>Develop Cohesive Teams through Mutual Trust</i>) 71-TM-5004 • Develop NCOs and Soldiers (<i>Conduct Initial Assessment For A New Leadership Position</i>) 150-LDR-8003 	<p>Outputs</p> <ul style="list-style-type: none"> • Staff duties and responsibilities refined in SOP • Staff organization • Records of initial counseling
<p>Inputs</p> <ul style="list-style-type: none"> • Table I Inputs & Outputs • Order or plan from higher HQ • Commander's initial planning guidance • ADP 5-0 • FM 6-0 • ATP 5-0.3 • FM 7-0 • Commander's training guidance 	<p>Table II: Develop MDMP Skills at the Section Level*</p> <ul style="list-style-type: none"> • Conduct the MDMP (<i>Conduct The MDMP For Battalion</i>) 71-BN-5111, individual MDMP tasks 150-MC-5110 thru 150-MC-5121 • Conduct RDSP 71-BN-5002 • Develop Running Estimates 71-BN-5144 • Review commander's decision support template & decision support matrix (<i>Conduct The MDMP For Battalion</i>) 71-BN-5111 / (<i>Conduct the MDMP</i>) 150-MC-5111 • Assess the Current Situation 150-MC-5130 • Conduct section rehearsals (<i>Perform A Rehearsal</i>) 150-MC-5122 • Verify section outputs (<i>Establish Boards and Working Groups</i>) 150-LDR-5011 • Develop section training plans (<i>Write The Unit Training Plan OPORD</i>) 150-COM-7170 	<p>Outputs</p> <ul style="list-style-type: none"> • Staff section MDMP inputs • Staff cell running estimates • Section level proficiency • Section outputs for working groups, boards, briefings, or procedures • Training plan • Refined planning SOP
<p>Inputs</p> <ul style="list-style-type: none"> • Table II Inputs & Outputs • Commander's estimate & planning guidance • ATP 6-01.1 	<p>Table III: Establish Staff / Cell Processes and Integrate WFFs*</p> <ul style="list-style-type: none"> • Organize the Staff as the COS/XO/DCO 150-MC-0000 • Validate WFFs 150-MC-0001/0002/0003/0004/0005/0006 • Conduct MDMP for Battalion 71-BN-5111 <ul style="list-style-type: none"> ▪ Conduct Mission Analysis 71-BN-5112 and intelligence preparation of the battlefield ▪ Conduct a risk assessment (<i>Conduct Risk Management</i>) 150-MC-5145 ▪ Engage in Course of Action Development 150-MC-5114 ▪ Conduct Course of Action Analysis (<i>War-Gaming</i>) 150-MC-5115 ▪ Recommend CCIR 150-MC-5113 ▪ Conduct a Course of Action Decision Brief 150-MC-5009 ▪ Prepare an OPORD 71-BN-5119 • Develop KM Plan (<i>Integrate Shared Understanding Through Knowledge Management</i>) 71-BN-5330 	<p>Outputs</p> <ul style="list-style-type: none"> • Staff organization • Planning portion of unit SOP • MDMP products • OPORD/FRAGORD/OPLAN <ul style="list-style-type: none"> ▪ Mission statement ▪ Commander's intent ▪ Concept of the operation ▪ CCIR/EEFI • KM plan
<p>Inputs</p> <ul style="list-style-type: none"> • Table III Inputs & Outputs • Higher headquarters battle rhythm • Draft command post portion of unit SOP • Battle drills 	<p>Table IV: Synchronize Command Post Operations*</p> <ul style="list-style-type: none"> • Integrate Staff Cells for Operations 150-MC-5126 • Synchronize Staff Boards and Processes 150-MC-5128 • Establish a Battle Rhythm 150-MC-5123 • Conduct Rehearsals (<i>combined arms, fires, intelligence, etc.</i>) 71-BN-5122 • Practice staff battle drills (<i>see FM 6-0</i>) • Refine the Plan 150-MC-5124 • Establish the CP (<i>Establish a CP in an Operational Environment</i>) 71-BN-0050 • Formalize shift crews (<i>Lead A Shift Change</i>) 150-MC-5205 • Verify command post SOP functionality (<i>Conduct CP Operations</i>) 71-BN-5200 	<p>Outputs</p> <ul style="list-style-type: none"> • Battle rhythm • FRAGORD for OPORD refinements • Initially operational command post • Refined battle drills and battle rhythm portion of SOP <p>Add Alt CP and Branch/sequel T&EOs to text</p>

Graphic 1-4. Mission Command Training Tables I through V for Battalion Staff

Mission Command Training Tables I through V for Division Staff ¹ (Cont.)		
Inputs	Table V: Conduct Staff Rehearsal**	Outputs
<ul style="list-style-type: none"> Table IV Inputs & Outputs Commander's COP guidance (Commander's Training Table IV) 	<ul style="list-style-type: none"> Review staff organization (<i>Organize the Staff for Operations</i>) 150-LDR-5013 / (<i>Organize the Staff as the COS/XO/DCO</i>) 150-MC-0000 / (<i>Task Organize for Operations for Division</i>) 71-DIV-5123 Establish the COP 150-MC-5315/ 71-DIV-5319 /(<i>Display the COP</i>) 71-DIV-5316 Conduct the Operations Process (<i>Conduct the MC Operations Process</i>) 71-DIV-5100 React to a FRAGORD 71-DIV-5203 Finalize the battle rhythm (<i>Establish a Battle Rhythm</i>) 150-MC-5123 Finalize decision support matrix (DSM) (<i>Conduct the MDMP</i>) 150-MC-5111 Finalize CP Crews, Roles, and Responsibilities 150-MC-5205 Employ the mission command system (<i>Establish a Mission Command System</i>) 150-LDR-5252 Conduct Command Post Operations 71-DIV-5200 Conduct sensitive compartmented information facility (SCIF) operations (<i>Manage Special Security Office (SSO) Functions</i>) 34-TM-3090 Conduct section/cell AARs (<i>Conduct a Formal AAR</i>) 150-MC-5133 	<ul style="list-style-type: none"> Refined staff organization Commander-approved COP FRAGORDs MOE and MOP Finalized battle rhythm Refined DSM /other decision support products AAR results Refined SOPs
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The chief of staff validates that the staff has met all the training criteria for Tables I through V and is prepared to conduct Certification (Table VI) under conditions established by the commander.</p> <p>* Tables consist of tasks that prepare the staff personnel and sections for collective training. ** Table is conducted as part of a larger exercise and is supported by the commander, command posts, and digital crew tables. ¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 1-4. Mission Command Training Tables I through V for Battalion Staff (continued)

TABLE VI: CONDUCT STAFF CERTIFICATION

1-185. This table is conducted during a CPX or FTX (see the unit CATS). As budget and training days allow, this table is ideally conducted in a field environment with 24-hour operations. Certification is an internally evaluated event. The externally evaluated event is Table X.

1-186. Commanders choose which tactical tasks are to be performed. The commander certifies the staff has met all training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the staff is certified, they can proceed to unit training in Tables VII through X. The commander signs a memorandum for record with the certification event results. The unit training officer will upload this memorandum to DTMS.

1-187. This table is a culmination of all previous tables and the commander can use any of the above collective tasks for training as necessary. Any retraining occurs prior to Table VI.

1-188. Commanders organize the mission command system to support decision-making and facilitate communication. The XO manages the mission command system—the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment, enabling commanders to conduct operations.

1-189. The Tables I through VI outcome is the staff works as a cohesive unit, led by the commander. Each staff section/cell and command post understands and operates within their designed capabilities and the mission. Individual and section competency meets the Army design and the commander's intent. The staff performs the operations process seamlessly, without outside augmentation.

CONDUCT THE OPERATIONS PROCESS

1-190. The staffs achieve a go in all performance measures and a 100% go rating in all critical performance measures under Collective Task 71-BN-5100, *Conduct the Mission Command Operations Process for Battalion*. The staff will conduct the operations process, fully supporting the commander and the mission. Each section will maintain running estimates and recommend any plan variations and changes to the commander in a timely manner. The staff will conduct the operations process while conducting tasks off its standard METL, assigned METL, or other tasks assigned by the higher headquarters or the commander.

EXECUTE BATTLE RHYTHM

1-191. The XO will ensure the established battle rhythm is executed in support of the mission and the commander's intent. See Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT COMMAND POST OPERATIONS

1-192. CP personnel execute several routine and recurring tasks to establish, operate, and displace the CP. With staff assistance, commanders develop processes and procedures for executing these tasks and capturing them in the CP SOP. See ATP 6-0.5 and Collective Task 71-BN-5200, *Conduct Command Post Operations*.

CREATE SHARED UNDERSTANDING

1-193. The XO and principal staff officers will use running estimates, MCIS, and meetings to establish shared understanding across the staff. This shared understanding encapsulates the commander's vision, guidance, intent, desired end state, and the operational environment. The shared understanding is displayed in the common operational picture by the unit mission command system. Staff members use Individual Task 150-LDR-5007, *Create a Shared Understanding*, as a reference for this task.

TRANSFER MISSION COMMAND BETWEEN COMMAND POSTS

1-194. The unit will displace each mobile-designed CP at least once during this training event. While doing so, the commander and XO will ensure they maintain continuity of mission command. The staff will successfully transfer mission command from the main CP to another CP per unit SOP, and then

back to the main CP upon completion of the displacement. The XO works with the operations NCO on which systems get shut down, and in what order to ensure mission command is maintained throughout the process. The XO will use Collective Task 71-BN-5250, *Maintain Continuity of Mission Command for Battalion*.

DISPLACE THE COMMAND POST

1-195. The main CP displaces in either a single or phased move. The method selected depends on METT-TC, distance to move, 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 operation. All other CPs will displace per unit SOP at least once during the Certification event (such as TAC, combat trains, and field trains). Refer to Collective Task 71-BN-5201, *Displace the Command Post for Battalion*.

1-196. Graphic 1-5 provides a cross-walk of the inputs, tasks, and outputs the staff will execute and evaluate during Table VI.

Mission Command Training Table VI for Battalion Staff ¹		
Inputs	Table VI: Conduct Staff Certification**	Outputs
<ul style="list-style-type: none"> Table V Inputs & Outputs 	<ul style="list-style-type: none"> Conduct the operations process (<i>Conduct the MC Operations Process</i>) 71-BN-5100 Execute battle rhythm (<i>Establish a Battle Rhythm</i>) 150-MC-5123 Conduct Command Post Operations 71-BN-5200 Create shared understanding 150-LDR-5007 Transfer mission command between CPs (<i>Maintain Continuity of MC</i>) 71-BN-5250 Displace the command post 71-BN-5201 	<ul style="list-style-type: none"> AAR results Staff certifications
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander certifies that the staff has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the command posts are certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p>		
<p>** Table is conducted as part of a larger exercise and is supported by the commander, command posts, and digital crew tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 1-5. Mission Command Training Table VI for Battalion Staff

1-197. Upon completion of Table VI and staff certification, the staff, led by the XO and principal staff officers, and under the guidance of the commander, transitions to Tables VII through X. These tables are a more graduate-level form of the mission command warfighting function. In these tables, the staff integrates external elements (e.g., liaisons and unified action partners), the CPs train as one unit mission command system to conduct the operations process and support the commander’s decision making, and the staff conducts more interactions with higher, lower, adjacent, supported, and supporting headquarters. To do this successfully, all staff members must understand the roles and functions of not just their section and command post, but all sections and command posts in the mission command system. The tables lead the command to the culminating training event. Tables VII through X are listed in Figure 1-6, which provides an overview of how the staff progresses through Tables VII through X.

VII	VIII
<i>Integrate the Mission Command System</i>	<i>Synchronize Operations</i>
<ul style="list-style-type: none"> • Task organize for operations • Conduct the MDMP • Coordinate efforts with higher, lower, adjacent, and supporting units • Assess tactical situation and operations • Manage mission command information systems • Conduct knowledge management 	<ul style="list-style-type: none"> • Exercise battle rhythm • Conduct the operations process • Share relevant information • Conduct rehearsals
Venue: Commander Directed Facility: Locally	Venue: Training event aligned with unit CATS Facility: Training area
IX	X
<i>Mission Command Warfighting Function Validation Exercise Rehearsal</i>	<i>Mission Command Warfighting Function Validation Exercise</i>
<ul style="list-style-type: none"> • Conduct the operations process • Conduct knowledge management • Revise the plan • Emplace and displace the CP • Conduct command post operations • Conduct AARs 	<ul style="list-style-type: none"> • Conduct the operations process • Conduct knowledge management • Revise the plan • Displace the command post • Conduct command post operations • Execute the battle rhythm
Venue: Training event aligned with unit CATS Facility: Training area	Venue: Training event aligned with unit CATS Facility: Training area
AAR after action review CATS combined arms training strategy CP command post MDMP military decision-making process	MOE measure of effectiveness MOP measure of performance

Figure 1-6. Battalion Staff Tables VII-X Overview

TABLE VII: INTEGRATE THE MISSION COMMAND SYSTEM

1-198. Table VII begins with an order from higher headquarters for the unit’s external evaluation. Depending on the unit type and the nature of the planned EXEVAL operation, the unit will begin receiving liaisons and building the larger team with subordinate units and unified action partners. The XO, under the direction of the commander, will lead the command through the MDMP with the inclusion of the liaisons and attachments. Cells and sections will identify and establish reporting requirements through the correct channels, and the XO will ensure the headquarters can report these requirements to higher. The command will task organize based on mission requirements. The venue and facility location is determined by the commander in accordance with the unit CATS and mission requirements. For example, the battalion commander holds a CPX and combines tables VII through IX based on an abbreviated timeline for an upcoming mission.

TASK ORGANIZE FOR OPERATIONS

1-199. The staff recommends task organizing the unit with the possible addition of units and personnel prior to a training exercise or unified land operation. The array of forces corresponds with the commander's vision and selected course of action, chosen in MDMP. The command will use Collective Task 71-BN-5123, *Task Organize for Operations for Battalion*.

CONDUCT THE MILITARY DECISION-MAKING PROCESS

1-200. Once the liaisons and attachments are received and integrated, the XO will lead the staff through the MDMP. The XO will use the order issued by higher headquarters for the Table X external evaluation. The staff will use Collective Task 71-BN-5111, *Conduct the Military Decision-Making Process for Battalion*.

COORDINATE EFFORTS WITH HIGHER, LOWER, ADJACENT, AND SUPPORTING UNITS

1-201. As part of the scenario driven MDMP, the XO will ensure the cells and sections are properly leveraging and tasking higher, lower, adjacent, supported, and supporting units as appropriate. The XO will further ensure the battle captains and cell leads are relaying all information as a command to higher, lower, adjacent, supported, and supporting units, based on mission requirements (understanding that relaying information may be notional for training purposes). The XO further directs all relevant information be shared throughout the staff. See Individual Task 150-MC-5134, *Establish Coordination and Liaison*, and Collective Task 71-BN-5121, *Establish Coordination and Liaison for Battalion*.

ASSESS TACTICAL SITUATION AND OPERATIONS

1-202. The commander establishes an assessment plan in the Commander Table VII. The staff integrates that assessment plan with training objectives, the commander's DSM, DST, and the desired end state. The XO ensures all command posts contribute to the assessment. The XO informs the commander of any overlaps, conflicts, or issues. The XO and principal staff officers use Collective Task 71-BN-5130, *Assess Tactical Situation and Operations for Battalions*.

MANAGE MISSION COMMAND INFORMATION SYSTEMS

1-203. The battalion manages command, control, and communications systems to support timely information flow, in support of unified action in the battalion AO, within the authorities granted by unit type and/or mission. The command plans, engineers, installs, operates, maintains, and protects Department of Defense Information Network – Army (DODIN-A). The command supports operations by executing enterprise management, network assurance, and content management, as directed.

CONDUCT KNOWLEDGE MANAGEMENT

1-204. The commander ensures the staff correctly conducts knowledge and information management. The staff, led by the S-6 and/or knowledge management officer (KMO), revises the KMP. The KM working group assesses new information requirements for attachments and unified action partners (if any), and updates the KMP, leading to the Validation Exercise in Table X. All command posts/staff sections contribute to KMP development. See Collective Task 71-BN-5330, *Integrate Situational Understanding Through Knowledge Management for Battalion*.

TABLE VIII: SYNCHRONIZE OPERATIONS

1-205. The XO synchronizes warfighting functions. The table is event and scenario driven in a manner that the unit can work towards MET proficiency with collective task T&EOs as determined by the commander. The venue and facility locations are determined by the commander in accordance with the unit CATS and mission requirements. If the training scenario for Table X EXEVAL calls for the battalion to work closely with unified action partners, the battalion staff will incorporate partner operations and information requirements into the battalion's plans, orders, and procedures during this table.

EXERCISE BATTLE RHYTHM

1-206. Both the battle rhythm and the battle drills are based on unit capabilities, mission requirements, and the commander's intent. The XO will ensure these means of controlling operations account for any attachments or augmentation the unit will have when executing Table X. With the staff working with other live units instead of simulating their interactions, the XO may have to adjust the battle rhythm to meet the needs of higher, lower, supported, and supporting units. Commands build upon the battle rhythm and battle drills developed in tables IV through VI. Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT THE OPERATIONS PROCESS

1-207. With all attachments, liaisons, and supporting units participating in the exercise, the commander directs the XO to lead the command through the operations process. The XO will use Collective Task 71-BN-5100, *Conduct the Mission Command Operations Process for Battalion*, in connection with the collective tasks performed during the training event. The Commander directs the staff to run through all aspects of the operations process in conjunction with performing METL tasks during the training event.

SHARE RELEVANT INFORMATION

1-208. The staff will display and share relevant information based on security and mission requirements. The display is tied to the common operational picture and nested with the commander's DSM. If unified action partners are present, the command will ensure security and foreign disclosure policies and procedures are met. See Collective Task 71-BN-5317, *Share Relevant Information for Battalions*.

CONDUCT REHEARSALS

1-209. Conducting the operations process includes the XO leading the staff to conduct a combined arms rehearsal. The rehearsal connects all warfighting functions with unit capabilities, attachments, available support, or unified action partners for the mission. Staff leaders will conduct functional rehearsals (for example, the sustainment rehearsal) in accordance with commander's guidance and the battalion SOP. The commander's DSM and the plan are updated based on the outcomes of the rehearsals. See Collective Task 71-BN-5122, *Perform a Rehearsal for Battalion*.

TABLE IX: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

1-210. The validation exercise rehearsal is conducted in accordance with unit CATS and the commander's intent. This event is conducted in a real or simulated operational environment which the unit is allocated against for a given contingency. The exercise is conducted using 24-hour operations and lasts more than two days. The exercise will also be based on the Table X order issued by the evaluating headquarters, prior to Table VII. The intent is for this exercise to match as closely as possible to the training circumstances and requirements anticipated in Table X, the mission command warfighting function validation exercise. At the conclusion of executing Table IX, functional and integrating cell chiefs conduct informal internal AARs prior to the commander's unit AAR.

CONDUCT THE OPERATIONS PROCESS

1-211. The staff conducts the operations process while conducting MET collective tasks. See Collective Task 71-BN-5100, *Conduct the Mission Command Operations Process for Battalion*; and 71-BN-5002, *Conduct the Rapid Decision-Making Process (RDSP) for Battalion*.

CONDUCT KNOWLEDGE MANAGEMENT

1-212. The XO ensures the staff is conducting knowledge and information management to standard. Both knowledge management and information management are tied to running estimates and the common operational picture display. Knowledge and information management reflects the commander's

intent, the DSM, the mission, and orders from higher headquarters. See Collective Task 71-BN-5330, *Integrate Situational Understanding Through Knowledge Management for Battalion*.

REVISE THE PLAN

1-213. During the course of the exercise, the battalion will have to react to opportunities and unforeseen challenges. The staff re-synchronizes the operation and revises the plan, ensuring the revised plan complies with commander's guidance and intent, and accurately reflects updated circumstances. Refer to Collective Task 71-BN-5124, *Revise the Plan for Battalion*.

EMPLACE AND DISPLACE THE COMMAND POST

1-214. The unit displaces all CPs at least once each during this table (such as main, TAC, combat trains, and field trains). The command maintains continuity of mission command during the CP displacement. The command, led by the XO and under the direction of the commander, completes Collective Tasks:

- 71-BN-5201, *Displace the Command Post for Battalion*.
- 71-BN-0050, *Establish a Command Post in an Operational Environment*.
- 71-BN-5250, *Maintain Continuity of Mission Command for Battalion*.

CONDUCT COMMAND POST OPERATIONS

1-215. CP personnel execute several routine and recurring tasks to establish, operate, and move the CP. With staff assistance, commanders develop processes and procedures for executing these tasks and encapsulating them into the CP SOPs to govern CP operations. See ATP 6-0.5 and Collective Task 71-BN-5200, *Conduct Command Post Operations*.

CONDUCT AFTER ACTION REVIEWS

1-216. The commander conducts a formal AAR at the conclusion of Table IX and provides guidance to the staff on final adjustments prior to executing the Table X Validation Exercise. Refer to Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

1-217. This is the culmination exercise for all four training audiences in the battalion headquarters. The validation exercise typically takes place at the unit EXEVAL for METL proficiency and reporting. This exercise is driven by the evaluating commander and mission requirements.

CONDUCT THE OPERATIONS PROCESS

1-218. The staff conducts the operations process while the unit performs tasks on their unit Standardized METL, or other tasks as directed by the commander. The XO and staff will use Collective Tasks 71-BN-5100, *Conduct the Mission Command Operations Process for Battalion*, and 71-BN-5002, *Conduct the Rapid Decision-Making Process (RDSP) for Battalion*, to evaluate the staff, who achieve a Trained ('T-') proficiency rating or above.

CONDUCT KNOWLEDGE MANAGEMENT

1-219. The XO and principal staff officers will use the COP, running estimates, MCIS, and meetings to maintain shared understanding across the force. The KMO [may be an appointed additional duty at battalion level] will lead the KM working group to update and implement the battalion KMP as changes to the situation drive changes in information requirements. Shared understanding is based on the commander's vision, guidance, intent, desired end state, and the operational environment. Refer to Collective Task 71-BN-5330, *Integrate Situational Understanding Through Knowledge Management for Battalion*.

REVISE THE PLAN

1-220. The staff will use the battle rhythm and the DST to make and implement execution decisions during the course of Table X. If variances are detected, the staff will use RDSP to enable adjustment decisions and re-synchronize the operation. The XO will ensure the working groups and meetings have outcomes that directly support decisions the command must make to achieve the desired end state. The meetings outlined above are nested within the unit battle rhythm and support the higher command's decision-making. Refer to Individual Tasks 150-MC-5128, *Synchronize Boards and Processes*, and 150-LDR-5011, *Establish Boards and Working Groups*, and Collective Tasks 71-BN-5124, *Revise the Plan for Battalion*, and 71-BN-5002, *Conduct the Rapid Decision-Making Process (RDSP) for Battalion*.

DISPLACE THE COMMAND POST

1-221. The unit is required to displace each CP (such as main, TAC, combat trains, and field train) at least once during this training event. While doing so, the commander and XO will ensure they maintain continuity of MC. The staff will successfully transfer MC from the main CP to the alternate CP, and then back to the main CP upon completion of the displacement. The battle captain and operations NCO direct the staff on when to relinquish responsibilities to counterparts in another CP, and when to begin preparation for movement. The staff will use Collective Tasks 71-BN-5201, *Displace the Command Post*, and 71-BN-5250, *Maintain Continuity of Mission Command for Battalion*.

CONDUCT COMMAND POST OPERATIONS

1-222. The staff executes routine and recurring tasks to establish, operate, and move the CPs in accordance with the unit SOP, ensuring support to the commander's decision-making. The staff executes SOP-based battle drills as exercise events trigger them (for example, the main command post receives incoming artillery fire). See ATP 6-0.5 and Collective Task 71-BN-5200, *Conduct Command Post Operations*.

EXECUTE THE BATTLE RHYTHM

1-223. The XO ensures the staff executes established battle rhythm and makes adjustments to the battle rhythm as exercise events interfere with its execution. Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

1-224. The Tables VII through X outcomes are external validations the staff in each CP, with external augmenters and liaisons, are prepared to support, along with the battalion commander's decision-making and command and control execution during large scale ground combat operations. Each staff section/cell and command post understands and operates according to their assigned roles and responsibilities. The staff performs the operations process seamlessly. Training shortfalls were identified by Table IX and corrected before Table X.

1-225. Completing Table X indicates the command is prepared to conduct METL tasks at or above the T-level and is prepared to conduct unified land operations (ULO). The Table X outcome is the evaluating commander has validated the battalion staff as prepared to support the battalion commander in executing mission command during large scale ground combat operations. The commander signs a memorandum for record with the validation event results. The unit training officer will upload this memorandum to DTMS.

Graphic 1-6 provides a cross-walk of the inputs, tasks, and outputs the staff will execute and evaluate during Tables VII through X.

Mission Command Warfighting Function Training Tables – Battalions

Mission Command Training Tables VII through X for Battalion Staff¹		
Inputs	Table VII: Integrate the Mission Command System	Outputs
<ul style="list-style-type: none"> • Table VI Inputs & Outputs • Higher headquarters FRAGORD • Draft KM plan 	<ul style="list-style-type: none"> • Task Organize for Operations 71-BN-5123 • Conduct the MDMP 71-BN-5111 • Coordinate efforts with higher, lower, adjacent and supporting units (<i>Establish Coordination And Liaison</i>) 150-MC-5134 • Assess Tactical Situation and Operations 71-BN-5130 • Manage mission command information systems • Conduct knowledge management (<i>Create Shared Understanding Through Knowledge Management</i>) 71-BN-5330 	<ul style="list-style-type: none"> • FRAGORD • Refined staff structure • Updated running estimates • Reporting portion(s) of SOP • Revised CCIR / EEFI • Refined KM plan
Inputs	Table VIII: Synchronize Operations	Outputs
<ul style="list-style-type: none"> • Table VII Inputs & Outputs 	<ul style="list-style-type: none"> • Exercise battle rhythm (<i>Establish a Battle Rhythm</i>) 150-MC-5123 • Conduct the operations process (<i>Conduct the Mission Command Operations Process</i>) 71-BN-5100 • Share Relevant Information 71-BN-5317 • Conduct rehearsals (<i>Perform a Rehearsal</i>) 71-BN-5122 	<ul style="list-style-type: none"> • Refined battle rhythm • Refined rehearsal SOP
Inputs	Table IX: Mission Command WFF Validation Exercise Rehearsal***	Outputs
<ul style="list-style-type: none"> • Table VIII Inputs & Outputs 	<ul style="list-style-type: none"> • Conduct the Operations Process 71-BN-5100 / (<i>Conduct the Rapid Decision Making Process (RDSP)</i>) 71-BN-5002 • Conduct knowledge management (<i>Integrate Shared Understanding Through Knowledge Management</i>) 71-BN-5330 • Revise the Plan 71-BN-5124 • Emplace and displace the command post (<i>Establish a Command Post in an Operational Environment</i>) 71-BN-0050 / (<i>Displace the Command Post</i>) 71-BN-5201 / (<i>Maintain Continuity of Mission Command</i>) 71-BN-5250 • Conduct Command Post Operations 71-BN-5200 • Conduct After Action Reviews (<i>Conduct a Formal After Action Review</i>) 150-MC-5133 	<ul style="list-style-type: none"> • FRAGORD • Finalized SOPs / staff structure / battle rhythm • AAR results
Inputs	Table X: Mission Command WFF Validation Exercise****	Outputs
<ul style="list-style-type: none"> • Table IX Inputs & Outputs 	<ul style="list-style-type: none"> • Conduct the Operations Process 71-BN-5100 / (<i>Conduct the Rapid Decision Making Process (RDSP)</i>) 71-BN-5002 • Conduct knowledge management (<i>Integrate Shared Understanding Through Knowledge Management</i>) 71-BN-5330 • Revise the Plan 71-BN-5124 • Displace the Command Post 71-BN-5201 / transfer mission command between command posts (<i>Maintain Continuity of Mission Command</i>) 71-BN-5250 • Conduct Command Post Operations 71-BN-5200 • Execute battle rhythm (<i>Establish a Battle Rhythm</i>) 150-MC-5123 	<ul style="list-style-type: none"> • MET assessment • Staff validations • Validated SOPs • AAR results
<p>Proficiency for each task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander trains the mission command system in tables VII through IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.</p> <p>Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including the staff) is fully prepared to support the commander in the conduct of unified land operations. The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>*** Table is conducted as part of a larger exercise that is supported by the commander, command post, and digital crew tables. **** Table is executed as part of an externally evaluated culminating exercise.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 1-6. Mission Command Training Tables VII-X for Battalion Staff

SECTION IV – BATTALION COMMAND POST TRAINING TABLES

1-227. Section IV discusses the mission command training tables for the battalion command post.

MISSION COMMAND TRAINING TABLES FOR THE BATTALION COMMAND POST

1-228. The battalion employs a main CP. Depending on the unit type, the battalion may have a TAC CP, a combat or field trains CP, or some other alternate command post. Commanders will ensure all battalion CPs are trained in accordance with unit TOE design, manning, and design capabilities. This training ensures the personnel in each command post understand the roles and responsibilities of all command posts, how the command posts interact with each other to conduct the operations process, and how each command post interacts with higher, lower, adjacent, supported, and supporting headquarters.

1-229. For the purpose of this training circular, the ‘command post’ consists of the junior officers and NCOs on the staff that conduct the required routine functions during 24-hour operations. This section walks the commander, XO, battle captains, and operations NCOs through the tables needed to train, certify, and validate CPs. This section does not cover every aspect of training, nor will it pinpoint exactly how one trains each collective or individual task. Commanders and leaders requiring more information on training the force will reference the T&EOs for each task and FM 7-0 for assistance in conducting training management.

1-230. The XO and principal staff officers ensure each section NCOIC devotes a portion of their section training to CP operations, under the guidance of the battle captain and operations NCO. Commanders empower NCOs in the battalion to complete the tasks within these tables.

1-231. The operations NCO in each CP is a senior noncommissioned officer, responsible for monitoring and supervising the performance of the enlisted operations staff. The operations NCO 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 NCO assists the CP officer in charge with CP administration to include the following:

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

1-232. The operations NCO in each CP directs section noncommissioned officers to manage guard rosters, sleep plans, and shift schedules, as well as maintain discipline in and around the CP. The operations NCO works hand-in-hand with the headquarters battalion and its companies’ noncommissioned officers to fulfill the logistics requirements, provide tactical employment, and ensure CP security.

1-233. Battalion CP Tables I through VI, seen in Figure 1-7, are directed at the individuals, teams, and cells led by the operations NCO. The culmination of this training comes in Table V, rehearsal and Table VI, certification, as the headquarters comes together to work as a collective unit. There are no external attachments required for the execution of these tables. The XO is the authority, in coordination with the battle captain and operations NCO, to transition the staff from CP Tables I through V. Tables I-II are designed to occur on a continuous basis as new personnel arrive to the unit. The XO and operations NCOs will verify CP training proficiency in Table V, the rehearsal for certification.

<i>I</i>	<i>II</i>	<i>III</i>
<i>Conduct Pre-combat Inspections (Equipment and Maintenance)</i>	<i>Identify Command Post Characteristics</i>	<i>Establish Command Post Infrastructure</i>
<ul style="list-style-type: none"> • Inventory CP equipment • Verify CP equipment readiness • Identify sustainment requirements for the CP • Schedule maintenance requirements 	<ul style="list-style-type: none"> • Identify CP requirements • Design CP configuration • Review CP SOPs • Identify functional gaps and commercial solutions 	<ul style="list-style-type: none"> • Implement the knowledge management plan • Conduct information protection • Integrate functionality • Determine CP ergonomics • Identify power generation requirements
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
<i>IV</i>	<i>V</i>	<i>VI</i>
<i>Determine CP Survivability and Sustainability</i>	<i>Conduct Command Post Rehearsal</i>	<i>Conduct Command Post Certification</i>
<ul style="list-style-type: none"> • Establish a battalion CP in an operational environment • Establish the command post MCIS construct • Establish the CP security plan • Establish a sustainment plan • Finalize shift crews • Finalize shift crew responsibilities 	<ul style="list-style-type: none"> • Displace the CP • Finalize load plans • Finalize CP architecture • Identify electromagnetic signature • Conduct battle drills 	<ul style="list-style-type: none"> • Displace the CP • Maintain continuity of mission command • Certify shift crews • Perform security at critical sites
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event: (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event: (CPX) Facility: TBD
CP command post CPX command post exercise	MCIS mission command information system SOP standard operating procedure	

Figure 1-7. Battalion Command Post Tables I-VI Overview

1-234. The commander certifies each CP at Table VI, allowing them to transition to the more advanced battalion CP Tables VII through X. The commander signs a memorandum for record with the certification event results. The unit training officer will upload this memorandum to DTMS.

1-235. Tables VII through X build on basic CP competency and may (depending on unit type and mission) require inclusion of augmentees, unified action partners, emplacement and displacement, operational security, and continuous 24-hour operations. Again, once the CPs are validated in Table X, the commander signs a memorandum for record to document the validation exercise results and the training officer uploads the memorandum to DTMS.

TABLE I: CONDUCT PRE-COMBAT INSPECTION (EQUIPMENT AND MAINTENANCE)

1-236. This table is the introduction to the CP process. Section leaders can use sergeant’s time training to fill basic CP job skill deficiencies. For example, the operations NCO and intelligence NCOIC run a generator operations class during sergeant's time for Soldiers throughout the CP. In Table I, the CP leaders develop initial CP training through basic understandings of duties and responsibilities, under the supervision of the XO and operations NCO.

INVENTORY COMMAND POST EQUIPMENT

1-237. All CP members familiarize themselves on all section equipment. Staff section leaders will train their Soldiers using individual and section collective tasks as defined by the appropriate proponent. For example, the S-6 NCOIC conducts an inventory of all the equipment their section is responsible for in accordance with the TOE/MTOE. Leaders take note of what equipment is required to run each CP (node) and identify gaps if CPs must run concurrently. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

VERIFY COMMAND POST EQUIPMENT READINESS

1-238. The section leader ensures all section members understand how their assigned equipment operates both internally to their section and within the CP as a whole. Section NCOICs verify the usability and readiness of their equipment in accordance with the equipment PMCS and other equipment services found within each piece of equipment's TM. Each section NCOIC verifies all assigned equipment according to the TM and report any shortages to higher. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

IDENTIFY SUSTAINMENT REQUIREMENTS FOR THE COMMAND POSTS

1-239. The operations NCOs work with staff section NCOs in charge to develop command post sustainment requirements for current and future operations. Each operations NCO works with the headquarters battalion and its subordinate companies to fulfill those requirements, in accordance with Collective Task 71-CO-0433, *Support Command Posts for Companies*.

SCHEDULE MAINTENANCE REQUIREMENTS

1-240. The Section NCOICs will, based on operational requirements, manning constraints, and guidance from headquarters battalion and company commanders, schedule PMCS activities on a routine basis. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

TABLE II: IDENTIFY COMMAND POST CHARACTERISTICS

1-241. The section NCOICs and operations NCOs continue to supervise the CP Soldiers as they refine the basic and intermediate skills within their sections. Section NCOICs have primary responsibility for this table. 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.

IDENTIFY COMMAND POST REQUIREMENTS

1-242. Once the commander establishes the MCIS requirements (see Commander Training Table I), the operations NCOs work with the S-6, the KM team, the COIC, and the XO to conceptualize how the CP will look. This step is meant as a tabletop drill or sketch only. The operations NCO will lead the discussion and the other attendees provide inputs. The operations NCO works within the CP systems the command has on hand. If new or replacement systems are needed, the operations NCO brings these requests to the XO. Refer to Individual Task 150-MC-5202, *Develop the Command Post Layout*.

1-243. At this point, the commander will have directed which additional CPs to establish for upcoming mission requirements. At the conclusion of Table II, each operations NCO will have a detailed configuration of all CP requirements.

DESIGN COMMAND POST CONFIGURATION

1-244. Once the XO and operations NCOs get commander approval of their conceptualized plan for each CP, the section NCOICs configure their individual sections based on mission requirements. The operations NCO will oversee this action ensuring that system and hardware power requirements are being met.

1-245. Well-designed CPs integrate command and staff efforts. Within a CP, CP cell locations and staff elements are arranged to facilitate internal communication and coordination. Refer to Individual Task 150-MC-5202, *Develop the Command Post Layout*. 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.
- Survivability considerations.
- Electromagnetic signature.
- The ease of displacement (setup, tear-down, and movement).

REVIEW COMMAND POST STANDARD OPERATING PROCEDURES

1-246. Section leaders and NCOICs will review and update their section CP SOPs. These SOPs are nested with the CP as a whole. Section leaders will ensure SOPs are reviewed and updated as the mission, equipment fielding, commander's intent, and orders from higher headquarters dictate. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

IDENTIFY FUNCTIONAL GAPS AND COMMERCIAL SOLUTIONS

1-247. As the CP design begins to take shape, and the mission and commander's needs are weighed, the operations NCO will identify parts and equipment the unit will need to obtain. Refer to Individual Task 150-MC-5202, *Develop the Command Post Layout*.

TABLE III: ESTABLISH COMMAND POST INFRASTRUCTURE

1-248. Table III begins with the command receiving a mission, whether it be an upcoming CPX, a CTC rotation, or in support of unified land operations. This table begins configuration and functionality of future mission requirements into each CP (such as main, TAC, combat trains, and field trains). This table is performed at home station with the operations NCOs leading the effort under the direction of the XO. It is understood that CP and MCIS requirements are fluid at this point in the tables. However, the operations NCOs and section NCOICs can still get a general idea of the infrastructure requirements based on the commander's decisions in Tables I through III.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-249. The XO will provide the operations NCOs and section and cell leaders the mission and related information and knowledge management requirements. Combined, knowledge and information management provides Soldiers with timely and relevant information, in a usable format, facilitating understanding and decision making, across each unit CP.

1-250. Knowledge management and signal personnel 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 plan (KMP) and offers techniques for content management. The operations NCOs will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BN-5330, *Integrate Situational Understanding Through Knowledge Management for Battalion*, and 71-BN-5310, *Manage Information and Data for Battalion*.

CONDUCT INFORMATION PROTECTION

1-251. The battalion implements directed information protection measures using operations security (OPSEC), information assurance (IA), computer network defense (CND), and electronic protection to safeguard and defend friendly information and information systems. The battalion protects information regardless of media - telephonic, paper, digital devices, or traversing networks and residing on information systems; from time collected until utilized by the users, and decision makers. See Collective Task 71-BN-5010, *Conduct Information Protection for Battalion*.

INTEGRATE FUNCTIONALITY

1-252. The majority of staff work occurs within the functional and integrating cells. Staff members must 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. The operations NCOs will lead the section and cell NCOICs recommending a CP layout. For example, the operations NCO relocates the sustainment cell closer to the intelligence cell based on reports of enemy forces targeting logistics routes across the area of operations. The XO then directs a mutual workspace for meetings/briefings. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

DETERMINE COMMAND POST ERGONOMICS

1-253. Ergonomics is defined as people's efficiency in their working environment. Each section leader and section NCOIC will enable adequate working efficiency in the space provided. The operations NCO works with sections to help locate, re-locate, or co-locate equipment and personnel based on efficiency and the integration functionality mentioned above. Refer to Individual Task, 150-MC-5200, *Conduct Command Post Operations*, and 150-MC-5202, *Develop the Command Post Layout*.

IDENTIFY POWER GENERATION REQUIREMENTS

1-254. The operations NCO, with the assistance of the section NCOICs, identifies all power requirements within the CP. The operations NCO compares these requirements to available power generation, keeping in mind system redundancy, fueling, and maintenance requirements, and establishing a tailorable and portable power generation plan for the command post. The operations NCO also ensures section personnel and mechanics understand their responsibilities with power generation. Refer to Individual Task, 150-MC-5200, *Conduct Command Post Operations*.

TABLE IV: DETERMINE COMMAND POST SURVIVABILITY AND SUSTAINABILITY

1-255. CPs are expected to be set up and operational for this table. The commander may choose to set up the CP at a particular site and in conjunction with the exercise performed by the staff for Table IV, or the commander can direct the table be performed in a motor pool setting.

ESTABLISH THE COMMAND POST IN AN OPERATIONAL ENVIRONMENT

1-256. As part of the Table IV event, the commander establishes CPs in accordance with established unit SOP, the commander's intent, and operational variables. For example, the battalion

establishes the main CP at the beginning of a STX event. See Collective Task 71-BN-0050, *Establish a Battalion Command Post in an Operational Environment*.

ESTABLISH THE COMMAND POST MISSION COMMAND INFORMATION SYSTEM CONSTRUCT

1-257. As the headquarters prepares for Table V, the commander describes the purposes of the MCIS construct within the command post based on mission requirements and the commander's intent. Command post leaders configure each CP based on the commander's guidance, the mission, and current SOPs when refining locations for the MCIS within the CP. See Individual Task 150-LDR-5253, *Manage Command, Control, and Communications Systems*.

ESTABLISH THE COMMAND POST SECURITY PLAN

1-258. With the CPs operational, the commander establishes CP security operations. The headquarters company leadership and the operations NCOs, under the XO's and protection cell's guidance, review all operational considerations and establish security plans for each CP based on mission variables (METT-TC). The team will use Collective Task 19-CO-2204, *Perform Security at Critical Sites*.

ESTABLISH A SUSTAINMENT PLAN

1-259. With the CPs operational, the headquarters company commander establishes CP sustainment operations. The operations NCOs, under the XO's guidance, will work with the headquarters company supply section and S-4 logistics section to review all operational sustainment considerations, and establish the sustainment plan. The team will refer to the following Collective Tasks to participate in sustainment plan development: Collective Task 71-CO-0433, *Support Command Posts for Companies*.

FINALIZE SHIFT CREWS

1-260. The operations NCOs, working with the XO, principal staff officers, battle captains, and section NCOICs, will finalize the shifts for each CP based on operational requirements and staff strengths. Once finalized, the operations NCOs and section leads maintain the shifts and facilitate training as a shift. See Individual Task 150-MC-5205, *Lead a Shift Change*.

FINALIZE SHIFT CREW RESPONSIBILITIES

1-261. Once the crews are established, the operations NCOs, with the section NCOICs, will ensure all CP responsibilities are set. For example, all sections know they will give up one Soldier every shift to conduct security. See Individual Task 150-MC-5200, *Conduct Command Post Operations*.

TABLE V: CONDUCT COMMAND POST REHEARSAL

1-262. This table is conducted in concert with the staff Table V and in accordance with the unit CATS. The operations NCO will validate each CP as operational, ensure it meets the commander's intent and operational variables, and confirm it is ready for CP Table VI (Certification). The commander may opt to conduct Tables V and VI with all command posts simultaneously and interoperably, but the MCTT model does not require this condition until Table VII.

DISPLACE THE COMMAND POST

1-263. The commander directs the displacement of each CP in accordance with established unit SOP, the commander's intent, and operational variables. See Collective Tasks 71-BN-5201, *Displace the Command Post for Battalions*, 71-BN-0050, *Establish a Battalion Command Post in an Operational Environment*, 71-BN-5250, *Maintain Continuity of Mission Command*.

FINALIZE LOAD PLANS

1-264. As part of each section understanding their role within the CP, each section leader and section NCOIC will ensure all vehicles and equipment are able to emplace and displace as the mission,

commander's intent, and orders from higher dictate. Refer to section SOPs and TMs for section equipment. Refer to Individual Task 150-MC-5200 *Conduct Command Post Operations*.

FINALIZE THE COMMAND POST ARCHITECTURE

1-265. The CP architecture is a dynamic, flexible structure that consists of the elements of, and interactions between, the operational environment, the CP, and the mission command system (personnel, networks, information systems, processes and procedures, and facilities and equipment). The operations NCO will, based on feedback from the commander, section leaders, and the results of Table V, finalize the CP architecture and structure. This includes diagrams of all equipment and personnel. 150-MC-5202, *Develop the Command Post Layout*.

IDENTIFY ELECTROMAGNETIC SIGNATURE

1-266. Working with the S-3 and S-6, and operations NCOs in each CP identify the CPs' electromagnetic signature. This includes visual as well as digital signatures. For example, the operations NCO identifies push-to-talk and cell usage within the CP, and works with the commander and XO to mitigate risks those devices represent, based on threat capabilities. Once electromagnetic risks are identified, the operations NCO works to mitigate risks associated with the unit digital footprint. Refer to Individual Task 113-25E-3003, *Define the Electromagnetic Operations Environment (EMOE)*.

CONDUCT BATTLE DRILLS

1-267. Each operations NCO, in conjunction with the XO and battle captain, conducts drills for each shift. These drills are mission related and test crew functionality within each shift. See Individual Task 150-MC-5200, *Conduct Command Post Operations*. FM 6-0 lists recommended command post battle drills that the battalion develops to meet its mission requirements.

1-268. Upon completion of Table V, the operations NCOs will address all required retraining for their command post before moving on to Table VI. The operations NCO may run the staff and CP through a single event when retraining Tables III through V.

1-269. Graphic 1-7 provides a cross-walk of the inputs, tasks, and outputs the staff will execute and evaluate during Tables I through V.

Mission Command Training Tables I through V for Battalion Command Posts ¹		
Inputs	Table I: Conduct Pre-combat Inspection (Equipment and Maintenance)*	Outputs
<ul style="list-style-type: none"> Equipment TMs Unit SOP MTO&E ATP 6-0.5 	<ul style="list-style-type: none"> Inventory command post equipment (<i>Conduct Command Post Operations</i>) 150-MC-5200 Verify command post equipment readiness (<i>Conduct Command Post Operations</i>) 150-MC-5200 Identify sustainment requirements for the command post(s) (<i>Support Command Posts</i>) 71-CO-0433 Schedule maintenance requirements (<i>Conduct Command Post Operations</i>) 150-MC-5200 	<ul style="list-style-type: none"> Completed hand receipts Requisitions for shortfalls Maintenance records
Inputs	Table II: Identify Command Post Characteristics*	Outputs
<ul style="list-style-type: none"> Table I Inputs & Outputs 	<ul style="list-style-type: none"> Identify command post requirements (<i>Develop the Command Post Layout</i>) 150-MC-5202 Design command post configuration (<i>Develop the Command Post Layout</i>) 150-MC-5202 Review command post SOPs (<i>Conduct Command Post Operations</i>) 150-MC-5200 Identify functional gaps and commercial solutions (<i>Develop the Command Post Layout</i>) 150-MC-5202 	<ul style="list-style-type: none"> Command post layout design Updated command post SOPs
Inputs	Table III: Establish Command Post Infrastructure*	Outputs
<ul style="list-style-type: none"> Table II Inputs & Outputs Draft KM Plan ATP 6-01.1 ATP 6-02.60 	<ul style="list-style-type: none"> Implement the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Battalion</i>) 71-BN-5330 / (<i>Manage Information and Data for Battalions</i>) 71-BN-5310 Conduct Information Protection 71-BN-5010 Integrate functionality (<i>Integrate the Mission Command Information System</i>) 150-MC-5251 Determine command post ergonomics (<i>Conduct Command Post Operations</i>) 150-MC-5200 / (<i>Develop the Command Post Layout</i>) 150-MC-5202 Identify power generation requirements (<i>Conduct Command Post Operations</i>) 150-MC-5200 	<ul style="list-style-type: none"> Command post information requirements Refined command post portion of KM plan Refined command post layout Command post power generation requirements
Inputs	Table IV: Determine Command Post Survivability & Sustainability*	Outputs
<ul style="list-style-type: none"> Table III Inputs & Outputs Unit manning roster 	<ul style="list-style-type: none"> Establish a Battalion Command Post in an OE 71-BN-0050 Establish the command post MCIS construct (<i>Manage Command, Control, and communication systems</i>) 150-LDR-5253 Establish the command post security plan (<i>Perform Security at Critical Sites</i>) 19-CO-2204 Establish a sustainment plan (<i>Support Command Posts</i>) 71-CO-0433 Finalize shift crews (<i>Lead a Shift Change</i>) 150-MC-5205 Finalize shift crew responsibilities (<i>Conduct Command Post Operations</i>) 150-MC-5200 	<ul style="list-style-type: none"> Command post security plan Command post sustainment plan Command post battle roster Refined command post shift change portion of the SOP
Inputs	Table V: Conduct Command Post Rehearsal**	Outputs
<ul style="list-style-type: none"> Table IV Inputs & Outputs Higher HQ order 	<ul style="list-style-type: none"> Displace the Command Post 71-BN-5201 / (<i>Establish a Battalion command post in an OE</i>) 71-BN-0050 / (<i>Maintain Continuity of Mission Command</i>) 71-BN-5250 Finalize load plans (<i>Conduct Command Post Operations</i>) 150-MC-5200 Finalize command post architecture (<i>Develop the Command Post Layout</i>) 150-MC-5202 Identify electromagnetic signature (<i>Define the Electromagnetic Operations Environment (EMOE)</i>) 113-25E-3003 Conduct battle drills (<i>Conduct Command Post Operations</i>) 150-MC-5200 	<ul style="list-style-type: none"> Load plans Measures to mitigate electromagnetic signature Refined battle drills AAR results
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The officer in charge of each command post validates that the command post has met all the training criteria for Tables I through V and is prepared to conduct Certification (Table VI) under conditions established by the commander.</p>		
<p>* Tables consist of tasks that enable the command post to establish, sustain, and survive.</p> <p>** Tables are conducted as part of a larger exercise and are supported by the staff, commander, and digital crew tables.</p>		
<p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 1-7. Mission Command Training Tables I through V for Battalion Command Posts

TABLE VI: CONDUCT COMMAND POST CERTIFICATION

1-270. This table is conducted within a larger collective training event determined by the commander, using the unit CATS as a reference. As budget and training days allow, this table is conducted in a field environment with 24-hour operations. When successful, the commander certifies each CP at the conclusion of this event and signs a memorandum for record with the certification event results. The unit training officer will upload this memorandum to DTMS.

DISPLACE THE COMMAND POST

1-271. Each battalion command post displaces at least once for the CP certification. While displacing a command post, the XO ensures the primary functions of that command post are handed off to an alternate CP. See Collective Task 71-BN-5201, *Displace the Command Post for Battalion*.

MAINTAIN CONTINUITY OF MISSION COMMAND

1-272. As part of displacing the Main CP, the operations NCO will work closely with the XO, battle captains, and S-6 to ensure, after MC has been transferred to the alternate CP, systems are turned off in a thought-out progressive manner. The CP will maintain situational awareness as the CP displaces. Each of the other unit command posts also displace per unit SOP. Refer to Collective Task 71-BN-5250, *Maintain Continuity of Mission Command for Battalions*.

CERTIFY SHIFT CREWS

1-273. As part of certifying each CP, the commander also certifies the shift crews using Collective Task 71-BN-5200, *Conduct Command Post Operations*.

CONDUCT COMMAND POST SECURITY

1-274. The Operations NCOs drill command post Soldiers on reacting to security threats in or around the CP, and coordinates external security requirements with the headquarters battalion commander. Refer to Collective Task 19-CO-2204, *Perform Security at Critical Sites*.

1-275. Tables I through VI outcomes are each CP works as a cohesive unit, led by the commander, ready to proceed to collective training in Table VII with the staff, digital crew, and other command posts (the battalions and higher, lower, adjacent, supported, and supporting units). The CP operates within its designed capabilities and the mission. Individual and section competency meets Army design and the commander's intent. Completing Table VI indicates the command is prepared to conduct command post operations at or above the P level.

1-276. Graphic 1-8 crosswalks the inputs, actions, and outputs for the battalion Command Post Certification (Table VI).

Mission Command Training Table VI for Battalion Command Posts ¹		
Inputs	Table VI: Conduct Command Post Certification**	Outputs
<ul style="list-style-type: none"> Table V Inputs & Outputs TC 6-0.2 	<ul style="list-style-type: none"> Displace the Command Post 71-BN-5201 / (<i>Establish a Battalion command post in an OE</i>) 71-BN-0050 / (<i>Maintain Continuity of Mission Command</i>) 71-BN-5250 Maintain Continuity of Mission Command 71-BN-5250 Certify shift crews (<i>Conduct Command Post Operations</i>) 71-BN-5200 Perform Security at Critical Sites 19-CO-2204 	<ul style="list-style-type: none"> Command post certification AAR Results Finalized command post portions of the SOP
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander certifies that each command post has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the command posts are certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>** Table is conducted as part of a larger exercise and that is supported by the commander, staff, and digital crew tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 1-8. Mission Command Training Table VI for Battalion Command Posts

1-277. Upon Table VI completion and CP certification, the headquarters, led by the XO, battle captain, operations NCO, and under the guidance of the commander, transitions to Tables VII through X. These tables are considered graduate-level for the mission command warfighting function. In these tables, the CPs integrate external elements such as liaisons and unified action partners. The tables lead the command to the headquarters culminating training event which is typically an EXEVAL.

1-278. Figure 1-8 provides an overview of the command post progression in Tables VII through X.

VII	VIII
Conduct Command Post Operations	Sustain the Command Post
<ul style="list-style-type: none"> • Integrate liaisons and attachments • Conduct CP operations • Implement the KM plan • Conduct CP battle drills • Perform CP administration 	<ul style="list-style-type: none"> • Conduct CP sustainment operations • Conduct safety programs • Conduct command post operations • Secure the command post
Venue: Commander Directed Facility: Locally	Venue: Training event aligned with unit CATS Facility: Training area
IX	X
Mission Command Warfighting Function Validation Exercise Rehearsal	Mission Command Warfighting Function Validation Exercise
<ul style="list-style-type: none"> • Displace the CP • Maintain continuity of mission command • Conduct CP operations • Implement the KM plan • Secure the command post • Conduct after action reviews 	<ul style="list-style-type: none"> • Displace the CP • Maintain continuity of mission command • Conduct CP operations • Implement the KM plan • Secure the command post
Venue: Training event aligned with unit CATS Facility: Training area	Venue: Training event aligned with unit CATS Facility: Training area
CATS combined arms training strategy CP command post	KM knowledge management

Figure 1-8. Battalion Command Post Tables VII-X Overview

TABLE VII: CONDUCT COMMAND POST OPERATIONS

1-279. Table VII begins with an order from higher headquarters for the unit’s external evaluation. The operations NCOs ensure location and equipment integration. The CPs also execute battle drills. The venue and facility location is determined by the commander and based on the unit CATS and mission requirements. The unit will begin receiving liaisons and building the larger team with subordinate units and unified action partners (depending on the unit’s role and mission).

CONDUCT COMMAND POST OPERATIONS

1-280. Once the liaisons and attachments are received and integrated (if the battalion receives any), the CPs will conduct CP operations in accordance with the commander’s intent, operational requirements, and unit SOPs. Refer to Individual Task 71-BN-5200, *Conduct Command Post Operations*. The tactical command post or other command post(s) will meet the same criteria and Table VII-X standards as the unit main CP. For example, the battalion tactical CP will conduct battle drills in accordance with Table VII standards.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-281. The XO will provide the operations NCOs and section and cell leaders the mission and related information and knowledge management requirements. Combined, knowledge and information

management provides Soldiers with timely and relevant information, in a usable format, facilitating understanding and decision-making, across each unit CP.

CONDUCT COMMAND POST BATTLE DRILLS

1-282. As part of conducting the scenario driven by a collective task, the XO or OIC of each CP will initiate CP battle drills. The operations NCO will use any of the following doctrinal drills to develop and rehearse battle drills for the battalion SOP:

- 07-BN-D3010, *React to Duty Status and Whereabouts Unknown Incident.*
- 07-BN-D5146, *React to Collateral Damage.*
- 07-BN-D5147, *React to an Unknown Enemy Combatant Within the Perimeter.*
- 07-BN-D5148, *React to an Indirect Fire Attack on the Command Post.*
- 07-BN-D5210, *React to Power Outage Within the Command Post.*
- 07-BN-D5315, *React to Incorrect Information Affecting the Operational Environment.*
- 07-BN-D5203, *React to a Fragmentary Order.*

PERFORM COMMAND POST ADMINISTRATION

1-283. The XO, S-1, S-2, S-4, battle captains, and operations NCOs will ensure the CPs are staffed and the CP administrative functions are executed. These administrative functions include, but are not limited to, having the Security Clearance Access Roster (SCAR) at access points, organizing shift change schedules and briefing timelines, maintaining equipment refueling and maintenance schedules, establishing Class I timelines, and coordinating transportation to and from the CP. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations.*

1-284. The CP personnel assist the commander and other staff members in implementing effective knowledge and information management plans. ATP 6-01.1 includes doctrine on developing a knowledge management plan and offers techniques for content management. The operations NCO will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BN-5330, *Integrate Situational Understanding Through Knowledge Management for Battalion*, and 71-BN-5310, *Manage Information and Data for Battalion.*

TABLE VIII: SUSTAIN THE COMMAND POST

1-285. The operations NCO, in coordination with HHC leaders and the unit logistics/sustainment officer, will ensure the CP can sustain itself for 24-hour operations. When conducting this table, the CP also practices sustaining information systems. This table is conducted in concert with the staff Table VIII exercise.

CONDUCT COMMAND POST SUSTAINMENT OPERATIONS

1-286. After reviewing the CP sustainment plan and making adjustments based on an increase in personnel from liaisons and attached units, the operations NCOs, in coordination with the logistics/sustainment officer, conduct CP sustainment operations. The operations NCOs will refer to the following Collective Task 71-CO-0433, *Support Command Posts for Companies.*

CONDUCT SAFETY PROGRAMS

1-287. The operations NCOs and the battalion safety officer will ensure all risk assessments and safety protocols are met by each CP. Most safety programs are based on unit SOPs. SOPs are reviewed and updated based on current conditions. The unit will complete Collective Task 71-BN-5145, *Conduct Risk Management for Battalion*, and all proponent safety T&EOs.

CONDUCT COMMAND POST OPERATIONS

1-288. Each operations NCO will ensure the CP is fully functional and supports the command throughout the operations process. The operations NCO will make on-the-spot corrections as needed to maintain a smooth and functioning command post. Functions for this title include:

- CP sustainment.
- Power generation functionality.
- Electromagnetic signature mitigation.
- CP security and survivability.
- Battle drill proficiency.
- Mission command system integration and sustainment.

1-289. Refer to Collective Task 71-BN-5200, *Conduct Command Post Operations*.

SECURE THE COMMAND POST

1-290. The Operations NCO, in coordination with the HHC leadership, drills command post Soldiers on reacting to security threats to the command post in or around the CP using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. The command post participates in rehearsals for external security threats with the headquarters battalion. Refer to Collective Task 63-BN-4057, *Coordinate Battalion Physical Security Measures*.

TABLE IX: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

1-291. The validation exercise rehearsal is conducted in accordance with unit CATS and the commander's intent. This event should be conducted in a real or simulated operational environment in which the unit is directed to operate. The exercise is conducted using 24-hour operations over at least two days. During the exercise, the training scenario drives all command posts to interact with each other and with higher, lower, adjacent, supported, and supporting units. The exercise will be based on the order the unit received for the external evaluation / validation exercise. This exercise is intended to match the training circumstances and requirements anticipated for Table X, The Mission Command Warfighting Function Validation Exercise.

DISPLACE THE COMMAND POST

1-292. This portion of Table IX is conducted after the establishment of the CP and during the operation. For example, the battalion displaces each command post while the unit is participating in a defensive operation. Each operations NCO will ensure that all SOPs and policies are met as the unit displaces the CPs. See Collective Task 71-BN-5201, *Displace the Command Post for Battalions*.

MAINTAIN CONTINUITY OF MISSION COMMAND

1-293. In connection with displacing the CP, the XO and operations NCOs ensure the unit maintains continuity of mission command. See Collective Task 71-BN-5250, *Maintain Continuity of Mission Command for Battalions*.

CONDUCT COMMAND POST OPERATIONS

1-294. Each operations NCO will ensure the CP is fully functional and supports the command throughout the operations process. The operations NCO will make on-the-spot corrections as needed to maintain a smooth and functioning command post. Refer to Collective Task 71-BN-5200, *Conduct Command Post Operations*.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-295. The XO will provide the operations NCOs and section and cell leaders the mission and related information and knowledge management requirements. Combined, knowledge and information management provides Soldiers with timely and relevant information, in a usable format, facilitating understanding and decision-making, across each unit CP.

1-296. The CP personnel assist the commander and other staff members in implementing effective knowledge and information management plans. ATP 6-01.1 includes doctrine on developing a knowledge management plan and offers techniques for content management. The operations NCO will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BN-5330, *Integrate Situational Understanding Through Knowledge Management for Battalion*, and 71-BN-5310, *Manage Information and Data for Battalion*.

SECURE THE COMMAND POST

1-297. Each Operations NCO, in coordination with the HHC leadership, drills command post Soldiers on reacting to security threats in or around the CP using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. Each command post participates in rehearsals for external security threats with the headquarters company. Refer to Collective Task 63-BN-4057, *Coordinate Battalion Physical Security Measures*.

CONDUCT AFTER ACTION REVIEWS

1-298. The commander leads an AAR of the operation conducted during Table IX training with a focus on identifying and correcting training deficiencies and/or unit procedures that must be corrected prior to the Table X external evaluation. The operations NCOs and battle captains ensure changes identified during the AAR are implemented prior to beginning Table X. Refer to Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

1-299. This is the headquarters' culmination exercise as a whole. The validation exercise typically takes place as part of a battalion EXEVAL. This exercise is driven by the evaluating commander and mission requirements. During the exercise, the training scenario drives all command posts to interact with each other and with higher, lower, adjacent, supported, and supporting units. The exercise will culminate with a final rating for readiness reporting. The table X outcome is the evaluating commander validates all battalion command posts as prepared to support the battalion commander and staff in the execution of mission command, during large scale ground combat operations, to include the ability to displace as the tactical situation requires. The commander signs a memorandum for record with the certification event results. The unit training officer will upload this memorandum to DTMS.

DISPLACE THE COMMAND POST

1-300. The battalion will displace all CPs at least once during this table. For example, the battalion displaces the main CP while the unit is conducting a defense and then displaces the tactical CP when transitioning to participating in a movement to contact. The operations NCO will ensure all SOPs and policies are met as the unit displaces the CP. See Collective Task 71-BN-5201, *Displace the Command Post for Battalions*.

MAINTAIN CONTINUITY OF MISSION COMMAND

1-301. In connection with the CP displacement, the XO and operations NCOs ensure the unit maintains continuity of mission command. See Collective Task 71-BN-5250, *Maintain Continuity of Mission Command for Battalion*.

CONDUCT COMMAND POST OPERATIONS

1-302. Each operations NCO will ensure the CP is fully functional and supports the command throughout the operations process, in accordance with Collective Task 71-BN-5200, *Conduct Command Post Operations for Battalions*. The operations NCO will make on-the-spot corrections as needed to maintain a smooth and functioning command post. Certification of this table includes but are not limited to:

- CP sustainment.
- Power generation functionality.
- Electromagnetic signature mitigation.
- CP security and survivability.
- Battle drill proficiency.
- Mission command system integration and sustainment.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-303. The CP personnel assist the commander and other staff members in implementing effective knowledge and information management plans. ATP 6-01.1 includes doctrine on developing a knowledge management plan and offers techniques for content management. The operations NCO will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BN-5330, *Integrate Situational Understanding Through Knowledge Management for Battalion*, and 71-BN-5310, *Manage Information and Data for Battalion*.

SECURE THE COMMAND POST

1-304. Each Operations NCO, in coordination with the HSC leadership, reacts to security threats to the command post using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. Refer to Collective Task 63-BN-4057, *Coordinate Battalion Physical Security Measures*.

1-305. The outcomes of Tables VII through X is the CPs work as a cohesive mission command system, led by the commander, with external augmenters and liaisons. Each CP section understands and operates within their designed capabilities and the mission. Individual and section competency meets the Army design and the commander's intent. The CP performs the command post operations seamlessly. Training shortfalls were identified by Table IX and corrected before Table X. The commander validates the command posts at the end of Table X to indicate the command is prepared to conduct unified land operations. The commander signs a memorandum for record with the certification event results. The unit training officer will upload this memorandum to DTMS.

1-306. Graphic 1-9 crosswalks the inputs, activities, and outputs of Tables VII through X for the command posts.

Mission Command Training Tables VII through X for Battalion Command Posts ¹		
Inputs	Table VII: Conduct Command Post Operations	Outputs
<ul style="list-style-type: none"> Table VI Inputs & Outputs Higher headquarters FRAGORD 	<ul style="list-style-type: none"> Conduct Command Post Operations 71-BN-5200 Implement the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Battalion</i>) 71-BN-5330 Conduct command post battle drills (See FM 6-0 for recommended battle drills) Perform command post administration (<i>Conduct Command Post Operations</i>) 150-MC-5200 	<ul style="list-style-type: none"> Updated command post SOP and KM plan
Inputs	Table VIII: Sustain the Command Post	Outputs
<ul style="list-style-type: none"> Table VII Inputs & Outputs ATP 5-19 	<ul style="list-style-type: none"> Conduct command post sustainment operations (<i>Support Command Posts</i>) 71-CO-0433 Conduct safety programs (<i>Conduct Risk Management</i>) 71-BN-5145 Conduct Command Post Operations 71-BN-5200 Secure the command post (<i>Coordinate Battalion Physical Security Measures</i>) 63-BN-4057 / (<i>Perform Security at Critical Sites</i>) 19-CO-2204 	<ul style="list-style-type: none"> Refined command post SOP
Inputs	Table IX: Mission Command WFF Validation Exercise Rehearsal**	Outputs
<ul style="list-style-type: none"> Table VIII Inputs & Outputs 	<ul style="list-style-type: none"> Displace the Command Post 71-BN-5201 Maintain Continuity of Mission Command 71-BN-5250 Conduct Command Post Operations 71-BN-5200 Implement the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Battalion</i>) 71-BN-5330 Secure the command post (<i>Coordinate Battalion Physical Security Measures</i>) 63-BN-4057 / (<i>Perform Security at Critical Sites</i>) 19-CO-2204 Conduct AARs (<i>Conduct A Formal AAR</i>) 150-MC-5133 	<ul style="list-style-type: none"> Finalized SOPs / staff structure / battle rhythm AAR results
Inputs	Table X: Mission Command WFF Validation Exercise ***	Outputs
<ul style="list-style-type: none"> Table IX Inputs & Outputs 	<ul style="list-style-type: none"> Displace the Command Post 71-BN-5201 Maintain Continuity of Mission Command 71-BN-5250 Conduct Command Post Operations 71-BN-5200 Implement the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Battalion</i>) 71-BN-5330 Secure the command post (<i>Coordinate Battalion Physical Security Measures</i>) 63-BN-4057 / (<i>Perform Security at Critical Sites</i>) 19-CO-2204 	<ul style="list-style-type: none"> Command post validations Validated SOPs AAR results
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander trains the mission command system, including all unit command posts, in tables VII through IX. The commander leads an AAR following Table IX and directs final changes to the command posts prior to entering the Table X Validation Exercise.</p> <p>Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including each command post) is fully prepared to support the commander in the conduct of unified land operations. The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and digital crew tables.</p> <p>*** Table is executed as part of an externally evaluated culminating exercise.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 1-9. Mission Command Training Tables VII through X for Battalion Command Posts

SECTION V – BATTALION DIGITAL CREW TRAINING TABLES

1-307. Section V discusses the mission command training tables for the battalion digital crew.

MISSION COMMAND TRAINING TABLES FOR THE BATTALION DIGITAL CREW

1-308. This chapter is designed to enable the commander and staff to train and evaluate the ability of staff and MCIS operators to integrate systems and generate the COP. The COP is a single display of relevant information tailored to unit requirements that simultaneously creates shared understanding horizontally and vertically across an organization. This shared understanding is measured by the commander's and staff's ability to make timely decisions.

1-309. The digital crew consists of the unit MCDMGs, COP managers, and individual MCIS operators in all shifts and in all CPs. This table assumes the individual MCIS operators are certified to operate their MCIS according to the appropriate proponent manuals. TC 6-0.1, *Training the Mission Command Warfighting Function* is the reference manual for collective digital crew performance measures and training tables, not operator training. The MCDMG is focused on MCIS integration and is not trained to be the operator or expert of each MCIS. Execution of training tables occurs concurrently with other planned training to support organizational training requirements.

1-310. The digital crew integrates mission command information systems to display information that supports the commander in the decision-making process. Led by the MCDMG, the digital crew is responsible for advising the staff on the most effective techniques to integrate their MCIS. The digital crews coordinate with the COP manager to integrate critical information from each war-fighting function into the COP to support the commander's visualization.

1-311. The digital crew composition at the battalion echelon is adjusted to support commander's guidance. Considerations for guidance include training, education, experience of available personnel, and their ability to integrate their MCIS. The MCDMG and COP manager recommend MCIS composition and disposition to the XO tailored to the operational environment. Planning factors for the XO include shift changeover, CP relocation, requirements for split operations, and mobile CP operations.

1-312. The MCDMG is responsible for training the digital crew on executing the digital training tables. The digital crew and staff execute the training tables to support the commander's guidance and training objectives based on recommendations from the MCDMG and COP manager. Considerations for training include stability of digital crews, available equipment, training calendar, and operational need. The digital training tables are designed to be executed sequentially as each table builds on skills learned in previous tables. Tables I through VI focus on the digital crew with some requirements from the staff. Tables VII through X focus on staff employment and integration supported by the digital crews.

1-313. Digital crews are rated as fully qualified, qualified, or unqualified with a maximum and minimum performance standard within each rating. The intent is for the digital crew to participate in the tables simultaneously as an organization. Figures 1-9 provides an overview of Tables I through VI for the digital crew.

- Fully qualified – All assigned crew members have completed Tables III-VI; at minimum, every member of the digital crew has completed these tables individually.
- Qualified – 80% of the digital crew have collectively completed Tables III-VI; at minimum, every member of the digital crew has completed these tables individually.
- Unqualified – 1 or more crew members have not completed Tables I-II or more than 20% of the digital crews in the organization's headquarters have not completed Tables III-VI.

<i>I</i>	<i>II</i>	<i>III</i>
<i>Execute Basic MCIS Operations</i>	<i>Integrate CP Systems</i>	<i>Develop Common Operational Picture</i>
<ul style="list-style-type: none"> • Set up the MCIS for operations • Prepare the MCIS for transit and operations • Employ the MCIS for operations • Organize CPOF data • Exercise mission command under degraded conditions 	<ul style="list-style-type: none"> • Share data products with the MCIS/MCWS • Create notifications for data changes • Implement appropriate permissions on MCIS • Access data through Databridge 	<ul style="list-style-type: none"> • Establish the COP • Communicate using the MCWS/CPOF/MCIS • Implement the COP-related portion of the KM plan
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
<i>IV</i>	<i>V</i>	<i>VI</i>
<i>Synchronize Operations</i>	<i>MCIS Rehearsal</i>	<i>Digital Crew Certification</i>
<ul style="list-style-type: none"> • Manage SIGACTs • Execute battle drills • Produce a collaborative mission plan • Produce a shared plan using MCIS • Present a CP update briefing • Create digital archives 	<ul style="list-style-type: none"> • Establish the COP • Conduct MCIS operations 	<ul style="list-style-type: none"> • Establish the COP • Conduct MCIS operations
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event: (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event: (CPX) Facility: TBD
COP common operational picture CP command post CPOF command post of the future CPX command post exercise KM knowledge management	MCIS mission command information systems MCWS mission command work station SIGACT significant activity STAFFEX staff exercise	

Figure 1-9. Battalion Digital Crew Tables I-VI Overview

1-314. Once a crew is fully qualified, commanders are advised to maintain digital crew integrity, similar to battle-rostering weapons systems. When replacing crew members, the new crew member must have individually qualified on Tables I and II for the crew to maintain a qualified rating. If more than two crew members are replaced from the original fully qualified crew, the digital crew is considered unqualified until the new crew conducts Tables III through VI as a collective unit.

Note. This section was written based on the MCIS (CPOF) the preponderance of Army units are currently using. For greater detail concerning training units with legacy MCIS, see TC 6-0.1, *Training the Mission Command Warfighting Function*. If the unit has been issued CPCE, use training materials from the New Equipment Training team. This TC will be updated after CPCE is in full rate production (FRP).

TABLE I: EXECUTE BASIC MISSION COMMAND INFORMATION SYSTEM OPERATIONS

1-315. Table I is the introduction and lays the foundation of understanding for the MCIS and its operators.

SETUP THE MISSION COMMAND INFORMATION SYSTEM FOR OPERATIONS

1-316. Given the variety of warfighting function systems in the Army and version updates associated with each, the MCDMG will ensure individuals within and the digital crew are operating on their MTOE authorized systems with associated technical manuals. The commander directs which systems and configuration to use based on mission requirements, the operational environment (current and forecasted), unit capabilities, equipment/systems (outside of MTOE) through the Army fielding initiatives, and higher headquarters requirements. The operations NCO directs the MCDMG to gather materials and equipment to support the digital crew to execute the Tables. Performance includes the consolidation of hardware, SOPs, unit battle drills, and a scenario to synchronize digital efforts. Unit SOPs for knowledge management and system organization are approved and available for refinement during training. Once all training materials and equipment are on-hand, operators will begin inspecting equipment to prepare systems for operations. Refer to system technical manuals (TM) or users manuals for proper set up of digital systems.

PREPARE THE MISSION COMMAND INFORMATION SYSTEM FOR TRANSIT AND OPERATIONS

1-317. MCIS preparation includes allowing adequate time for the operator of each MCIS to conduct system PMCS. S-6 assistance may be required to ensure the latest compatible software versions are available and installed. The MCDMG or digital crew members will attend relevant meetings such as commanders update briefs and CP shift change briefs to maintain situational awareness and support the commander and staff. As needed, the MCDMG will instruct the digital crew, with assistance from the battle captain and the COP manager, on the digital crew roles and responsibilities as an integrated crew within the staff during operations.

EMPLOY THE MISSION COMMAND INFORMATION SYSTEM FOR OPERATIONS

1-318. The MCDMG will use Individual Task 150-DMG-2014, *Employ the Mission Command Workstation / Command Post of the Future (MCWS/CPOF) for Operations*. This task focuses on CPOF employment. CPOF is the recommended tool to generate the digital COP by integrating battalion echelon MCIS. If, based on mission and the operational environment, the commander directs the use of other systems for displaying the COP such as JCR, the MCDMG will adjust the digital training tables to support commander's guidance. If the unit has been issued CPCE, use similar training materials from the New Equipment Training team.

ORGANIZE COMMAND POST OF THE FUTURE DATA

1-319. The MCDMG will use Individual Task 150-DMG-2013, *Organize CPOF Data*. The MCDMG and digital crew uses relevant unit SOPs for digital information and knowledge management to organize CPOF data. The digital crew will use the commander's approved briefing products and methods to organize information with assistance from the unit knowledge manager. Digital crews coordinate with the battalion staff, battle captains, and COP manager to ensure the organized data meets the following criteria:

- Allows quick transition into an operational picture.
- Is operationally relevant to the commander's intent and end state.
- Has SOPs in place ensuring information is relevant and updated.
- Is clear and concise.

EXERCISE MISSION COMMAND UNDER DEGRADED CONDITIONS

1-320. The MCDMG will use Individual Task 150-DMG-2020, *Exercising Mission Command Under Degraded Conditions*. Training ensures the ability of the headquarters to sustain mission command procedures during degraded conditions such as power outage, cyber-attack, or CP movement. The operations NCO and the MCDMG evaluate the staff's and digital crew's ability to execute the degraded transition battle drill measuring their ability to sustain operations under degraded conditions. The staff assists the digital crew during transition by validating last known/confirmed unit locations, graphics, running estimates, and other relevant information before degraded operations began. The MCDMG continues

oversight of digital crew during transition to degraded operations and assists the digital crew to transition from analog to fully capable digital systems.

1-321. The desired outcome for Table I is for the digital crew to understand the commander's guidance for MCIS employment and demonstrate proficiency on the respective systems. Additionally, the digital crew must be able to sustain operations throughout degraded conditions and understand use of analog tracking systems. Upon successful completion of this table system, operators will have demonstrated proficiency of the following tasks:

- Setup the MCIS for operation (Prepare the MCIS for Operation).
- Employ the MCIS for Operation.
- Organize data on the MCWS (CPOF).
- Exercise Mission Command under degraded conditions.

TABLE II: INTEGRATE COMMAND POST SYSTEMS

1-322. The purpose of this table is to ensure all digital crew members understand the integration of their individual systems and can effectively communicate across the network. Execution validates the MCIS integration across the staff as outlined in knowledge management SOPs to include setting permissions and sharing data. This table typically requires digital triad collaboration and coordination with the appointed COP manager, S-3, and S-6. The appointed COP manager assists information management for use in the common operating picture. Digital crew members must be proficient at sharing information through the data distribution service (DDS) at the conclusion of this table.

SHARE DATA PRODUCTS WITH THE MISSION COMMAND INFORMATION SYSTEMS/MISSION COMMAND WORKSTATION

1-323. The MCDMG will use Individual Task 150-DMG-2007, *Access Information using the Data Distribution Service (DDS) Utilizing the Mission Command Workstation/Command Post of the Future (MCWS/CPOF)*. Execution of this task allows the MCIS operator associated with each warfighting function to share information through CPOF and update the common operating picture. The MCDMG will ensure each operator can publish graphics in accordance with unit SOPs, to the DDS for dissemination to all authorized users. The MCDMG evaluates the MCIS operator's ability to import and export graphics from the DDS. The operations NCO, battle captain, or battle NCO, along with the MCDMG will confirm the digital crew's ability to import and share messages, reports, and overlays. Units reference CALL handbook, *Mission Command Systems Integration—a technical solution handbook to provide the staff and the commander a multi-echelon operational picture.*

CREATE NOTIFICATIONS FOR DATA CHANGES

1-324. The MCDMG will use Individual Task 150-DMG-2010, *Produce Notifications for Data Changes*. The purpose for this task is to ensure the battle captain is notified of any changes to operational graphics enacted by an individual MCIS operator. The MCDMG and COP manager will observe and evaluate the performance measures of this task with the battle captain who will then ensure updates are provided in accordance with the digital SOP.

IMPLEMENT APPROPRIATE PERMISSIONS ON THE MISSION COMMAND INFORMATION SYSTEM

1-325. The MCDMG will use Individual Task 150-DMG-2009, *Implement Appropriate Permission / Privileges on MCIS / CPOF Data Products*. This task validates the operator's ability to set permissions for editing digital products in accordance with the unit's digital SOP. Performance of this task will reduce errors in the digital COP caused by improper user access permissions and other digital platforms across the staff.

ACCESS DATA THROUGH DATABRIDGE

1-326. The MCDMG will use Individual Task 150-DMG-2011, *Access Data Through the Mission Command Workstation / Command Post of the Future (MCWS/CPOF) Databridge*. The MCDMG evaluates the CPOF operator's ability to establish position location information with JCR to enable real time battle tracking of subordinate organizations. JCR is the primary system for tracking vehicle platforms at battalion and below to include company echelons without upper T/I capability. The CPOF operator accesses JCR data through the data bridge established by the S-6 for publication on the digital COP; this reduces staff efforts in the command post.

1-327. Upon completion of Table II, individual MCIS operators are proficient in the integration of their assigned MCIS with the DDS; this includes publication (push) and subscription (pull) of data with DDS. Operators can conduct troubleshooting through the tree viewer, individual MCIS troubleshooting flowcharts, and the digital dashboard. The MCDMG will retain operators unable to complete the performance measures.

TABLE III: DEVELOP COMMON OPERATIONAL PICTURE

1-328. Table III focuses on common operating picture development through digital crew collaboration, the COP manager, and staff operating within the commander's guidance. Each digital crew member will publish their respective digital efforts (graphics) through the network to populate the commander's COP; providing real-time situational awareness. The commander tailors the COP through guidance to the staff warfighting function representatives who provide feedback to meet the commander's intent. The digital crew trains to support the staff and commander's situational awareness requirements through execution of battle drills, SOPs, and other battle rhythm events. The updated COP reflects the most current events tailored to CCIR to support the commander's decision-making process.

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-329. The MCDMG and COP manager will use Individual Task 150-MC-5315, *Establish the Common Operational Picture*. This task is critical to the staff's and digital crew's and may require coordination with the COP manager, battle captain, or S-3 to validate the digital crew's ability to produce the COP. The COP manager and battle captain update the COP based on the mission, relevant information imported from MCIS, and information from other sources to support the commander's decision making.

COMMUNICATE USING THE MISSION COMMAND WORK STATION, COMMAND POST OF THE FUTURE, AND MISSION COMMAND INFORMATION SYSTEMS

1-330. The MCDMG will use Individual Task 150-DMG-2012, *Communicate using Mission Command Workstation / Command Post of the Future (MCWS/CPOF)*. The MCDMG is responsible for ensuring the integration of efforts from all available MCIS within the command post. The MCDMG will work with the S-6 to trouble shoot any interoperability issues. The digital crew, led by the MCDMG and COP manager, will use running estimates and other information sources to keep the COP current and within the commander's guidance.

1-331. At the conclusion of the Table III, digital crews are proficient in the operation, integration, and communication of the MCIS across the network to display information on the integrated COP for the commander and staff. The digital crew will also be trained on how to vertically and horizontally exchange information, creating shared understanding.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-332. The KMO will inform the operations NCO, MCDMG, and section and cell leaders of the mission and related information and knowledge management requirements. The common operational picture (COP), as part of the unit's combined, knowledge and information management plan, provides relevant information to the right person at the right time, and in a usable format, to facilitate understanding and decision-making. The MCDMG supervises the digital crew in establishing this key KMP component. The MCDMG participates in developing a KMP and digital portions of the unit SOP. The MCDMG will oversee the sections configuring their systems and equipment to conform to the information requirements

established in the KMP. Refer to Collective Tasks 71-BN-5330, *Integrate Situational Understanding Through Knowledge Management for Battalion*, and 71-BN-5310, *Manage Information and Data for Battalion*.

TABLE IV: SYNCHRONIZE OPERATIONS

1-333. This table builds on COP development skills and validates the digital crew's ability to transition from planning to current operations. This table also provides the commander opportunities to observe staff management of digital systems, and refine SOPs through emphasis on battle drill validation and briefing formats.

MANAGE SIGNIFICANT ACTIVITIES

1-334. The MCDMG and COP manager will use Individual Task 150-DMG-3009, *Organize Command Post of the Future Workstation Data Products (V13.0)*. The digital crew must be proficient in displaying SIGACTS on the COP using the tools available in CPOF. The battle captain, operations NCO, or designated representative is responsible for providing updates to the commander as directed. The COP manager and S-3 ensure the digital crew is following the unit SOP for displaying information.

EXECUTE BATTLE DRILLS

1-335. The MCDMG will use Individual Task 150-DMG-2015, *Order Battle Drills Execution*. The successful unit will have an established list of approved battle drills published in the appropriate unit SOP (such as command post, plans, and digital). The staff reviews and executes battle drills in accordance with SOP and commander's guidance for training. This process is supervised by the COP manager, operations NCO, or S-3. The battle captain determines if battle drills achieve commander's information requirements outlined in the SOP. The staff verifies battle drills support their war-fighting function through screening criteria, thereby setting conditions for operational success.

PRODUCE A COLLABORATIVE MISSION PLAN

1-336. The MCDMG will use Individual Task 150-DMG-3007, *Develop a Collaborative Mission Plan*. The task ensures system operators develop a coherent plan with their digital crew counter-parts according to unit SOP and commander's guidance. The digital triad coordinating with the staff is critical to collaborative planning to account for different planning factors, to include parallel planning. Proper collaborative planning training enables operational success by preparing the staff to rapidly transition from planning to operations.

PRODUCE A SHARED PLAN USING MISSION COMMAND INFORMATION SYSTEMS

1-337. The MCDMG will use Individual Task 150-DMG-3006, *Produce a Shared Plan Using the Command Post of the Future Workstation*. CPOF provides a variety of briefing templates and examples in the library. The staff assists the commander's visualization through CPOF visualization aides including maps, charts, and tables. The MCDMG assists the COP manager, battle captain, or S-3 to select a briefing format that supports the commander's guidance and mission requirements.

PRESENT A COMMAND POST UPDATE BRIEFING

1-338. The MCDMG and COP manager will use Individual Task 150-DMG-2016, *Present Command Post Update Briefing*. The command post update brief is the culmination of integration and information sharing to create situational and shared understanding. The commander, S-3, or battle captain validates the update briefing to ensure it meets the commander's guidance. A briefing manager is designated by the XO or S-3 to organize and control the briefing (typically the battle captain or battle NCOIC). The designated briefing manager guides staff preparation in coordination with the COP manager and MCDMG. Briefing preparation techniques traditionally focus on gaining efficiency by leveraging MCIS capabilities including CPOF presets and efforts throughout the presentation. Briefing concludes with a rehearsal by war-fighting function.

CREATE DIGITAL ARCHIVES

1-339. The MCDMG will use Individual Task 150-DMG-3009, *Create Digital Archives*. The MCDMG works with the knowledge manager in coordination with the COP manager, battle captain, or S-3 to reference information that no longer needs updated or modified. This information is archived to serve as an easily accessed historical reference database. Critical to this task is ensuring effective knowledge management procedures are used to name, manage, and store information within the tree viewer.

1-340. At the completion of Table IV, digital crew members are proficient in using their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements to support the decision-making process.

TABLE V: MISSION COMMAND INFORMATION SYSTEM REHEARSAL

1-341. The MCIS rehearsal presents the last opportunity in digital training tables for commanders to refine the process before commanders certify their digital crews in Table VI. Table V is scenario driven and evaluates the digital crew's ability to use digital systems to support the operations process. Retraining may be required through multiple scenarios to ensure compliance with battle drills and refine unit SOPs.

1-342. Once the digital crew successfully completes all requirements of Table V, the MCDMG reports to the S-3, the operations NCO, and each battle captain that the digital crew is prepared for the Certification event (Table VI).

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-343. The COP manager will use Collective Task 71-BN-5319, *Establish a Common Operational Picture for Battalion*. This table requires the staff to rehearse establishment of the COP prior to Table VI. The staff and digital crew will use their SOPs developed during Tables I-IV.

CONDUCT MISSION COMMAND INFORMATION SYSTEM OPERATIONS

1-344. Digital crew members will use their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate using MCWS/CPOF/MCIS*. At a minimum, the MCDMG requires the digital crew to conduct the following using assigned MCIS:

- Receive OPORD and develop running estimates.
- Support Mission Analysis with associated WARNORD distribution.
- Support COA Development.
- Support a COA Approval Brief.
- Develop and distribute an OPORD.

1-345. Graphic 1-10 summarizes the inputs, actions, and outputs the digital crew executes in Tables I through V in preparation for certification.

Mission Command Training Tables I through V for Battalion Digital Crew ¹		
Inputs <ul style="list-style-type: none"> Digital crew battle roster KM SOP ATP 6-01.1 TM 11-7010-538-13&P 	Table I: Execute Basic Mission Command information system Operations* <ul style="list-style-type: none"> Setup the mission command information system for operation (<i>Employ a Mission Command Information System</i>) 150-MC-5250 Prepare mission command information system for transit and operations Employ the mission command information system for operations (<i>Employ the Mission Command Workstation / Command Post of the Future for Operations</i>) 150-DMG-2014 Organize Command Post of the Future Data 150-DMG-2013 Exercise MC Under Degraded Conditions 150-DMG-2020 	Outputs <ul style="list-style-type: none"> Operator certifications on their individual systems under all conditions Battle drills Scenario to drive subsequent tables
Inputs <ul style="list-style-type: none"> Table I Inputs & Outputs Draft mission command information system portion of unit SOP FM 6-0 ADP 5-0 	Table II: Integrate Command Post Systems* <ul style="list-style-type: none"> Share data products with the mission command information system / MCWS (<i>Access Information Using the Data Distribution Service (DDS) Utilizing the MCWS / Command Post of the Future</i>) 150-DMG-2007 Create Notifications for Data Changes 150-DMG-2010 Implement appropriate permissions on mission command information system (<i>Implement Appropriate Permission/Privileges on Mission Command Information System / Command Post of the Future Data Products</i>) 150-DMG-2009 Access Data through Databridge 150-DMG-2011 	Outputs <ul style="list-style-type: none"> Verified mission command information system portion of digital SOP
Inputs <ul style="list-style-type: none"> Table II Inputs & Outputs Commander's guidance (Commander Table II) COP portion of digital SOP 	Table III: Develop Common Operational Picture* <ul style="list-style-type: none"> Establish the COP 150-MC-5315 Communicate Using MCWS/Command Post of the Future/Mission Command Information System 150-DMG-2012 Implement the COP related portions of the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Battalion</i>) 71-BN-5330 	Outputs <ul style="list-style-type: none"> COP Validated COP portion of digital SOP
Inputs <ul style="list-style-type: none"> Table III Inputs & Outputs Battle drills Scenario events to drive SIGACTS & drills 	Table IV: Synchronize Operations* <ul style="list-style-type: none"> Manage SIGACTS (<i>Organize Command Post of the Future Workstation Data Products</i>) 150-DMG-3009 Execute battle drills (<i>Order Battle Drills Execution</i>) 150-DMG-2015 Produce a collaborative mission plan (<i>Develop a Collaborative Mission Plan</i>) 150-DMG-3007 Produce a Shared Plan Using Mission Command Information System 150-DMG-3006 Present a Command Post Update Brief 150-DMG-2016 Create Digital Archives 150-DMG-3009 	Outputs <ul style="list-style-type: none"> Validated battle drills Mission command information system shared plan Validated briefing portion of digital SOP Archives Refined COP
Inputs <ul style="list-style-type: none"> Table IV Inputs & Outputs Staff COP input 	Table V: Mission Command Information System Rehearsal* <ul style="list-style-type: none"> Establish the COP 71-BN-5319 Conduct mission command information system operations (<i>Communicate using MCWS/Command Post of the Future/Mission Command Information System</i>) 150-DMG-2012 	Outputs <ul style="list-style-type: none"> Finalized COP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).		
The Mission Command Digital Master Gunner in each command post validates that the digital crew has met all the training criteria for Tables I through V and is prepared to conduct Certification (Table VI) under conditions established by the commander.		
* Tables consist of tasks that prepare the digital crew to conduct collective training with the rest of the headquarters.		
¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		

Graphic 1-10. Mission Command Training Tables I through V for the Battalion Digital Crew

TABLE VI: DIGITAL CREW CERTIFICATION

1-346. This table is the culminating event intended to certify the digital crew, and is conducted concurrently with the Table VI certifications for the commander, staff, and command posts. Digital crews use the MCIS to support the staff during the operations process. They are evaluated on creating planning products, synchronizing operations, creating storyboards, sharing information, and making recommendations to the commander. Digital crews are the experts in integrating information and are fully prepared to support the commander and staff.

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-347. The COP manager will use Collective Task 71-BN-5319, *Establish a Common Operational Picture for Battalion*. This table is executed during events requiring the headquarters staff to enable the commander's digital crew validation for establishing the COP and executing an update brief. The digital crews will use SOPs established during Tables I through V.

1-348. Upon successful completion of Table VI, the commander certifies the digital crews. Any crew considered qualified or above is proficient at system integration, COP development, and synchronizing operations. They are able to provide integration advice to the staff during Tables VII through X and fully integrate their systems into the unit's operations process.

CONDUCT MISSION COMMAND INFORMATION SYSTEM OPERATIONS

1-349. Digital crew members use their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate using MCWS/CPOF/MCIS*. At a minimum, the MCDMG requires digital crews to conduct the same tasks they completed during Table V (Rehearsal).

1-350. The Tables I through VI outcomes are digital crews now operate as cohesive units. Each system operator understands and competently performs in their warfighting function staff role to support the mission. Completing Table VI indicates the digital crew is prepared to support the command during unified land operations. Upon completion of Table VI and MCIS certification, the digital crew, led by the MCDMG and COP manager, transitions to Tables VII through X.

1-351. Tables VII through X are designed to train the staff and digital crew as an integrated team. The certified digital crew will assist and enhance the staff's ability to conduct the operations process. As the unit transitions into Tables VII through X, the MCDMG also transitions from controlling the certification process to serving as an advisor to the command team. The MCDMG now serves as the subject matter expert on digital training and integration.

1-352. Digital crews must be familiar with all aspects of their digital systems and understand how they add value to the commander and staff through their MCIS. While the digital crew is considered an integral part of the staff for Tables VII through X, the digital crew's proficiency and actions are evaluated separately from the staff sections. This will allow the commander to validate the digital crew's qualification ratings separate from staff for meeting training objectives or retraining purposes.

1-353. The digital crew is certified upon completion of Table VI. TC 6-0.1, *Training the Mission Command Warfighting Function* does not have digital crew specific tables beyond Table VI. The tables in TC 6-0.1 become nested with those of the staff. The commander uses the tables below as a means of integrating the digital crew and the systems into the headquarters and staff functions to obtain a higher level of proficiency. The MCDMG and digital triad work with the staff to refine the digital SOP and develop a retraining plan to ensure the digital crew members operate effectively and efficiently within their staff section. When the commander has determined the digital crew meets Table VI requirements, they sign a memorandum for record capturing the certification event results. The unit training officer uploads the memorandum to DTMS

1-354. Graphic 1-11 crosswalks the inputs, activities, and outputs required of the digital crew as they conduct Table VI.

Mission Command Training Table VI for Battalion Digital Crew ¹		
Inputs	Table VI: Digital Crew Certification**	Outputs
<ul style="list-style-type: none"> Table V Inputs & Outputs 	<ul style="list-style-type: none"> Establish the COP 71-BN-5319 Conduct mission command information system operations <i>(Communicate Using MCWS/Command Post of the Future/mission command information system)</i> 150-DMG-2012 	<ul style="list-style-type: none"> Digital crew certification Refined knowledge management portion of SOP
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander certifies that the digital crew has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the digital crew is certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and command post tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 1-11. Mission Command Training Table VI for the Digital Crew

1-355. Upon completion of certifications in Table VI, the unit will receive an order from the headquarters responsible for the battalion EXEVAL in Table X. The digital crew will use the information from this order to train during tables VII through IX. Figure 1-10 provides an overview of digital crew progression through tables VII through X.

VII		VIII	
Integrate the Mission Command System		Synchronize Operations	
<ul style="list-style-type: none"> Establish a CP in an operational environment Process relevant information Display the COP Disseminate COP and execution information Implement the COP-related portion of the KM plan 		<ul style="list-style-type: none"> Conduct synchronization actions to produce maximum effective application of military power Develop running estimates Adjust resources, concept of operations, or mission Conduct an operations synchronization meeting 	
Venue: Commander Directed Facility: Locally		Venue: Training event aligned with unit CATS Facility: Training area	
IX		X	
Mission Command Warfighting Function Validation Exercise Rehearsal		Mission Command Warfighting Function Validation Exercise	
<ul style="list-style-type: none"> Validate the digital SOP Assist the commander in executing tactical operations Support the CP in displacing the command post 		<ul style="list-style-type: none"> Support the CP in displacing the command post Conduct MCIS operations 	
Venue: Training event aligned with unit CATS Facility: Training area		Venue: Training event aligned with unit CATS Facility: Training area	
CATS	combined arms training strategy	MCIS	mission command information system
COP	common operational picture	SOP	standard operating procedure
CP	command post		

Figure 1-10. Battalion Digital Crew Tables VII-X Overview

TABLE VII: INTEGRATE THE MISSION COMMAND SYSTEM

1-356. Table VII is led by the MCDMG operating under the commander’s and XO’s guidance and may include additional unit liaisons and attachments. It begins with the establishment of the command post and digital systems to include staff coordination with horizontal and vertical elements. This table includes establishing the network, mission command system integration, and disseminating the COP.

ESTABLISH A COMMAND POST IN AN OPERATIONAL ENVIRONMENT

1-357. The XO will direct the S-3 and operations NCO to prepare to establish the command posts. The COP manager and MCDMG focus on establishing command post digital capabilities while the remaining staff focuses on establishing the command post. The command will refer to Collective Task 71-BN-0050, *Establish a Command Post in an Operational Environment for Battalion*.

PROCESS RELEVANT INFORMATION

1-358. The XO and S-3 provide guidance on how the staff will support the commander’s exercise of mission command. The staff provides relevant information to the commander to answer information requirements. The digital crew supports the staff in processing relevant information in accordance with the standard established in Collective Task 71-BN-5315, *Process Relevant Information for Battalion*.

DISPLAY THE COMMON OPERATIONAL PICTURE

1-359. This task, as with all the tasks in Tables VII-X, is performed in conjunction with a separate tactical task assigned in the higher headquarters order. This step can be performed in a field or garrison

environment based on training resource availability. The commander establishes requirements for information displayed on the common operational picture. The staff establishes MCIS to manage and share information based on SOPs and mission requirements. The staff maintains continuous running estimates focused on the mission and commander's guidance, under the direction of the XO. The digital crew, under the guidance of the COP manager, produces the COP using MCIS systems tailored to operational requirements and guidance. The command will use Collective Task 71-BN-5316, *Display a Common Operational Picture for Battalion*; for the execution of this task.

DISSEMINATE COMMON OPERATIONAL PICTURE AND EXECUTION INFORMATION

1-360. The staff, led by the XO, develops the knowledge management plan and distributes to subordinate CPs to create and maintain shared understanding. The battle captain and COP manager update the common operating picture to ensure the most relevant information is displayed while the S-3 directs the COP manager and MCDMG to post and disseminate the COP across mission command networks. The COP manager and MCDMG ensure the COP is accurately disseminated to lower echelons across the network. The command will reference Collective Task 71-BN-5318, *Disseminate Common Operational Picture and Execution Information for Battalion*. This task may be performed during unit training to maximize resources and gain efficiency.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-361. The MCDMG supervises the digital crew in establishing the COP – a key component of the KMP. The MCDMG participates in refining the KMP and digital portions of the unit SOP. The MCDMG will oversee the sections and MCIS operators configuring their systems and equipment to conform to the information requirements established in the KMP. Refer to Collective Tasks 71-BN-5330, *Integrate Situational Understanding Through Knowledge Management for Battalion*, and 71-BN-5310, *Manage Information and Data for Battalion*.

TABLE VIII: SYNCHRONIZE OPERATIONS

1-362. This table trains the staff to integrate operations. Table VIII emphasizes synchronization with higher, subordinate and supporting units, and other unified action partner (if any) information requirements, across the war fighting functions, to achieve shared understanding. This table is scenario driven to achieve tactical proficiency. Upon completion of Table VIII, digital crews are integrated into the staff and prepared for a validation rehearsal exercise.

CONDUCT SYNCHRONIZATION ACTIONS TO PRODUCE MAXIMUM EFFECTIVE APPLICATION OF MILITARY POWER

1-363. The digital crew employs mission command systems to conduct automated coordination with higher, adjacent, and subordinate units, and other unified action partners. For example, the sustainment cell digital system operators will use their systems to coordinate logistics with supporting sustainment units. The command references Collective Task 71-BN-5134, *Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power for Battalion*.

DEVELOP RUNNING ESTIMATES

1-364. The command references Collective Task 71-BN-5144, *Develop Running Estimates for Battalion*. The staff, led by the XO, continues to update running estimates in their MCIS throughout operations to integrate relevant information into the COP.

ADJUST RESOURCES, CONCEPT OF OPERATIONS, OR MISSION

1-365. The command references Collective Task 71-BN-5133, *Adjust Resources, Concept of Operations, or Mission for Battalion*. The staff and the battle captain continually review and adjust the digital systems plan as conditions change, to support updated commander's guidance. This may involve re-allocating resources and priorities to refine the course of action.

CONDUCT AN OPERATIONS SYNCHRONIZATION MEETING

1-366. The command conducts an operations synchronization meeting electronically, including all command posts and relevant subordinate units using Collective Task 71-BN-5135, *Conduct an Operations Synchronization Meeting for Battalion*, as a guide. Synchronizing staff efforts and priorities ensures productivity and unity of effort. The S-3, or designated representative, guides the staff through managing products to sustain unity of effort. The staff provides updates to unit leaders through battle rhythm events such as daily briefing and staff updates to synchronize current and future events.

TABLE IX: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

1-367. This table aligns the staff, digital crew, CP, and commander to conduct the operations process. This table is executed in a simulated operational environment. It supports the unit METL and is conducted over a continuous 48-hour period. As with previous tables, Table IX assesses the staff's and digital crew's proficiency in integrating the MCIS. This table simulates the conditions similar to the projected Table X environment. These conditions can be tailored towards a future CTC rotation or other operational environment.

VALIDATE THE DIGITAL STANDARD OPERATING PROCEDURE

1-368. Under the commander's authority, the MCDMG will validate the digital systems portion of the unit SOP, ensuring the critical SOP requirements below are met.

- Produce and disseminate mission orders through the mission command information system.
- Conduct battle hand-over: main command post to alternate command post.
- Execute update briefs.
- Display statuses.
- Operational and sustainability tracking and reporting.

ASSIST THE COMMANDER IN EXECUTING TACTICAL OPERATIONS

1-369. The headquarters conducts the operations processes by integrating, analyzing, and synthesizing data to determine relevant information for action. This commander and staff process occurs internally and externally to the headquarters and simultaneously across the MCIS to achieve shared understanding at echelon and with adjacent units. The digital crew maintains a consistent and accurate COP to enable this process. The digital crew will complete Individual Task 150-MC-5131, *Assist the Commander in Executing Operations*.

SUPPORT THE COMMAND POST IN DISPLACING THE COMMAND POST

1-370. The digital crew supports the command post during displacements by conducting battle handover of COP responsibilities to an alternate CP, preparing MCIS for transportation, moving to the new CP location, reinstalling the system, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to Collective Task 71-BN-5201, *Displace the Command Post for Battalions*.

1-371. At the end of the training event, the MCDMG will conduct an informal AAR with the digital crew to capture final refinements to the COP and conduct any required retraining prior to the Validation Exercise.

TABLE X: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

1-372. Commanders use observations and lessons learned from Table IX to refine planning and execution of Table X, the culminating training event. Table X is synchronized with other unit culminating training events. During the training event, the digital crew and staff complete Collective Task

71-BN-0050, *Establish a Command Post in an Operational Environment for Battalion*, and Individual Task 150-MC-5200, *Conduct Command Post Operations*.

1-373. Tables VII through IX lead to digital crews integrated with their supported staff who operate as a cohesive unit. Simultaneously, the staff and commander are synchronized with external units and liaisons. Each staff section and cell understand the commander's intent and are capable of leveraging their digital crew and MCIS to seamlessly support the mission. At the conclusion of Table IX, the commander leads an AAR and the digital crew makes any final changes to the COP and digital portions of the unit SOP. Training shortfalls identified during Table IX are corrected before beginning Table X.

1-374. The outcome of Table X is that the digital crew and staff work as a cohesive unit, led by the commander, with external augmenters and liaisons. The digital crew and MCIS perform the operations process seamlessly. Completing Table X indicates the command is prepared at an advanced level to conduct unified land operations. The commander consults with the external evaluators and the evaluating headquarters commander and validates the digital crew as prepared to support the commander and staff to conduct the operations process during large scale ground combat operations. The commander signs a memorandum for record capturing the exercise results. The unit training officer uploads the memorandum to DTMS.

SUPPORT THE COMMAND POST IN DISPLACING THE COMMAND POST

1-375. The digital crew supports the command post during displacements by conducting battle handover for COP responsibilities to an alternate CP, preparing MCIS for transportation, moving to the new CP location, reinstalling the system, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to 71-BN-5201, *Displace the Command Post for Battalions*.

CONDUCT MISSION COMMAND INFORMATION SYSTEM OPERATIONS

1-376. Digital crew members will use their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate using MCWS/CPOF/MCIS*. At a minimum, the MCDMG requires the digital crew to conduct the following using assigned MCIS:

- Receive OPORD and develop running estimates.
- Support Mission Analysis with associated WARNORD distribution.
- Support COA Development.
- Support a COA Approval Brief.
- Develop and distribute an OPORD.

1-377. See Graphic 1-12 on page 1-80 for a crosswalk of the inputs, actions, and outputs for Tables VII through X.

Mission Command Training Tables VII through X for Battalion Digital Crew ¹		
Inputs <ul style="list-style-type: none"> Table VI Inputs & Outputs ADP 6-0 	Table VII: Integrate the Mission Command System <ul style="list-style-type: none"> Establish a command post in an Operational Environment 71-BN-0050 Process Relevant Information 71-BN-5315 Display the COP 71-BN-5316 Disseminate COP and Execution Information 71-BN-5318 Implement the COP related portions of the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Battalion</i>) 71-BN-5330 	Outputs <ul style="list-style-type: none"> Refined COP and digital crew portions of SOPs
Inputs <ul style="list-style-type: none"> Table VII Inputs & Outputs 	Table VIII: Synchronize Operations <ul style="list-style-type: none"> Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power 71-BN-5134 Develop Running Estimates 71-BN-5144 Adjust Resources, Concept of Operations, or Mission 71-BN-5133 Conduct an Operations Synch Meeting 71-BN-5135 	Outputs <ul style="list-style-type: none"> Digital crew running estimates Updated synchronization matrix Refined operations synch meeting portion of SOP
Inputs <ul style="list-style-type: none"> Table VIII Inputs & Outputs 	Table IX: Mission Command WFF Validation Exercise Rehearsal*** <ul style="list-style-type: none"> Validate the Digital SOP (<i>Integrate Shared Understanding Through Knowledge Management for Battalion</i>) 71-BN-5330 Assist the Commander in Executing Tactical Operations 150-MC-5131 Support the command post in displacing the command post (<i>Displace the Command Post</i>) 71-BN-5201 	Outputs <ul style="list-style-type: none"> Validated SOP After action review results
Inputs <ul style="list-style-type: none"> Table IX Inputs & Outputs 	Table X: Mission Command WFF Validation Exercise**** <ul style="list-style-type: none"> Support the command post in displacing the command post (<i>Displace the Command Post</i>) 71-BN-5201 Conduct mission command information system operations (<i>Communicate Using Mission Command Workstation / Command Post of the Future (MCWS/Command Post of the Future)</i>) 150-DMG-2012 	Outputs <ul style="list-style-type: none"> Digital crew validations
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander trains the mission command system, including the digital crew, in tables VII through IX. The commander leads an AAR following Table IX and directs final changes to the COP prior to entering the Table X Validation Exercise.</p> <p>Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including the digital crew) is fully prepared to support the commander in the conduct of unified land operations. The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>*** Table is conducted as part of a unit exercise and is supported by the commander, staff, and command post tables.</p> <p>**** Table is executed as part of an externally evaluated culminating exercise.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 1-12. Mission Command Training Tables VII through X for the Battalion Digital Crew

Chapter 2

Mission Command Warfighting Function Training Tables – Functional and Multifunctional Brigades

This chapter describes training tables for Army functional and multifunctional brigades, groups, and similar units commanded by colonels (hereinafter referred to generically as ‘brigades’ or ‘the brigade’). The mission command training tables (MCTT) for brigades are designed to develop and test the proficiency of four training audiences—commander, staff, command post, and digital crew—at the basic, intermediate, and advanced levels. The “Objective-T” tasks in each table are intended to replicate training under realistic conditions, against all threats in the operational environment. Progression through all Tables will reinforce perishable skills and refine organizational processes and procedures. This chapter initially discusses considerations and tasks the commander uses to effectively command. This is followed by the staff training tables that reflect how the staff supports the commander. The chapter then covers the tasks involved with training the command post, and how the command post personnel support the commander. The chapter concludes with training the digital crew and how the digital crew supports the commander and staff.

SECTION I – INTRODUCTION TO CHAPTER 2

2-1. Section I discusses the overview and scope for chapter 2.

OVERVIEW

2-2. Chapter 2 assists brigade commanders in verifying proficiency in collective and individual training through a certification and validation process. The unit progresses through a common, standard, and commander-driven certification of the unit commander, staff, command post, and digital crew. Validation of the unit’s mission command system occurs through an externally evaluated culminating exercise. Refer to Appendix B for a cumulative listing of tasks and drills that are identified within this publication.

SCOPE

2-3. The tables in this chapter apply to Army brigade headquarters (other than infantry, armor, or Stryker brigade combat teams, which are discussed in Chapter 3). Given the broad variety of brigade-sized units this chapter covers, it is likely that some of those units will lack staff structure or equipment to execute selected tasks in some of these tables. For example, an Army Field Support Brigade command post is not designed to be mobile and will not displace, or a theater signal brigade may not actually deploy its headquarters into a theater, so it would not need to secure its command post while conducting mission command. In such cases, brigade commanders would discuss which tasks to perform during each table – and in particular, their Table X Validation Exercise – with their higher headquarters commander.

2-4. The MCTTs are closely aligned with the brigade level Mission Command Functional Combined Arms Training Strategy (CATS). The exercises mentioned in the MCTTs are meant to nest with collective training the unit is already performing. A commander does not need to schedule a training event outside the scope of the unit CATS solely for purpose of completing the MCTT. However, as resources, time, and other restrictions affect training, commanders can extend or repeat any tables to enhance unit training, based on their assessment of the unit’s proficiency.

2-5. This chapter details all levels of mission command warfighting function training and certifications in detail. Figure 2-1 summarizes how the MCTTs support mission command (MC) training and shows the progressive objectives for the brigade. Tables I-V guide the unit through basic proficiency of the listed tasks at the cell and section levels. The four training audiences will typically train Tables I-V independently. Table VI is the certification for each of the training audiences (commander, staff, CP crew, digital crew). Tables VII-VIII reflect advanced task mastery at the headquarters level. Tables IX and X provide the framework for validating the mission command warfighting function proficiency at the brigade headquarters. The four training audiences will train together to progress through Tables VI-X.

Method	Table	Commander	Staff	Command Post	Digital Crew
Cell and Section Based Training	I	Establish Organizational Business Rules and Develop Training Strategy	Organize and Acclimate Staff to the Organization	Conduct Pre-combat Inspection (Equipment and Maintenance)	Execute Basic Mission Command Information System Operations
	II	Establish the Training Environment	Develop Military Decision-Making Process Skills at the Section Level	Identify Command Post Characteristics	Integrate Command Post Systems
	III	Organize the Mission Command System	Establish Staff / Cell Processes and Integrate Warfighting Functions	Establish Command Post Infrastructure	Develop the Common Operational Picture
	IV	Prepare the Headquarters for Operations	Synchronize Command Post Operations	Determine Command Post Survivability and Sustainability	Synchronize Operations
Collective Training	V	Drive the Operations Process	Conduct Staff Rehearsal	Conduct Command Post Rehearsal	Conduct Mission Command Information System Rehearsal
	VI Certification	Assess and Certify the Headquarters	Conduct Staff Certification	Conduct Command Post Certification	Digital Crew Certification
Collective Training with Augmentees	VII	Direct Mission Command Information System Integration	Integrate the Mission Command System	Conduct Command Post Operations	Integrate the Mission Command System
	VIII	Apply the Art and Science of Mission Command	Synchronize Operations	Sustain the Command Post	Synchronize Operations
Formal Evaluation	IX	Mission Command Warfighting Function Validation Exercise Rehearsal			
	X Validation (EXEVAL)	Mission Command Warfighting Function Validation Exercise			

Figure 2-1. Brigade Mission Command Training Tables

2-6. Tables I through X for each training audience present a gated training strategy that supports the progression of mission command warfighting function proficiency. All subordinate steps list individual and collective task training and evaluation outlines (T&EOs) for each gate. The tables and associated individual and collective tasks are designed to be trained concurrent with training events already on the unit’s CATS. The brigade should not schedule separate events for specifically executing the MCTT. Some CATS will have the MCTT already integrated into the unit CATS. In other cases, units may manually schedule the MCTT into training events listed on their CATS.

2-7. Tables I through VI are designed to improve and enhance individual skills and establish limited collective task proficiency while the unit progresses towards exercising mission command in the conduct of unified land operations. Tables I-II are designed to facilitate reoccurring training throughout the year to integrate and build proficiency in personnel newly assigned to the unit. Tables III-IV are designed to establish staff cell-level proficiency prior to the cells’ integration into the unit command post(s). Tables V-VI are structured for the commander to evaluate, assess, and certify their organization while conducting standard mission essential tasks (METs) or assigned mission METs. Commanders can run Tables I-V in a single event or several events. For example, the brigade commander may use the first two days of a STAFFEX to exercise the first five tables and then retrain Tables IV-V under tougher conditions on the third and fourth day. Once staff leaders have certified their respective sections, cells, command posts, and

digital crews on their Table V requirements, the unit conducts Table VI as a whole. The tables are designed to support the commander's training plan through reinforcing repetitions, setting conditions and achieving proficiency.

2-8. Tables VII through X build on unit competency and require inclusion of augmentees, unified action partners, or liaisons (as required by the mission or the operational environment). Tables VII-IX incorporate the full complement of echelon appropriate associated assets, a rigorous and dynamic operational environment, and the stresses typically experienced during capstone training events or deployments.

2-9. The unit will upload memoranda recording the Table VI certifications and Table X validations into the unit's digital training management system (DTMS) and will maintain a local copy. See Appendix A for an example memorandum.

2-10. The graphic summaries at the end of the section for each training audience summarize the key inputs, performance elements, and outputs for each training table. The remainder of this chapter lays out the training tables for the four training audiences in greater detail, in the following order:

- The commander training tables.
- The staff training tables.
- The command post training tables.
- The digital crew training tables.

SECTION II – BRIGADE COMMANDER TRAINING TABLES

2-11. Section II discusses the mission command training tables for the brigade commander.

MISSION COMMAND TRAINING TABLES FOR THE BRIGADE COMMANDER

2-12. Commanders can use tables I through V for their own professional development and as a resource in counseling subordinate commanders. Many tasks in the early tables are designed to complement the Center for Army Leadership Publication, *Army Handbook for Leadership Transitions*. Table VI is the commander certification training table. Brigade commanders certify themselves on Table VI and then, under the evaluating commander's counseling and assessment, validate the certification in Table X. For example, the 82d Combat Aviation Brigade (CAB) commander performs Table X during a brigade FTX with external evaluators selected by the 82d Airborne Division commander. Based on the external evaluation (EXEVAL) outcomes, discussions with the division commander, and AAR, the 82d CAB commander validates their mission command system. The commander signs a memorandum for record reflecting certification at Table VI, and another reflecting Table X validations. The training officer uploads these memos to DTMS.

2-13. Brigade commanders complete Tables I-VI at a pace consistent with the unit's training plan, mission variables, and the evaluating commander's guidance. Once commanders certify themselves and the other audiences in Table VI, the four training audiences transition into Tables VII-X together. See Figure 2-2 on page 2-3.

<i>I</i>	<i>II</i>	<i>III</i>
<i>Establish Organizational Business Rules and Assess Unit Training</i>	<i>Establish the Training Environment</i>	<i>Organize the Mission Command System</i>
<ul style="list-style-type: none"> • Develop cohesive teams through mutual trust • Employ applied critical thinking • Understand unit doctrine applications • Establish a leader professional development program • Assess organizational efficiency and effectiveness • Assess capabilities and establish MCIS requirements 	<ul style="list-style-type: none"> • Complete unit SOP review and updates • Establish a common vision • Establish command/leadership philosophy • Establish planning/training guidance • Drive cell construct • Establish inputs and outputs for the staff 	<ul style="list-style-type: none"> • Complete C4I construct within the headquarters • Assess staff written and verbal communications skills • Develop initial CP architecture • Delegate authorities • [OPTIONAL] Lead the Army design methodology
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
<i>IV</i>	<i>V</i>	<i>VI</i>
<i>Prepare the Headquarters for Operations</i>	<i>Drive the Operations Process</i>	<i>Assess and Certify the Headquarters</i>
<ul style="list-style-type: none"> • Prepare for driving the operations process • Direct common operational picture requirements • Establish the mission command system • Provide battle rhythm guidance • Refine CP architecture • Assess subordinate leaders • Refine training guidance 	<ul style="list-style-type: none"> • Lead the operations process • Determine CCIR • Establish MOE and MOP • Assess processes and procedures • Certify subordinate leaders and crews 	<ul style="list-style-type: none"> • Certify subordinates on preparing an operation order • Certify subordinates on emplacing and displacing the CP • Certify subordinates on establishing the COP • Certify the battle rhythm • Conduct AARs • Certify the mission command system
Venue: Home station Facility: Locally	Venue: MCTT Collective Training Event (STAFFEX) Facility: TBD	Venue: MCTT Collective Training Event (CPX) Facility: Brigade Command Post
AAR after action review	CPX command post exercise	
C4I command, control, communications, computers, and intelligence	MCIS mission command information system	
CCIR commander's critical information requirement	MOE measure of effectiveness	
COP common operational picture	MOP measure of performance	
CP command post	SOP standard operating procedure	

Figure 2-2. Brigade Commander Tables I-VI Overview

TABLE I: ESTABLISH ORGANIZATIONAL BUSINESS RULES AND ASSESS UNIT TRAINING

2-14. Brigade commanders may use Table I as a reference to establish expectations for the organization prior to or at the onset of command.

DEVELOP COHESIVE TEAMS THROUGH MUTUAL TRUST

2-15. Teambuilding is an essential part any organization. However, building the team is a commander-centric responsibility, driven by perceptions and perspectives shaped by their schooling, personal experiences, personality, and military maturity, with consideration of the staff's knowledge, skills, attributes, and capacity. Within time and resource constraints, the commander develops the entire team and

encourages leadership within the command to conduct team building within their organizations, cells, working groups, and warfighting functions. See Individual Task 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust* and ATP 6-22.6, *Army Team Building*.

EMPLOY APPLIED CRITICAL THINKING

2-16. Applied critical thinking is the deliberate process of applying tools and methodologies to critically review problems associate with deconstructing arguments, examining analogies, challenging assumptions, and exploring alternatives. During the first weeks of command, commanders communicate with subordinates to share their leadership style and provide ways they best absorb information. The forms and methods in which they prefer information presented can change given the wide-ranging variety of topics and venues for which the commander is responsible. Examples of this include MDMP, decision briefings, town halls, budgets, and program management. How information is presented to the commander affects how they visualize concepts, understand data, and avoid predetermined outcomes. To assist their staff in establishing the preferred communication methods, the commander conducts a self-awareness assessment and reviews the applied critical thinking performance steps to ensure their subordinates understand their biases and problem-solving expectations, thereby providing insight into their critical thinking methods. Commanders challenge the staff and subordinates to always ask themselves the “so what” of any given piece of information received or delivered. As the commander and staff relationship matures, the commander conducts a re-assessment of their preferred communication methods to ensure the staff is meeting expectations aligned with organizational mission, goals, and growth. Critical thinking skills are covered in Individual Task 150-MC-8012, *Employ Applied Critical Thinking*.

UNDERSTAND UNIT DOCTRINE APPLICATIONS

2-17. Brigade commanders likely have a thorough understanding of doctrine and policy. To successfully transition from Table I to Table II, the commander demonstrates an application of that understanding in the context of their organization. Further, the commander reviews and re-approves, amends, deletes, or adds policies and procedures appropriate to the organization that meet their leadership style. Commanders also review FM 7-0, *Train to Win in a Complex World*, regarding how to train their headquarters and the force as a whole. Refer to Individual Task 150-LDR-8000, *Transition to a New Leadership Position*.

ESTABLISH A LEADER PROFESSIONAL DEVELOPMENT PROGRAM

2-18. Commanders are responsible for a leader development program and a climate in which learning occurs to build stronger subordinates. Leader development is a continuous and purposeful process that includes assigned professional readings, a leader professional development (LPD) program, staff rides, and other career enhancing opportunities. The brigade commander schedules leader development activities incorporating the mission command philosophy and discussion on responsibilities when conducting the operations process. These activities focus on the six principles of mission command the tasks/systems that develop and integrate activities, enabling the commander to balance the art of command and the science of control within their mission set. The underlying theme for the overall program is to build competency in current and future leaders and to facilitate a deeper understanding and practice of the mission command philosophy, the mission command warfighting tasks, and the mission command system that enables the successful execution of the mission command tasks. Commanders uses Individual Tasks 150-MC-8009, *Analyze Army Character Development*; and 150-MC-8005, *Conduct Self Development*; and FM 6-22, *Leader Development*, as the basis for their program.

ASSESS ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

2-19. Organizational redesign must address structure, processes, interrelationships, and the integration of the work effort. This systems approach allows leaders to comprehend the multiple factors that create the organizational context. See *Army Handbook for Leadership Transitions*, Organizational Alignment section. These activities determine how commanders organize, tailor, or adapt their individual staffs to accomplish the mission (FM 6-0).

2-20. Commanders review anticipated mission sets and the staff's capabilities to address and meet impending mission requirements. Commanders also determine how the organizational environment impacts the staff's effectiveness and efficiency across the mission command system. Assessing the staff's collaboration capabilities enables commanders to promote unity of effort. Next, commanders monitor each staff element's function, assign associated duties and responsibilities, and make other adjustments as needed within the commander's authority, ultimately changing the doctrinal organization of their staff. Directing changes to the headquarters' physical organization and selecting personnel to fill key billets may be among the most effective techniques to develop a high functioning staff. For example, a maneuver enhancement brigade (MEB) commander directs S-staff representatives to occupy a single large office space for garrison operations, to develop the team and create a learning environment. The commander uses Individual Task 150-LDR-5013, *Organize the Staff for Operations*, and FM 6-0, *Commander and Staff Organization and Operations*, to assist in this effort.

ASSESS CAPABILITIES AND ESTABLISH MISSION COMMAND INFORMATION SYSTEM REQUIREMENTS

2-21. Upon assuming command, the new commander establishes their mission command information system requirements to give the staff maximum time to make adjustments. Commanders at brigade level typically understand the systems within their organization, but may be unfamiliar with the integration capabilities or limitations between the information systems. Analyze the brigade's mission command information system to identify critical system requirements for the mission, current problem set, or operational environment. Commanders must understand the electro-magnetic signature, power generation requirements, and information requirements of their CPs. Further, they must understand the relationship to higher, adjacent, supporting, supported, and subordinate command posts; and the bandwidth requirements for data which must be pushed or pulled between command posts. Understanding interoperability between these systems is key. Commanders consider which systems are appropriate for each echelon and grouping of echelons. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

TABLE II: ESTABLISH THE TRAINING ENVIRONMENT

2-22. It is essential for commanders to closely review the items in Table II. The decisions the commander makes in this table directly impacts the actions the staff takes in Tables I through IV. The commander may tailor this table as needed or as time allows.

COMPLETE UNIT STANDARD OPERATING PROCEDURES REVIEW AND UPDATES

2-23. The commander conducts an internal review of all standard operating procedures (SOPs) and policies. The commander further directs the staff to review all SOPs to ensure the latest doctrine and policies are incorporated and practiced, in accordance with the current mission set and the operational environment. Refer to Individual Task 150-LDR-8001, *Prepare to transition to a New Leadership Position*.

ESTABLISH A COMMON VISION

2-24. As commanders begin to develop an understanding of the organization and the operational environment, they start visualizing the operation's end state and potential solutions to problems. Commanders refine visualization as their understanding matures. Visualization is typically articulated to staffs and subordinate commanders using a concise one-to-three sentence description statement. This description facilitates shared understanding of the situation, mission, and intent. Commanders refer to FM 6-22 and ADP 6-0 for additional information as well as Individual Task 150-LDR-5018, *Establish a Common Vision*.

ESTABLISH COMMAND / LEADERSHIP PHILOSOPHY

2-25. Commanders establish their command (or leadership) philosophy. This philosophy, not to be confused with the mission command philosophy, establishes the commander's method for achieving personal and unit goals nested with the unit table of organization and equipment (TOE) design. At the brigade level, the

command philosophy focuses on the commander's vision, goals, objectives, and performance measures, and either reinforces or alters the existing organizational values. The command philosophy sets the organizational compass to effectively manage and control the systems that drive operations and sets the foundation for how the organization will create shared understanding. Commanders review unit assessments from peers, higher headquarters, and subordinate leaders when crafting their command philosophy. The command philosophy is informed by the unit's standard METL [or assigned mission METL (A-METL) if the unit has received notification to deploy for an operational mission]. Commanders describe how they intend to achieve the principles of the mission command philosophy with their personal command (or leadership) philosophy, providing clarity to all subordinate commanders, leaders, and Soldiers.

2-26. Commanders deliver their command philosophy in a place or venue of their choosing. Many commanders post their command philosophy in their annual training guidance. Other commanders deliver their philosophy verbally, before the start of an exercise or operation. Refer to Individual Task 150-LDR-5016, *Practice the Mission Command Philosophy of Command*.

ESTABLISH PLANNING / TRAINING GUIDANCE

2-27. Working with the brigade S-3, the commander reviews the current planning and training guidance, and training objectives for each event, including how those objectives nest with the unit mission as a whole. Refer to Individual Task 150-LDR-5321, *Establish Planning Guidance*. The commander tailors that guidance to fit the mission set and the needs of their own command philosophy, vision, and intent. The commander must provide this guidance for the staff to develop appropriate products that enable the commander to achieve the desired end state. The commander provides the updated planning and training guidance to the staff and subordinate leaders. The commander's training guidance (CTG) can contain a variety of items to include:

- The unit's training focus, including its capabilities and mission.
- The desired readiness level.
- The long-range planning horizon.
- The installation or command time management cycle.
- EXEVAL dates and responsibilities by unit.
- Combat training center rotation dates.
- Training environments in which to train.
- Hazards to eliminate or mitigate, and associated risks.
- Other training guidance as necessary.

DRIVE CELL CONSTRUCT

2-28. Typically, brigade already has fully functioning staff cells. However, the commander reviews each during this table and provides guidance for functional and integrating cell framework. This guidance and initial framework will allow the staff to establish these cells. The commander outlines the purpose for each of these cells and directs updates or changes to processes and procedures. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*.

ESTABLISH INPUTS AND OUTPUTS FOR THE STAFF

2-29. The commander ensures all sections/cells/working groups have established and approved inputs and outputs specific to their respective functions, enabling them to achieve commander expectations. Staff outputs generally involve a decision by the commander. For example, the brigade commander refines requirements for each staff element to contribute to the XO-led mission analysis. These inputs provide the staff planners information so they can create feasible, acceptable, suitable, complete, and discrete courses of action to consider.

2-30. Defining the inputs and outputs assists in product refinement, creates standard unit processes, and manages staff involvement, which enables effectiveness and efficiency within the organization. Refer to Individual Task 150-LDR-5011, *Establish Inputs and Outputs for the Staff*. Staff inputs and outputs are synchronized through an effective battle rhythm. The commander or designated representative for each

working group must periodically review approved inputs and outputs to ensure alignment with changing conditions and commander requirements. Commanders and executive officers (XO) reference ATP 6-0.5, *Command Post Organizations and Operations*, and FM 6-0 to develop input and output guidance per board, cell, group, and meeting.

TABLE III: ORGANIZE THE MISSION COMMAND SYSTEM

2-31. Tables I-II are typically completed by the commander once in their command cycle. However, the commander revisits Table III-V as the staff performs similar tables for retraining. For example, the commander runs Tables I-VI in the first three months of command. However, the commander notices the staff needs to retrain staff Tables IV-V. The commander uses an upcoming CPX to retrain these tables. The commander runs through Tables III-V a second time to better refine products and outputs needed by the staff, allowing them to build proficiency.

COMPLETE COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, INTELLIGENCE (C4I) CONSTRUCT WITHIN THE HEADQUARTERS

2-32. As the headquarters prepares for Table IV, *Prepare the Headquarters for Operations*, the commander must determine the purpose, interaction, organization, and construct of the command, control, communications, computers, and intelligence (C4I) systems within the command post. This is based on mission requirements, the commander's intent, and the operational environment. Table I began the process of determining what information systems to use and the interoperability of these systems. In this table, the commander refines those decisions and allows the staff to establish the structure to support those decisions. The commander must weigh the mission, current SOPs, and their tailored command philosophy when refining guidance for the C4I within the CP. When designing the C4I, the commander must weigh the importance of mobility, operability, and survivability of the command post. Refer to Individual Task 150-LDR-5253, *Manage Command, Control, and Communication Systems*.

ASSESS STAFF WRITTEN AND VERBAL COMMUNICATIONS SKILLS

2-33. Commanders train subordinates to write and speak effectively through formal and informal opportunities. Commanders will still seek opportunities to assess the staff's written and verbal skills, but formal assessments can be delegated to principal staff officers. Commanders or designated representatives assess staff and subordinates' written and verbal communications using AR 25-50, *Preparing and Managing Correspondence*, and Individual Task 150-MC-8002, *Communicate Effectively*.

DEVELOP INITIAL COMMAND POST ARCHITECTURE

2-34. Once the commander understands the mission command information system requirements, they provide guidance to develop the architecture for each CP as the XO, operations sergeant, knowledge management team, and S-6 section establish and ensure network connectivity for the main CP, the tactical CP (TAC) and any alternate CPs. Establishing guidance for each CP and how it is employed is based on its specific functions. Common considerations include:

- Administration operations.
- Assessing operations.
- Controlling operations.
- Coordinating with internal and external organizations.
- Building and maintaining situational understanding.

2-35. In addition, attention is given to the identified or projected enemy electronic order of battle as well as the contested and congested operational environment. Given the organization's maturity and the dynamic threat it encounters, CP guidance will constantly evolve and be addressed when internal or external conditions change that will affect the purpose, function, or effectiveness of the designated CP. The commander references FM 6-0 and the appropriate doctrinal reference for their unit, and can assess this with Individual Task 150-MC-5003, *Operate a Mission Command Network*.

DELEGATE AUTHORITIES

2-36. The unit will likely have delegated authorities for legal, administrative, and other pertinent items in place. Each commander has a unique personal decision-making style and staff interaction preference. For example, one commander may prefer to personally make task organization decisions, where another may prefer to delegate decision-making authority for task organization to the XO. The commander reviews these delegated authorities to ensure they are in keeping with their intent and philosophy, the mission, and overall unit wellbeing. Commanders must strongly consider delegating decision-making authority for specific meetings and functions; commanders cannot attend everything and must allow their staffs to function and develop. Essential elements authority delegation include constraints, risks, and success criteria.

2-37. When delegating authority, a commander considers how to best employ the command sergeant major during operations. The command sergeant major is the senior noncommissioned officer in the command. Command sergeants major carry out policies and enforce standards for the performance, individual training, and conduct of enlisted Soldiers. They give advice and initiate recommendations to commanders and staffs in matters pertaining to enlisted Soldiers. In operations, a commander employs the command sergeant major throughout the area of operations to extend command influence, assess morale of the force, and assist during critical events. Refer to Individual Tasks 150-LDR-5320, *Designate Succession of Command*, and 150-LDR-5319, *Delegate Authority*.

THE COMMANDER LEADS ARMY DESIGN METHODOLOGY [OPTIONAL]

2-38. ADM provides commanders and staffs a means to develop a sophisticated understanding of complex or unfamiliar problems to facilitate creative approaches to solving them. ADM will support the commander in developing shared understanding, visualizing a desired end state, and developing an operational approach to achieving that envisioned end state. Army design methodology tools and techniques are applicable to a wide range of commander and staff activities to include the military decision-making process, targeting, intelligence preparation of the battlefield, and assessments. The potential benefits for using Army design methodology include:

- Enhanced dialogue between commanders, staffs, and unified action partners.
- Deeper (and earlier) understanding of an operational environment.
- Better understanding of the problem and its root causes.
- Better guidance to drive detailed planning.
- Shared visualization of the purpose of the operation.
- Expanded role of the assessment process.

2-39. Commanders at the brigade level may not have sufficient time, proper staff, or other resources to conduct the Army design methodology, so this is an optional element in Table III.

2-40. If the commander wants the ADM benefits but does not have sufficient time to participate, the commander can give general guidance to the XO (as their representative) for this task and the XO can drive the design methodology based on the commander's design preferences. To drive the design methodology, see Individual Task 150-LDR-5101, *The Commander Leads the Army Design Methodology*, and Collective Task 71-DIV-5001, *Conduct Army Design Methodology*.

TABLE IV: PREPARE THE HEADQUARTERS FOR OPERATIONS

2-41. As commanders direct their staffs through the operations process, and provides guidance on the following topics:

- Common operational picture requirements.
- Mission command system.
- Battle rhythm.
- Command post organization.
- Assessment of subordinates.

2-42. Before any event, the commander establishes training objectives. This is a critical component in comprehensive preparation and establishing expectations prior to executing operations. Training objectives include identification of specified tasks with associated conditions and standards, as well as the expected proficiency rating the commander anticipates the unit to achieve by the conclusion of the event. For example, the commander uses a STAFFEX to train the staff through Tables III-V over four days, in their third month of command. The training objectives for the event include: the unit achieve an overall P rating on two of their METs, all processes are validated, all retraining is identified by day three and completed by day four, and the headquarters is prepared to certify through a CPX. Assessments and training objective proficiency/deficiency is integrated into retraining or included in SOP adjustments prior to Table V.

PREPARE FOR DRIVING THE OPERATIONS PROCESS

2-43. As the staff begins integrating and preparing for initial operations, the commander uses Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*, as a reference and training aid to direct and refine actions. Commanders are the most important participants in the operations process and uses Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs perform essential functions that amplify the effectiveness of operations, commanders drive the operations process through understanding, visualizing, describing, directing, leading, and assessing operations. To effectively prepare for driving the operations process, commanders consider and relay to the staff how they envision building and maintaining situational understanding, apply critical and creative thinking, and encourage collaboration and dialogue. The commander understands the doctrinal roles and responsibilities of each staff section and command post, and develops a PACE plan (primary, alternate, contingency, and emergency) within and between command posts to sustain the operations process throughout large scale combat operations.

2-44. The operations process is always done in conjunction with another task, normally drawn from the unit METL. To gain or maintain proficiency, commanders and senior staff incorporate supporting tasks that reinforce the major mission command activities performed during operations and allocate time for retraining as required. For example, the unit performs well in the majority of MDMP steps, but struggles in COA development. It is not required for the command to complete this task to the T, T-, or even the P proficiency level at this point in training (Table IV - step 5), but the staff must be poised to attain basic task proficiency in the following table (Table V).

DIRECT COMMON OPERATIONAL PICTURE REQUIREMENTS

2-45. The COP displays relevant information through a shared visual workspace allowing commanders and staff to monitor operations, analyze data, share thoughts, and plan courses of action. Once the operations process is initiated, the commander begins directing COP requirements to assist in making informed and effective decisions through a display of relevant information. These requirements are based on all elements of the mission command system, unit capabilities, the mission, the C4I construct, mission and operational variables, and the commander's personal leadership philosophy. During COP development, the commander must consider difficulties with command and control processes and procedures, digital and analog COP correlation, and network and information system integration.

2-46. The COP is key to each step within the operations process: plan, prepare, execute and assess. Commander requirements for incorporating a relevant and comprehensive COP into a command post can include:

- How to display intent and planning guidance.
- Description of posted relevant information.
- Level and type of known and templated enemy threats, hazards, activities and locations.
- How the organization will collaborate with higher and subordinate organizations.
- Use of planning and brief-back tools.
- Types of control measures, graphics, and efforts used.
- Level of battle tracking.
- Integration of CCIR, PIR, and FFIR.

- Display of SIGACTs.
- Display of key nodes and critical infrastructure.

2-47. For specific guidance to the staff, commanders can review Individual Task 150-MC-5315, *Establish the Common Operational Picture*, and ATP 6-0.5, *Command Post Operations*.

ESTABLISH THE MISSION COMMAND SYSTEM

2-48. The mission command system enhances the commander's ability to conduct operations. Individual Task 150-LDR-5252, *Establish a Mission Command System*, addresses the effort. This includes the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment. A commander's mission command system begins with people. Commanders base their mission command system on human characteristics (skills, knowledge, and abilities) more than equipment and procedures. The mission command system must be organized to:

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

2-49. The commander ensures all aspects of the mission command system are established before the staff begins their final rehearsal in Staff Table V.

PROVIDE BATTLE RHYTHM GUIDANCE

2-50. While the battle rhythm is managed by the XO, it is commander-centric and must be directed to support the commander's decision-making process. Either directly, or through the XO, the commander provides the criteria for developing a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. This guidance includes the types or series of meetings with expected staff representation, outcomes, and delegated decision authority for particular purposes or functions. The battle rhythm provides structure in managing the headquarters and assists in establishing 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.

2-51. The battle rhythm is a logical arrangement of reports, meetings, and briefings, based on the commander's preference, higher headquarters requirements, and the type of operations. The commander must describe or direct their required touch points to the staff (both internal and external to the organization) to further develop and refine the battle rhythm. Once the commander gives the direction, they will continue to monitor and receive staff updates on the battle rhythm's effectiveness. The battle rhythm is tailored, adjusted, and assessed throughout the MCTT and unit events to match the needs of the command, the mission, and the operating environment. The commander can use Individual Task 150-MC-5123, *Establish a Battle Rhythm*, for reference in forming the battle rhythm framework, as well as ATP 6-0.5 for a list of integration functions and inputs / outputs.

REFINE COMMAND POST ARCHITECTURE

2-52. Throughout the Table IV event, the commander will review, refine, and reassess the CPs' organizational architecture to ensure it meets the commander's information requirements. The CP's physical layout 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. Commanders will analyze the mission to vet the layout or design of their CPs (to include positioning of personnel, information systems and displays, equipment, network cabling, and electricity requirements) to ensure it is appropriate for the operational environment. This arrangement may change over the course of an operation to adjust to the shifting environment and maximize efficiency and effectiveness. In

addition, refinement guidance criteria also includes considerations for mobility, agility, and survivability for each CP. The following list will aid in designing the CP physical layout:

- Staff integration and crosstalk.
- Meeting and working group work space.
- Trafficability.
- COP visibility.
- Lighting and climate control.
- 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).

2-53. The commander will continue to refine this architecture throughout the tables and upon notification of new mission requirements. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

ASSESS SUBORDINATE LEADERS

2-54. The brigade commander trains subordinate leaders throughout all the tables. However, in Table IV, the commander is afforded the opportunity to conduct a holistic assessment of their leaders working as a team towards a common goal. Unique to each commander, assessments are developed to measure performance levels and proficiency in craft. Of note, commanders throughout the Army are responsible for leaders/subordinate commanders two levels down. For direct assessment, the brigade commander is typically responsible to assess and certify battalion and separate company commanders, and their primary staff leaders.

2-55. In Table III, commanders develop advanced assessment plans to assess key staff leaders' basic written and verbal capabilities, focusing on building and developing requisite skills necessary in all operational environments. An advanced assessment plan includes: an evaluation of written directives, verbally communicating appropriate staff/subordinate mission requirements (including MDMP), leader actions, and routine operations observed in a variety of conditions over time (see FM 6-22, Ch. 6, "Leader Performance Indicators"). The subordinate leader certifications take place in Table V. Refer to Individual Task, 150-LDR-8003, *Conduct Initial Assessment for a New Leadership Position*.

REFINE TRAINING GUIDANCE

2-56. Commanders provide pre-execution guidance to subordinate units early in the planning process. This ensures the staff meets the commander's guidance throughout planning. This guidance helps keep subordinate leaders, planners, primary, and special staff in synch with the commander's vision for the event. Before the event begins, the commander establishes the desired training outcome, training objectives for the event (such as iterations, duration, and participation level). When developing training guidance for each event, the commander reviews previous evaluations, identifies the overall training purpose, describes the expected performance, dictates the conditions under which the task(s) is performed, sets the standards used to measure performance, and reviews all applicable T&EOs for each trained MET (for example, Collective Task 54-BDE-4800, *Conduct Expeditionary Deployment Operations at the Brigade Level*, when conducting a deployment exercise).

2-57. When writing objectives, use clear, direct language, not indirect or passive words (like 'understand' or 'familiarize'), and link the objectives to the event. Training objectives are tied to unit METLs and achieving task proficiency. To avoid subordinate and staff confusion, commanders need to be specific about what constitutes the expected/standard level of performance through simple, clear, and concisely written objectives. For example, the brigade commander directs the upcoming CPX to focus on movement to contact and conduct a defense METs from their METL. The commander further directs the staff obtain proficient at the Practiced (P) level on performance measures outlined in the MET T&EOs, achieving "GO" on all critical performance measures, all training in Tables III-V be performed, and the CP set

up in the brigade training area. The commander may refer to Individual Task 150-LDR-5321, *Establish Planning Guidance*.

TABLE V: DRIVE THE OPERATIONS PROCESS

2-58. This table is conducted in conjunction with Table V for the staff, CP, and digital crew.

LEAD THE OPERATIONS PROCESS

2-59. Commanders are the most important participants in the operations process. Commanders drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing operations. Throughout the operations process, commanders apply leadership to translate decisions into action. This is achieved through exercising appropriate levels of command presence by sharing technical and tactical knowledge through experience with subordinates throughout the event as the mission and situation dictate. The enduring effects of successful employment of command presence provide a background for subordinates to realize how and when to adapt to achieve the commander's intent for mission accomplishment. In this table, the commander certifies subordinate leaders and applicable crews on the overarching framework for exercising mission command through the operations process. The commander directs section/cell level AARs and the staff makes refinements to training as needed before Table VI certification. Commanders can use the same event as outlined in Table IV or a different event based on time and resources. Refer to Individual Task 71-LDR-5100, *Lead the Operations Process*.

DETERMINE COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

2-60. Determining the commander's critical information requirements (CCIR) is addressed in Individual Task 150-LDR-5019, *Determine the Commander's Critical Information Requirements*. These CCIR are based on the unit's operational environment, its mission, and the organization's designed capabilities. The commander develops CCIR to cover gaps in their own analysis, the staff's analysis, or to identify critical information requirements and facilitate timely decisions. These CCIR assist the commander in better understanding and visualizing the operational environment, defining/redefining the problem, and informing planning guidance to support time-sensitive decision-making requirements. However, CCIR are not focused solely on data or isolated information, but rather provide relevant understanding to enable mission accomplishment. Well-developed CCIR, in combination with the commander's intent, assist in accelerating allocation of resources, guide and prioritize employment of collection assets/analysis resources, and aid in information flow to create shared understanding. The two key elements are FFIR and PIR. A CCIR is—

- Specified by the commander for a specific operation.
- Applicable only to the commander who specifies it.
- Situation dependent.
- Directly linked to a current or future mission.
- Time-sensitive.

2-61. CCIR will change and mature with shifts in mission priorities and changes to the operational environment. Commanders dictate the notification criteria and reporting hierarchy with respect to prioritization and specified recipients. The commander follows a process to periodically review and update the CCIR. Commanders widely distribute the CCIR and revise them as the situation changes. Information is continuously collected and may be delivered on a routine schedule or as requested. An information-push system pushes information from the source to the user as it becomes available or according to a schedule (such as through routine reports). An information-pull system supplies information as requested. Commanders and staffs determine how to use and integrate both types of systems. In addition to CCIR, commanders develop a wake-up or notification criteria list/matrix/worksheet separate from CCIR. CCIR may be considered wake up criteria.

ESTABLISH MEASURES OF EFFECTIVENESS AND MEASURES OF PERFORMANCE

2-62. As the unit begins operating within their designed capabilities, against their assigned mission set, the commander establishes initial measures of effectiveness (MOE) and measures of performance (MOP) to

measure progress towards mission accomplishment during the Table VI training event. Commanders can use Collective Task 71-BDE-5130, *Assess Tactical Situation and Operations for Brigade*.

ASSESS PROCESSES AND PROCEDURES

2-63. Though Staff Table V is designed for the XO to conduct a comprehensive assessment prior to the staff certification, the commander monitors the process. The commander uses Individual Task 150-LDR-5100, *Lead the Mission Command Operations Process*, throughout Table V as a guide, as well as exercising appropriate degrees of command presence at key moments and decision points within the operations process to shape and prepare the staff for Table VI. While unable to devote all their time to planning, commanders follow the status of the planning effort, participate during critical events in the process, and make decisions based on the detailed work of the staff. The commander can also refer to Individual Task 150-MC-5130, *Assess the Current Situation*, to ensure members of the staff are following established processes and procedures, and formally changing them when necessary. At the conclusion of Table V, the commander directs any necessary updates or changes to identified processes and procedures before the progression to Table VI.

CERTIFY SUBORDINATE LEADERS AND CREWS

2-64. The brigade commander trains subordinate leaders throughout all the tables, and in Table V, the brigade commander certifies these leaders. Brigade commanders use the T&EOs associated with each task in Training Tables I through V. Brigade commanders can also direct additional certification tasks for subordinate leaders based on uniqueness of their organizations or gaps identified in the training circular. The commander is ultimately responsible for all certifications within their organization. The commander trains and empowers the XO and staff primaries to assist in certification duties. Of note, as leaders cycle in-and-out of leadership positions, the commander continuously assesses, trains, retrains, and certifies these leaders. Refer to Collective Task 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*.

2-65. Graphic 2-1, Mission Command Training Tables I through V for brigade Commander, shows the inputs, steps, and outputs for Tables I-V the commander completes prior to executing certifications in Table VI.

Mission Command Warfighting Function Training Tables – Functional and Multifunctional Brigades

Mission Command Training Tables I through V for Brigade Commander ¹		
Inputs <ul style="list-style-type: none"> • ATP 6-22.6 • ADP 6-0 • FM 6-22 • FM 3-0 • FM 6-0 • Unit SOPs • MTO&E • Army Handbook for Leadership Transitions 	Table I: Establish Organizational Business Rules and Assess Unit Training <ul style="list-style-type: none"> • Develop Cohesive Teams Through Mutual Trust 150-LDR-5001 • Employ Applied Critical Thinking 150-MC-8012 • Understand unit doctrine applications (<i>Transition to a New Leadership Position</i>) 150-LDR-8000 • Establish a leader professional development program (<i>Conduct Self-Development</i>) 150-MC-8005 / (<i>Analyze Army Character Development</i>) 150-MC-8009 • Assess organizational efficiency and effectiveness (<i>Organize the Staff for Operations</i>) 150-LDR-5013 • Assess capabilities and establish MCIS requirements (<i>Integrate the MCIS</i>) 150-MC-5251 	Outputs <ul style="list-style-type: none"> • Leader development program • Mission command information system requirements
Inputs <ul style="list-style-type: none"> • Table I Inputs & Outputs • ADP 5-0 • ATP 6-0.5 • FM 7-0 • Operational Environment • Unit Manning Roster • Leader's Guide to Objective Assessment of Training Proficiency 	Table II: Establish the Training Environment <ul style="list-style-type: none"> • Complete unit standard operating procedure review and updates (<i>Prepare to Transition to a New Leadership Position</i>) 150-LDR-8001 • Establish a Common Vision 150-LDR-5018 • Establish command/leadership philosophy (<i>Practice the Mission Command Philosophy of Command</i>) 150-LDR-5016 • Establish planning/training guidance (<i>Establish Planning Guidance</i>) 150-LDR-5321 • Drive cell construct (<i>Establish the Mission Command System</i>) 150-LDR-5252 • Establish inputs and outputs for the staff (<i>Establish Boards and Working Groups</i>) 150-LDR-5011 	Outputs <ul style="list-style-type: none"> • Refined standard operating procedures • Planning guidance • Command philosophy • Training guidance • Mission command system guidance • Guidance for staff organization
Inputs <ul style="list-style-type: none"> • Table II Inputs & Outputs 	Table III: Organize the Mission Command System <ul style="list-style-type: none"> • Complete command, control, communications, computers and intelligence construct within the HQ (<i>Manage Command, Control, and Communications Systems</i>) 150-LDR-5253 • Assess staff written and verbal communication skills (<i>Communicate Effectively</i>) 150-MC-8002 • Develop initial command post architecture (<i>Operate a Mission Command Network</i>) 150-MC-5003 • Delegate authorities (<i>Designate Succession of Command</i>) 150-LDR-5320 / (<i>Delegate Authority</i>) 150-LDR-5319 • [OPTIONAL] The Commander Leads the Army Design Methodology 150-LDR-5101 [conducted at discretion of the commander; conduct in conjunction with Staff Table II] 	Outputs <ul style="list-style-type: none"> • Refined C4I design • Refined knowledge management plan • CP architecture • Established delegated authorities • Succession of command • Refined unit SOPs • Army design methodology products
Inputs <ul style="list-style-type: none"> • Table III Inputs & Outputs • Higher HQ battle rhythm • ATP 6-22.1 • Rating chain • Staff MDMP products 	Table IV: Prepare the Headquarters for Operations <ul style="list-style-type: none"> • Prepare for driving the operations process (<i>Lead the Operations Process</i>) 150-LDR-5100 / (<i>Conduct the Mission Command Operations Process for Brigades</i>) 71-BDE-5100 • Direct common operational picture requirements (<i>Establish the COP</i>) 150-MC-5315 • Establish the Mission Command System 150-LDR-5252 • Provide battle rhythm guidance (<i>Establish a Battle Rhythm</i>) 150-MC-5123 • Refine CP architecture (<i>Conduct Command Post Operations</i>) 150-MC-5200 • Assess subordinate leaders (<i>Conduct Initial Assessment for a New Leadership Position</i>) 150-LDR-8003 • Refine training guidance (<i>Establish Planning Guidance</i>) 150-LDR-5321 	Outputs <ul style="list-style-type: none"> • Commander's COP guidance • Battle rhythm guidance to XO • CP architecture for brigade CP(s) • Refined unit SOPs
Inputs <ul style="list-style-type: none"> • Table IV Inputs & Outputs • Running estimates • Scenario (higher headquarters FRAGORD) 	Table V: Drive the Operations Process <ul style="list-style-type: none"> • Lead the Operations Process 150-LDR-5100 • Determine the Commander's Critical Information Requirements 150-LDR-5019 • Establish MOEs and MOPs (<i>Assess Tactical Situation and Operations</i>) 71-BDE-5130 • Assess processes and procedures (<i>Assess The Current Situation</i>) 150-MC-5130 • Certify subordinate leaders and crews (<i>Establish a Brigade Command Post in an Operational Environment</i>) 71-BDE-0050 	Outputs <ul style="list-style-type: none"> • Refined planning guidance • Commander's estimate • Mission statement • Commander's intent • COA decision • CCIR • MOE/MOP • OPORD/FRAGORDs • Refined unit SOP • Leader certifications
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i> . The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).		
The commander completes all activities described in Tables I through V and is prepared to conduct Certification (Table VI).		
¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		

Graphic 2-1. Mission Command Training Tables I through V for the Brigade Commander

TABLE VI: ASSESS AND CERTIFY THE HEADQUARTERS

2-66. This table is the certifying event for the commander and the headquarters. This table is conducted as a collective unit event during which the staff, command post, and digital crew execute their respective Table VI certifications. The commander completes this table when all Table VI requirements for the headquarters are successfully completed. The end state of this table is the commander certifies the staff, CP, and digital crew are prepared to perform their respective roles and functions during collective training. For example, the a brigade commander uses a CPX to conduct one or more mission essential tasks off the METL, and assesses the headquarters' performance against the standards for tasks in the training tables.

2-67. The commander certifies the staff, each command post, and the digital crew have met all the training criteria for their Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the commander is certified, they can proceed to unit training in Tables VII through X. The commander signs a memorandum for record with the results. The unit training officer will upload this memorandum to DTMS.

CERTIFY SUBORDINATES ON PREPARING AN OPERATION ORDER

2-68. The commander assesses the staff and the XO as they develop the Operations Order (OPORD) using Individual Task 150-MC-5119, *Prepare an Operation Order*.

CERTIFY SUBORDINATES ON EMLACING AND DISPLACING THE COMMAND POST

2-69. Commanders assess CP emplacement and displacement (for those command posts that must move during the conduct of large scale ground combat operations). The commander evaluates the officer in charge of each command post on Individual Tasks 150-MC-5200, *Conduct Command Post Operations*, and 150-MC-5201, *Displace the Command Post*, and uses ATP 6-0.5, *Command Post Operations*, as needed. The commander and XO also evaluate the headquarters using Collective Tasks:

- 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.
- 71-BDE-5201, *Displace the Command Post for Brigade*.
- 71-BDE-5202, *Conduct Transfer Control of Operations*.
- 71-BDE-5204, *Establish an Alternate Command Post in an Operational Environment for Brigade*.
- 71-BDE-5250, *Maintain Continuity of Mission Command for Brigade*.

CERTIFY SUBORDINATES ON ESTABLISHING THE COMMON OPERATIONAL PICTURE

2-70. Commanders assess establishing the COP as the XO completes Individual Task 150-MC-5315, *Establish the Common Operational Picture*. The commander and XO also evaluate the headquarters using Collective Tasks:

- 71-BDE-5316, *Display the Common Operational Picture for Brigade*.
- 71-BDE-5318, *Disseminate Common Operational Picture and Execution Information for Brigade*.
- 71-BDE-5319, *Establish the Common Operational Picture for Brigade*.

CERTIFY THE BATTLE RHYTHM

2-71. Commanders evaluate the battle rhythm functionality throughout the event, making changes or adjustments as needed. The commander assesses the XO using Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT AFTER ACTION REVIEWS

2-72. Commanders are responsible for training their units. An AAR is the primary tool for providing feedback. Topics for AARs vary widely at brigade level. Although leaders can conduct two types of AARs, formal and informal, commanders provide guidance to leaders on specific areas of interest, assessments, or

feedback to gain insight into their organization. This guidance includes: staff section collaboration, internal and external communications, reporting formats, synchronization, briefing techniques, use of the command posts, and command post infrastructure. While the T&EO and task proficiency standards provide objective criteria for determining task proficiency, assessments allow leaders to take into account the subjective nature of training. Leaders' assessments combine their personal observations with other information from the staff to develop an overall assessment of the unit's ability to accomplish its mission. Commanders use Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

CERTIFY THE MISSION COMMAND SYSTEM

2-73. The commander evaluates the unit's mission command system on how well it enhances the commander's ability to conduct operations. Commanders evaluate the five components of their mission command system: personnel, networks, information systems, processes and procedures, and facilities and equipment. Commanders evaluate these five components of the mission command system relating to—

- Supporting the commander's decision-making.
- Collecting, creating, and maintaining relevant information and preparing knowledge products to support the commander's and leaders' understanding and visualization.
- Preparing and communicating directives.
- Establishing the means by which commanders and leaders communicate and collaborate.
- Facilitating the functioning of teams.

2-74. Commanders certify the mission command system using the staff certification mission command training table (Table VI) as the final action before transitioning to Table VII. Refer to 150-LDR-5252, *Establish a Mission Command System*.

2-75. The Tables I-VI outcomes are the commander has built a team, philosophy, and training plan based on the unit design, capabilities, and mission. Commanders identify areas for retraining, as needed. As part of the entire training audience (commander, staff, command post, digital crew), the commander transitions to Tables VII-X. These tables are complex and stress the application of the mission command warfighting function. The headquarters integrates external elements such as liaisons and unified action partners. The tables provide a progressive framework for the commander in preparation for their unit's culminating training event. Graphic 2-2 on page 2-18 summarizes the inputs, tasks, and outputs for Table VI.

Mission Command Training Table VI for Brigade Commander ¹		
Inputs	Table VI: Assess and Certify the Headquarters**	Outputs
<ul style="list-style-type: none"> Table V Inputs & Outputs 	<ul style="list-style-type: none"> Certify subordinates on preparing an operation order (<i>Prepare An Operation Order</i>) 150-MC-5119 Certify subordinates on emplacing & displacing the command posts (<i>Conduct CP Operations</i>) 150-MC-5200 / (<i>Displace The Command Posts</i>) 150-MC-5201 Certify subordinates on establishing the COP (<i>Establish The Cop</i>) 150-MC-5315 Certify the battle rhythm (<i>Establish A Battle Rhythm</i>) 150-MC-5123 Conduct AARs (<i>Conduct a Formal AAR</i>) 150-MC-5133 Certify the mission command system (<i>Establish the MC System</i>) 150-LDR-5252 	<ul style="list-style-type: none"> Validated CP displacement SOP Mission command system certification Commander self-certification AAR results
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander certifies the training criteria for Table VI is achieved according to the T&EOs of the listed tasks. The commander should sign a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.</p> <p>** Table is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 2-2. Mission Command Training Table VI for the Brigade Commander

2-76. The Figure 2-3 provides an overview of brigade commander tables VII through X.

VII		VIII	
Direct Mission Command Information System Integration		Apply Art and Science of Mission Command	
<ul style="list-style-type: none"> Organize personnel Enhance information system training guidance Secure and maintain networks Refine processes and procedures Evaluate electromagnetic signature Establish MOE and MOP 		<ul style="list-style-type: none"> Lead the operations process Integrate the mission command philosophy <ul style="list-style-type: none"> Develop cohesive teams through mutual trust Create shared understanding Provide the commander's intent Conduct disciplined initiative Use the mission order technique Identify prudent risk 	
Venue: Commander directed Facility: Local		Venue: CPX type event Facility: Training area	
IX		X	
Mission Command Warfighting Function Validation Exercise Rehearsal		Mission Command Warfighting Function Validation Exercise	
<ul style="list-style-type: none"> Drive the operations process Conduct the rapid decision-making and synchronization process Conduct after action reviews 		<ul style="list-style-type: none"> Drive the operations process Lead the unit in completion of assigned tactical tasks Evaluate METL tasks 	
Venue: CPX type event Facility: Training area		Venue: As directed by the higher commander Facility: Training area	
CPX	command post exercise	MOE	measure of effectiveness
METL	mission-essential task list	MOP	measure of performance

Figure 2-3. Brigade Commander Tables VII-X Overview

TABLE VII: DIRECT THE MISSION COMMAND INFORMATION SYSTEM INTEGRATION

2-77. The brigade commander has the flexibility to organize the five components of the brigade mission command system to support their ability to make decisions and facilitate communication within the brigade headquarters and with higher, subordinate, adjacent, and supporting commanders. When training scenarios reflect a robust (versus an austere) operational environment, this table may include maintaining communications with other services, other governmental agencies, foreign forces, host nation agencies (if present), and international organizations as applicable. This table takes into consideration this interaction and information sharing requirement as well as the collaboration and synchronization that is expected with all stakeholders. The commander can move back to the previous tables to retrain or recertify at any time they feel it would benefit the command.

2-78. At the beginning of Table VII, the command will receive a FRAGORD from higher headquarters directing a change of mission from the activity in Table VI. This order will drive training in Tables VII through X. It includes the task organization the brigade will fight with when conducting its external evaluation. It will also provide the commander information on the unified action partners that will participate in the exercise. The commander fully integrates multinational forces into the brigade, and integrates other unified action partners appropriate to their role, function, and mission.

ORGANIZE PERSONNEL

2-79. The commander organizes all non-organic personnel based on capabilities, mission, and the higher commander's intent. The commander's designated representative will ensure all are

assimilated into their positions in a posture that allows them to contribute effectively. The commander uses Individual Task 150-LDR-5013, *Organize the Staff for Operations*, to assist in this effort.

2-80. New personnel must establish lines of communications and physically meet with counterparts at lower, higher, adjacent, and supporting headquarters whenever possible. The transition or establishment and maintenance of these personal relationships are important to maintaining situational and shared understanding for the commander. Consideration for organizing includes the command and support relationship and (but not limited to) performance of three essential functions:

- Supporting the commander through an area of expertise.
- Assisting subordinate units through active collaboration to solve problems.
- Informing units and organizations outside the headquarters with relevant information.

2-81. The brigade commander may delegate authority to the XO to manage the brigade staff; however, commander oversight is still encouraged to ensure personalities, leadership traits, subject matter expertise, and other requirements meet guidance for organizing personnel.

2-82. The commander, through designated representatives, also directs appropriate foreign disclosure actions for information exchange with unified action partners.

ENHANCE INFORMATION SYSTEM TRAINING GUIDANCE

2-83. The brigade has mission command information systems that collect, process, store, display, and disseminate information. This includes a variety of hardware and software, to include off the shelf communication tools that enhance the commander's ability to visualize the operation and assist in decision-making. The foundation of any information system is the continuous, uninterrupted flow and processing of information to support planning, preparation, execution, and continuous assessment. The brigade commander has information systems that are interoperable, flexible, responsive, mobile, disciplined, survivable, and sustainable. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

2-84. Due to additional personnel and mission requirements, the commander reviews the established systems and makes changes to account for new interaction, collaboration, and synchronization demands, as well as the needs of attached or assigned unit/individuals, and the higher commander's guidance.

2-85. To perform advanced, complex, interactive training, the commander ensures the digital crew is certified and new shift personnel are incorporated through training event repetitions in a full range of military operations. The commander gives authority to the XO and knowledge manager to enhance the training of the Soldiers and supporting personnel operating the MCIS or other supporting information vehicles. Battle captains, KM representatives, common operating pictures managers, and unit mission command digital master gunners can provide guidance and leadership to the crews and lead them through command directed scenarios, and report progress back to the commander.

2-86. The KMO and MCDMG, under the authority of the commander and XO, can further tie into COMEX or digital exercises held by the S-6, as a time to enhance training opportunities for the staff and digital crew. For example, the brigade XO directs the information system operators to participate in the upcoming COMEX for the brigade and subordinate units on post. The digital crew and supporting elements leverage satellite time allocated for software updates to exercise their systems during the COMEX (for example, practice pushing and pulling graphics to other units participating in the event). The MCDMG uses training objectives with clear performance measures for assessing the performance of all digital operators. The XO reports the assessment to the commander for readiness in supporting directed requirements.

SECURE AND MAINTAIN NETWORKS

2-87. Networks are formed when terminal devices and transmission media are interconnected with switching equipment to ensure information (voice, imagery, data, or message) is transported to appropriate locations. The commander, working with the S-6, ensures the network is both secured and maintained, in compliance with department of the army regulations, unit organization/manning requirements, environmental conditions, unit SOP, and directives from the higher headquarters. Essential elements include identification of authorized/prioritized users, access control policies/strategies, and information security training, as well as system/software upgrades that enable interoperability and

compatibility. In addition, developing a primary, alternate, contingency, and emergency (PACE) plan will mitigate short term connectivity loss and maintain situational and shared understanding. The commander refers to Individual Tasks 113-367-5001, *Implement Network Protection Measures*; and 113-473-7007, *Implement Network Security Measures within a System Architecture*.

REFINE PROCESSES AND PROCEDURES

2-88. In this table, the commander refines and updates processes and procedures to organize activities within and between the headquarters, adjacent, subordinate, and supporting units. The brigade staff opts to conduct some or all of the following seven processes: the operations process, the military decision-making process (MDMP), the targeting process, the intelligence process, intelligence preparation of the battlefield, the information collection process, and the knowledge management process. The commander refines processes and procedures based on running estimates, after action reviews, and the commander directed assessment plan, which includes measures of effectiveness and performance. As updates and changes are made, the commander ensures those actions are captured in SOPs and published to the force. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*, and Collective Task 71-BDE-5130, *Assess Tactical Situation and Operations for Brigade*. Examples of typical brigade processes and procedures that mission command information systems support include:

- Command post battle drills.
- Shift-change briefings.
- Operation update and assessment briefings.
- Operations synchronization meetings.
- Transferring control between command posts.
- The battle rhythm.

EVALUATE ELECTROMAGNETIC SIGNATURE

2-89. The commander, with S-2, S-6, and protection cell input, considers the digital systems and command posts required to support mission command based on the mission set and operational environment. The commander evaluates the unit's electromagnetic signature based on enemy detection capabilities. The commander ensures the unit is mitigating/minimizing its footprint while still maintaining mission command. Mitigation measures might include limiting the amount of satellite time or reducing redundant information systems that create significant signatures.

2-90. The commander ensures cyber defense drills are conducted and assessed throughout training events. These drills replicate a 'near peer' competitor in the operational environment as directed by the commander. Refer to Individual Task 113-25E-3003, *Define the Electromagnetic Operational Environment (EMOE)*.

ESTABLISH MEASURES OF EFFECTIVENESS AND MEASURES OF PERFORMANCE

2-91. As the unit begins operating within designed capabilities and against the newly assigned mission set, the commander refines measures of effectiveness (MOEs) and measures of performance (MOPs) to measure mission accomplishment. Commanders can use Collective Task 71-BDE-5130, *Assess Tactical Situation and Operations for Brigade*.

TABLE VIII: APPLY ART AND SCIENCE OF MISSION COMMAND

2-92. Table VIII is tied to an event as designated by the commander. This table nests the graduate levels of MC with the integration of additional personnel and equipment. Table VIII prepares the commander for the validation rehearsal in Table IX and the culminating training event for the headquarters in Table X. As with the other tables, this table event aligns with events already performed by the unit. For example, the commander uses a CPX for training tables VIII-IX over a four day exercise.

LEAD THE OPERATIONS PROCESS

2-93. The commander uses Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*, and Individual Task 150-LDR-5100, *Lead the Mission Command Operations Process*, to train and evaluate the headquarters executing the operations process in support of a mission essential task. The commander driving the operations process is integral to completing these collective tasks. Commanders drive the operations process through their activities of understanding, visualizing, describing, directing, leading, and assessing (UVDDLA) operations. Brigade commanders also use mission variables, in combination with operational variables, to refine their understanding of the situation and determine how these variables might affect the mission. How the commander implements UVDDLA activities, identifies key variables, and conveys intent to drive the operations process, has direct impact on the unit's ability to establish unity of effort and exploit vulnerabilities. The operations process is the overarching framework for exercising mission command for the brigade at the tactical level.

2-94. As brigade commanders drive the operations process to support the tactical fight, they provide guidance on how to *exercise* two forms of control: procedural or positive. *Procedural control* is the technique of regulating forces that relies on a combination of doctrine, regulations, policies, operational graphics, and tactics, techniques and procedures. *Positive control* is the technique of regulating forces that involves commanders and staff leaders actively assessing, deciding, and directing. No single control option works best for all situations. However, the XO and S-3 must be trained and able to drive the operations process in the absence of the commander. This does not negate the commander's responsibility to be present for commander designated performance measures listed within the collective T&EO. For example, the brigade commander delivers the commander's intent at the CP as part of a leader's performance measure within the Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*.

- Understand – Commanders actively collaborate with other commanders, the staff, and unified action partners, to create a shared understanding.
- Visualize – Commanders visualize the operation's end state and potential solutions to solve problems.
- Describe – Commanders describe this visualization to their staffs and subordinates. This description facilitates shared understanding of the situation, mission, and intent.
- Direct – Based on this understanding, commanders make decisions and direct action throughout the operations process.
- Lead – Commanders use the operations process to lead Soldiers and forces by providing direction and guidance.
- Assess – Commanders assess operations continuously to better understand current conditions and determine how operations are progressing. Commanders incorporate the assessments of the staff, subordinate commanders, and unified action partners into their personal assessment of the situation. Based on their assessment, commanders modify plans and orders to better accomplish the mission. If their assessment reveals a significant variance from their original commander's visualization, commanders reframe the problem and develop a new operational approach.

INTEGRATE THE MISSION COMMAND PHILOSOPHY

2-95. In previous tables, the commander performed different sub tasks within the mission command philosophy. Table VIII is the culmination of those previous efforts. As stated in Figure 2-4, the MC philosophy is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. The commander completes the listed Individual Tasks, or refines if completed in previous tables: 150-LDR-5015, *Lead the Unit*; 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*; 150-LDR-5007, *Create a Shared Understanding*; 150-LDR-5004, *Provide the Commander's Intent*; 150-LDR-5006, *Conduct Disciplined Initiative*; 150-LDR-5003, *Use the Mission Order Technique*; 150-LDR-5002, *Identify Prudent Risk*.

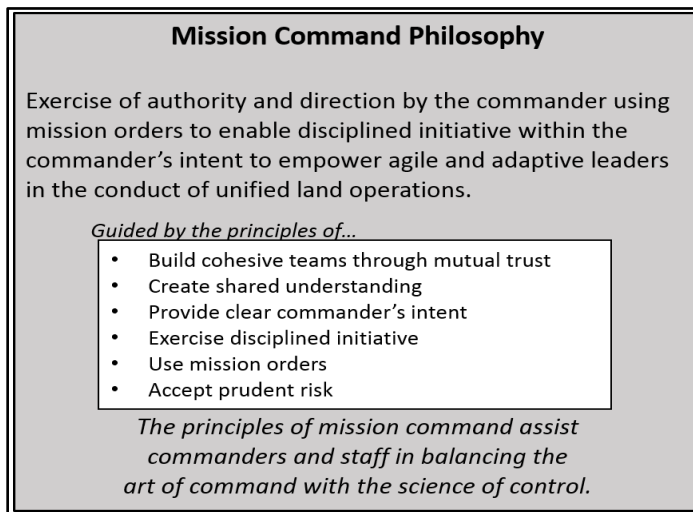


Figure 2-4. Mission Command Philosophy

2-96. As the commander leads the headquarters through collective training, the commander assesses synchronization, integration, and interoperability of all non-organic units to include unified action partners and liaisons. This assessment includes information systems, personnel or liaison exchanges, and CP elements.

TABLE IX: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

2-97. The commander designates the training event and conditions for conducting Table IX. This event takes place in a designated venue and is scenario driven using the correct PMESII-PT variables. The event is not externally evaluated for readiness reporting. This table is tied to all four MCTT training audiences, working as a unified headquarters towards completing the unit METL. As training time and resources allow, all METs on the unit's designated standardized METL are trained. Units can also tie this event to training on their assigned METL (A-METL) as determined by the commander. During this table, each command post (such as main, TAC, and alternate CP) displaces at least once in preparation for evaluating displacements during Table X.

DRIVE THE OPERATIONS PROCESS

2-98. Commanders are the most important participants in the operations process. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs, led by the XO, perform essential functions that amplify the effectiveness of operations, commanders drive the operations process through activities of understand, visualize, describe, direct, and assess in each major mission command activity of plan, prepare, execute and assess.

2-99. The commander performs these activities throughout the training event and as the mission dictates. The commander applies an appropriate degree of command presence within each major mission command activity while still allowing the headquarters to exercise disciplined initiative within their respective capabilities.

CONDUCT THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

2-100. Consider RDSP in situations when current events do not match the predetermined plan and necessitates an adjustment decision without enough time for full MDMP. The commander leads the staff through RDSP. The commander completes Individual Task 150-LDR-5014, *Lead the Rapid Decision-making and Synchronization Process*. This task is performed in conjunction with a collective

task. For example, the brigade commander uses RDSP after receiving a change in mission from higher to conduct a security operation in conjunction with conducting an attack.

CONDUCT AFTER ACTION REVIEWS

2-101. The brigade commander leads an AAR of the operation conducted during Table IX training with a focus on identifying and correcting training deficiencies and/or unit procedures that must be corrected prior to the Table X external evaluation. Refer to Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

2-102. This event is typically a culminating training event prior to or during the brigade EXEVAL. This table is directly tied to all four training audiences for this TC (the commander, the staff, the CP, and the digital crew). This event is externally evaluated while the unit executes collective tasks on the unit's METL or A-METL. Each command post (such as main and TAC) will be evaluated on its ability to displace during the validation exercise. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*.

2-103. The outcome of Table X is the evaluating commander has validated the brigade commander as prepared to lead the brigade in executing mission command during unified land operations. The commander leads the unit based on design, capabilities, mission, and the higher commander's intent. The commander signs a memorandum for record with the results. The unit training officer will upload this memorandum to DTMS.

DRIVE THE OPERATIONS PROCESS

2-104. Commanders are the most important participants in the operations process. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs, led by the XO, perform essential functions that amplify the effectiveness of operations, commanders drive the operations process through activities of understand, visualize, describe, direct, and assess in each major mission command activity of plan, prepare, execute and assess.

2-105. The commander performs these activities throughout the training event and as the mission dictates. The commander applies an appropriate degree of command presence within each major mission command activity while still allowing the headquarters to exercise disciplined initiative within their respective capabilities.

LEAD THE UNIT IN COMPLETION OF ASSIGNED TACTICAL TASKS

2-106. The commander leads the brigade and supporting forces to accomplish the tactical mission(s) assigned by the higher headquarters.

EVALUATE METL TASKS

2-107. The brigade commander considers the external evaluation team's observations and determines the T-level achieved by the brigade on the METL task(s) performed during the exercise for updating the Unit Status Report. See FM 7-0.

2-108. Graphic 2-3 summarizes the inputs, tasks, and outputs for tables VII through X.

Mission Command Warfighting Function Training Tables – Functional and Multifunctional Brigades

Mission Command Training Tables VII through X for Brigade Commander¹		
Inputs	Table VII: Direct Mission Command Information System Integration	Outputs
<ul style="list-style-type: none"> Table VI Inputs & Outputs Higher headquarters FRAGORD 	<ul style="list-style-type: none"> Organize personnel (<i>Organize The Staff for Operations</i>) 150-LDR-5013 Enhance information system training guidance (<i>Integrate the MCIS</i>) 150-MC-5251 Secure and maintain networks (<i>Implement Network Protection Measures</i>) 113-367-5001 / (<i>Implement Network Security Measures Within a System Architecture</i>) 113-473-7007 Refine processes and procedures (<i>Establish a MC System</i>) 150-LDR-5252 Evaluate electro-magnetic signature (<i>Define the Electromagnetic Operations Environment (EMOE)</i>) 113-25E-3003 Establish MOEs and MOPs (<i>Assess Tactical Situation and Operations</i>) 71-BDE-5130 	<ul style="list-style-type: none"> Refined staff structure Network validation Refined tactical SOP Refined MOE, MOP, and associated indicators
Inputs	Table VIII: Apply Art and Science of Mission Command	Outputs
<ul style="list-style-type: none"> Table VII Inputs & Outputs 	<ul style="list-style-type: none"> Lead the operations process (Conduct the MC Operations Process) 71-BDE-5100 Integrate the mission command philosophy (<i>Lead the Unit</i>) 150-LDR-5015 <ul style="list-style-type: none"> Develop Cohesive Teams Through Mutual Trust 150-LDR-5001 Create Shared Understanding 150-LDR-5007 Provide the Commander's Intent 150-LDR-5004 Conduct Disciplined Initiative 150-LDR-5006 Use the Mission Order Technique 150-LDR-5003 Identify Prudent Risk 150-LDR-5002 	<ul style="list-style-type: none"> Commander's mission command system assessment and guidance
Inputs	Table IX: Mission Command WFF Validation Exercise Rehearsal***	Outputs
<ul style="list-style-type: none"> Table VIII Inputs & Outputs 	<ul style="list-style-type: none"> Drive the operations process (<i>Lead The Operations Process</i>) 150-LDR-5100 Conduct the RDSP (<i>Lead The RDSP</i>) 150-LDR-5014 Conduct AARs (<i>Conduct a Formal AAR</i>) 150-MC-5133 	<ul style="list-style-type: none"> FRAGORD AAR results (headquarters and subordinate units) Final refinements of SOPs, orders, systems for the validation exercise
Inputs	Table X: Mission Command WFF Validation Exercise****	Outputs
<ul style="list-style-type: none"> Table IX Inputs & Outputs External Evaluators 	<ul style="list-style-type: none"> Drive the operations process (<i>Lead The Operations Process</i>) 150-LDR-5100 Lead the unit in completion of assigned tactical tasks Evaluate METL tasks 	<ul style="list-style-type: none"> Validated mission command system
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander trains the mission command system, including the staff, unit command posts, and the digital crew in tables VII through IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.</p> <p>Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the commander is prepared to lead their mission command system in the conduct of unified land operations. The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>*** Table is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables. **** Table is executed as part of an externally evaluated culminating exercise.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 2-3. Mission Command Training Tables VII through X for the Brigade Commander

SECTION III – BRIGADE STAFF TRAINING TABLES

2-109. Section III discusses the mission command training tables for the brigade staff.

MISSION COMMAND TRAINING TABLES FOR THE BRIGADE STAFF

2-110. This section guides the commander and XO through the tables used to train, certify, and validate the staff. The principal staff officers consist of officers that lead coordinating and special staff sections, and personal staff officers. The staff consists of the principal staff officers and the officers, noncommissioned officers, and Soldiers working in their respective sections.

2-111. This section does not cover every training aspect, nor pinpoint exactly how to train each collective or individual task. Commanders and leaders wanting more information on training the force will reference the T&EOs for each task, the available training support packages, and FM 7-0 for assistance.

2-112. The complexities within a brigade staff can make training the staff challenging. The commander, XO, and principal staff officers must balance daily operational requirements with training opportunities. The XO will leverage the principal staff officers and section and cell NCOICs to conduct many aspects of the below tables independent of one another. At a minimum, tables V and VI must be performed as a unit to achieve the desired level of training proficiency. Once the staff is certified, they can proceed to unit training in Tables VII through X. During Tables VII – X, the staff in all the unit's command posts function as one mission command system to conduct the operations process and support the commander's decision making. To do this successfully, all staff members must understand the roles and functions of not just their section and command post, but of all sections and command posts in the mission command system. The commander signs a memorandum for record with the event results. The unit training officer will upload this memorandum to DTMS.

2-113. Tables I through V are designed to train the brigade staff at the individual, section, and cell levels. Tables I-II occur on an on-going basis as Soldiers and officers join the unit. Table V is the rehearsal once the headquarters elements come together to work as a collective unit. The commander certifies the staff in Table VI certification. There are no external attachments or liaisons required for the execution of Tables I through VI. The XO is the authority, as determined by the commander, to transition the staff through tables I through V. The commander certifies the staff using Table VI for transitioning to the more advanced Tables VII through X.

2-114. The tables are written for the commander to retrain the staff during an upcoming training event. For example, the commander can use an upcoming STAFFEX or STX to retrain the staff on Tables III through V to achieve a greater proficiency before a pending brigade level CPX. The tables are meant to provide the commander flexibility to train the staff to a level of proficiency needed to conduct unified land operations.

2-115. Once the commander certifies the staff at Table VI, the staff receives an OPORD/FRAGORD for the brigade's EXEVAL. This order is used throughout tables VII-X to drive training. Furthermore, the unit begins at Table VII to incorporate multinational partners and other unified action partners in Table X and the EXEVAL.

2-116. Upon completing the mission command warfighting function validation (Table X), commanders validate the staff and sign a memorandum for record documenting the event results. One memorandum is sufficient to record the validation for the commander, the staff, the command posts, and the digital crew. The unit training officer will upload the memorandum into the unit's DTMS and maintain a local copy. Training atrophy level can be determined using Table requirements. Overall training deficiency is based on Army collective training atrophy and a dialog between the commander and the evaluating commander. Figure 2-5 shows an overview of brigade staff tables I through VI.

Mission Command Warfighting Function Training Tables – Functional and Multifunctional Brigades

<i>I</i>	<i>II</i>	<i>III</i>
Organize and Acclimate Staff to Organization	Develop MDMP Skills at the Section Level	Establish Staff / Cell Processes and Integrate Warfighting Functions
<ul style="list-style-type: none"> • Understand unit doctrine applications, staff duties, responsibilities, and SOPs • Conduct warfighting function and CP organization • Organize the staff • Build staff relationships • Develop NCOs and Soldiers 	<ul style="list-style-type: none"> • Conduct the MDMP • Conduct RDSP • Develop running estimates • Review commander’s decision support template and decision support matrix • Establish framework for formal assessment • Conduct section rehearsals • Verify section outputs • Develop section training plans • [OPTIONAL] Conduct the Army design methodology 	<ul style="list-style-type: none"> • Establish functional and integrating cells • Validate warfighting functions • Conduct MDMP <ul style="list-style-type: none"> ▪ Conduct mission analysis ▪ Conduct a risk assessment ▪ Engage in COA development ▪ Conduct COA analysis ▪ Recommend CCIR ▪ Conduct COA decision briefing ▪ Prepare an OPORD • Develop KM plan
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
<i>IV</i>	<i>V</i>	<i>VI</i>
Synchronize Command Post Operations	Conduct Staff Rehearsals	Conduct Staff Certification
<ul style="list-style-type: none"> • Integrate staff cells for operations • Synchronize staff boards and processes • Establish a battle rhythm • Conduct rehearsals • Practice staff battle drills • Refine the plan • Perform planned actions, sequels, and branches • Establish the CP and alternate CPs • Formalize shift crews • Verify command post SOP functionality 	<ul style="list-style-type: none"> • Review staff organization • Establish the COP • Conduct the operations process • Prepare an operation order • React to a FRAGORD • Finalize the battle rhythm • Finalize decision support matrix • Finalize CP crews, roles, and responsibilities • Employ the mission command system • Conduct CP operations • [OPTIONAL] Conduct SCIF operations • Conduct section/cell AARs 	<ul style="list-style-type: none"> • Transfer mission command between CPs • Conduct the operations process • Execute working groups/ boards/ meetings supporting decision-making • Execute the battle rhythm • Conduct CP operations • Create shared understanding • Displace the command post • [OPTIONAL] Conduct SCIF operations
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event (CPX) Facility: TBD
AAR CCIR COA COP CP FRAGORD	after action review commander’s critical information requirements course of action common operational picture command post fragmentary order	KM MDMP NCO RDSP SCIF SOP knowledge management military decision-making process noncommissioned officer rapid decision-making and synchronization process sensitive compartmentalized information facility standard operating procedure

Figure 2-5. Brigade Staff Tables I-VI Overview

TABLE I: ORGANIZE AND ACCLIMATE STAFF TO ORGANIZATION

2-117. This table introduces the staff to the operations process. This table assumes all officers, warrant officers, NCOs, and Soldiers will come to the unit with basic proficiency in their individual military occupational specialty (MOS) skills. Principal staff officers can use programmed training time to retrain job skill deficiencies. In Table I, the staff section leaders further the training and develop initial staff training through basic understanding of duties, responsibilities, and the mission under the supervision of the principal staff officers and XO. Table I-II tasks are considered perishable skills and performed frequently to maintain basic proficiency within the staff. Table I-II can also be used to integrate new personnel to the unit during the unit/commander orientation program.

UNDERSTAND UNIT DOCTRINE APPLICATIONS, STAFF DUTIES, RESPONSIBILITIES, AND STANDARD OPERATING PROCEDURES

2-118. All staff members familiarize themselves on all command policies, procedures, and current staff section SOPs. Brigade staff officers and NCOs familiarize themselves with the doctrine relevant to the brigade conducting large scale ground operations, including FM 3-0, *Operations*, and applicable FM or ATP for the unit type. They also familiarize themselves with their specific branch/functional area responsibilities at the brigade level. The staff section leader develops a basic understanding of upcoming unit missions and how those requirements translate into the basic section members skills. Section leaders further define the roles and responsibilities of each section member and determine current and future expectations. Staff section leaders study and refine individual and section battle drills relating to their duty position and the current organization; they train their Soldiers using individual and section collective tasks as defined by the appropriate proponent. For example, the S-2 conducts intelligence preparation of the battlefield training using Collective Task 34-SEC-3180, *Conduct Intelligence Preparation of the Battlefield (IPB)*; provided by the Intelligence Center of Excellence. Refer to Individual Task 150-LDR-5007, *Create a Shared Understanding*.

CONDUCT WARFIGHTING FUNCTION AND COMMAND POST ORGANIZATION

2-119. The principal staff officers and section and cell NCOs ensure all members of their staff element understand their roles within the command post as well as how their section interacts with other staff entities. This applies to staff elements in all CPs, not just the main CP (TAC or any other alternate command post the commander establishes). Furthermore, each staff member must develop an understanding of the roles and responsibilities of other staff cells and unit command posts. The spatial arrangement of staff elements within a CP can greatly promote or inhibit staff integration. The officers and NCOs in charge of the brigade command posts consider manning, maturity, subject matter expertise or specialty, collaboration frequency, coordination requirements, facilitation for rapid exchange of information, inputs and outputs, and mission requirements for presentation to the XO with recommendations for command post organization. See Individual Task 150-LDR-5013, *Organize the Staff for Operations*.

ORGANIZE THE STAFF

2-120. After receiving commander guidance, the XO and principal staff officers will organize or reorganize the brigade staff. The commander, XO, and principal staff officers determine and clearly define all extra duties. See Individual Task 150-MC-0000, *Organize the Staff as the COS/XO/DCO*. (See ATP 6-0.5 for additional information.)

BUILD STAFF RELATIONSHIPS

2-121. The XO conducts basic team building among the staff and nests staff team building with the commander's program and the higher headquarters. Due to the complexity and size of the brigade staff, the XO employs the principal staff officers in this effort. For example, the S-4, after coordinating with the headquarters company commander, conducts internal teambuilding within the sustainment warfighting function by ensuring all sustainment members conduct morning physical training together.

The S-4 also ensures their Soldiers and officers who participate in working groups or planning teams have the time needed to build relationships within these additional organizations.

2-122. Typically, senior level staff members conduct team building events independently of most of the staff. Additionally, senior level staff members build unity among staff sections by holding combined relationship building events. For example, the brigade current operations cell challenges the sustainment section to a team obstacle course contest for an upcoming physical training session.

2-123. Brigade level relationship building events will consistently employ professionalism and interpersonal skills that foster effective open communication and build unity within the command. Using a variety of venues and techniques which allow team members to contribute through observable means, which is essential to relationship building. Feedback mechanisms are established to promote interaction or prevent conflict within the staff. See Individual Task 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*, and Collective Task 71-TM-5004, *Develop Cohesive Teams Through Mutual Trust*.

DEVELOP NONCOMMISSIONED OFFICERS AND SOLDIERS

2-124. Section leaders will ensure NCOs and Soldiers are developed to accomplish their mission and can provide their expertise and input to the operations process. NCO and Soldier development is grounded in the unit professional development program. The program must combine developmental expectations with the projected mission requirements the organization will experience. The section leader will use every opportunity to seek appropriate technical/skill qualification schools, standardized training with proficiency assessments, as well as any additional training opportunities that may benefit the NCO, each Soldier, and the organization. Refer to Individual Task 150-LDR-8003, *Conduct Initial Assessment for a New Leadership Position*.

TABLE II: DEVELOP MDMP SKILLS AT THE SECTION LEVEL

2-125. The XO continues to supervise the principal staff officers as they refine the basic and intermediate skills of their section and its members. Principal staff officers have primary responsibility for this table, but the XO can bring the staff together, as needed, to begin staff integration during rehearsals. This table is conducted in a garrison environment.

CONDUCT THE MILITARY DECISION-MAKING PROCESS

2-126. Principal staff officers review their section's their roles and contributions to the MDMP. Leaders run their sections through drills using the operational environment selected by the commander. Leaders ensure the training enhances the section's thoroughness, clarity, judgment, logic, and professional knowledge to understand situations, develop problem solving options, and make recommendations.

2-127. Once the section gains basic MDMP proficiency, the principal staff officer or section leader will run abbreviated MDMP drills and scenarios based on a time constrained environment. The leader will use the collective tasks listed here to ensure the section understands and fulfills their duties and responsibilities within the MDMP. It is not intended for the XO to integrate all the sections into a full MDMP at this time. Principal staff officers use Collective Task 71-BDE-5111, *Conduct the Military Decision-Making Process for Brigades*. Staff personnel participating in MDMP refer to Individual Tasks 150-MC-5110 through 150-MC-5121 for detailed guidance on conducting each step in the process. Individual staff sections also refer to their proponent training products for more tailored training.

CONDUCT THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

2-128. The rapid decision-making and synchronization process is a technique commanders and staffs commonly use during execution. While identified here with a specific name and method, the approach is not new; its use in the Army is well established. Commanders and staffs develop this capability through training and practice. The rapid decision-making and synchronization process continuously integrates and synchronizes the warfighting functions to address ever-changing situations. The rapid decision-making and synchronization process is based on an existing order and the commander's priorities, as expressed in the order. The most important of these control measures are the commander's intent, concept of operations,

and commander's critical information requirements (CCIRs). Refer to FM 6-0, *Commander and Staff Organization and Operations*, and Collective Task 71-BDE-5002, *Conduct Rapid Decision-making and Synchronization Process*.

DEVELOP RUNNING ESTIMATES

2-129. As part of each staff section understanding their roles within the headquarters, the principal staff officer or section leader will train the sections on the purposes behind and the development of running estimates: to record information, provide expert analysis/opinions, and provide recommendations. Leaders use Collective Task 71-BDE-5144, *Develop Running Estimates*, as well as tasks from their corresponding warfighting function proponent.

REVIEW COMMANDER'S DECISION SUPPORT TEMPLATE (DST) AND DECISION SUPPORT MATRIX (DSM)

2-130. The DST and DSM project where and when a decision must be made based on expected events at a specified location, with stated criteria and planned friendly actions in a narrative form. The brigade includes standard formats for decision support materials in the unit SOP, and tailors those products to the situation at hand.

2-131. The DST graphically represents decision points, projected situations, and indicates when, where, and under what conditions a decision is most likely required to initiate a specific activity or event. It contains time phase lines, named areas of interest, target areas of interest, and decision points.

2-132. A DSM is a written record of a war-gamed course of action that describes decision points and associated actions at those decision points. It lists decision points, decision point locations, evaluation criteria 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. Refer to Collective Task, 71-BDE-5111, *Conduct the Military Decision-Making Process for Brigades*, and Individual Task, 150-MC-5111, *Conduct the Military Decision-Making Process*.

2-133. Brigade leaders can use DST and DSM from earlier missions as training aids while conducting Table II. During this table, and as part of the MDMP instruction, the principal staff officers will:

- Run their sections through internal wargaming drills.
- Instruct how their wargaming inputs result in outputs to feed the DST and DSM in COA development.
- Instruct how the DST and DSM inform the commander for COA selection.
- Train procedures their sections take once a COA is selected including:
 - Refining DST graphics over space and time as the operational situation develops.
 - Refining the DSM written record, to include decision points, over space and time as the operational situation develops.

2-134. In addition to the DST and DSM, commanders and staffs use several tools (orders and attachment to orders, overlays, templates, matrices, lists, tables, and charts) to assist 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. Each principal staff officer and section leader will train on and incorporate tools specific to their warfighting function to assist the commander in decision-making. For a listing of these tools, see ATP 6-0.5, appendix D.

ESTABLISH FRAMEWORK FOR FORMAL ASSESSMENTS

2-135. The S-5 leads the staff in preparing a formal collection plan that includes—

- Measures of performance (MOPs) to assess task accomplishment.
- Measures of effectiveness (MOEs) to assess progress towards the desired end state.
- Indicators that support the MOP and MOE.

- Inputs to the information collection plan to ensure indicators are collected and disseminated.
- Inputs to the knowledge management plan to ensure MOP, MOE, indicators, and analysis are available to appropriate staff elements.

2-136. Each warfighting function has its own type of formal assessment.

2-137. The principal staff officer/section leader will use the proponent T&EOs for assessment tasks to manage and train their sections on the use and application of these assessments. Refer to Individual Task 150-MC-5130, *Assess the Current Situation*, to train on formal assessments.

CONDUCT SECTION REHEARSALS

2-138. Table II rehearsals begin at the section level. Principal staff officers ensure their sections thoroughly understands their role rehearsals, as well as how and when their section collaborates with other staff sections in preparation for these rehearsals. Refer to Collective Task 71-BDE-5122, *Perform a Rehearsal for Brigade*, and Individual Task 150-MC-5122, *Perform a Rehearsal*.

VERIFY SECTION OUTPUTS

2-139. The XO, with direction from the commander, ensures all sections account for respective, predetermined outputs. These outputs come in all types and serve various purposes, including those that provide direction to subordinate units; are inputs to other staff processes/procedures within the brigade; and those that inform or drive processes for higher, adjacent, supporting, and supported headquarters. All outputs must lead to a better situational understanding and facilitate steps towards a decision. Examples of these can include a daily threat update from the S-2 that is an input to various cells and working groups, a sustainment forecast over space and time that includes friendly losses from the sustainment cell that informs the unit DSM, and an incoming personnel listing from the S-1 that influences unit allocations in various working groups and the division personnel replacement process. Refer to Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

DEVELOP SECTION TRAINING PLANS

2-140. Section leaders must have a comprehensive understanding of their respective section requirements and inputs/outputs, and have identified the training required for their sections to be responsive to the commander's decision-making process. The section leader, in coordination with the S-3 and the headquarters company, develop a training plan focusing on section needs, their designed capabilities, the mission, and the commander's requirements. The S-3 ensures these training plans are captured within the overall brigade training plan. Once all sections have formalized their internal training plans, the S-3 develops a unit training plan to present to the commander. The commander provides guidance and the S-3 will adjust until approval is received and the training plan is published. Refer to Individual Task 150-COM-7170, *Write the Unit Training Plan OPORD*.

CONDUCT THE ARMY DESIGN METHODOLOGY [OPTIONAL]

2-141. Army design methodology tools and techniques are applicable to a wide range of commander and staff activities to include the military decision-making process, targeting, intelligence preparation of the battlefield, and assessments. The potential benefits for using Army design methodology include—

- Enhanced dialogue between commanders, staffs, and unified action partners.
- Deeper (and earlier) understanding of an operational environment.
- Better understanding of the problem and its root causes.
- Better guidance to drive detailed planning.
- Shared visualization of the purpose of the operation.
- Expanded role of the assessment process.

2-142. Commanders at the brigade level may not have sufficient time, staff, or other resources to conduct the design methodology, so this is an optional element in Table II.

2-143. If the commander wants the design methodology benefits but does not have sufficient time to participate, the commander can give the XO (as their representative) general guidance for this table and the XO can drive the design methodology based on the commander’s design preferences. See Collective Task 71-DIV-5001, *Conduct Army Design Methodology*.

TABLE III: ESTABLISH STAFF/CELL PROCESSES AND INTEGRATE WARFIGHTING FUNCTIONS

2-144. Table III begins with the XO integrating the staff to form integrating cells. This table also combines section skills with the principal staff officer/section leader section training, incorporating more MDMP. This table can be performed in a garrison environment.

ESTABLISH FUNCTIONAL AND INTEGRATING CELLS

2-145. The XO organizes the various sections into functional cells (see Figure 2-6). Of note, not all brigades will have the full range of warfighting functions, nor be resourced to integrate cells based on unit capabilities. The commander directs which functional and integrating cells to form based on unit MTOE, capabilities, and mission.

2-146. The XO then establishes integrating cells listed in Figure 2-6, current operations, future operations, and plans. Again, not all brigades within the Army will have the manning and the capabilities to form integrating cells. The XO refers to FM 6-0 and the doctrine for their unit on establishing these cells. The XO, principal staff officers, and section leaders use Individual Task 150-MC-0000, *Organize the Staff as the COS/XO/DCO*.

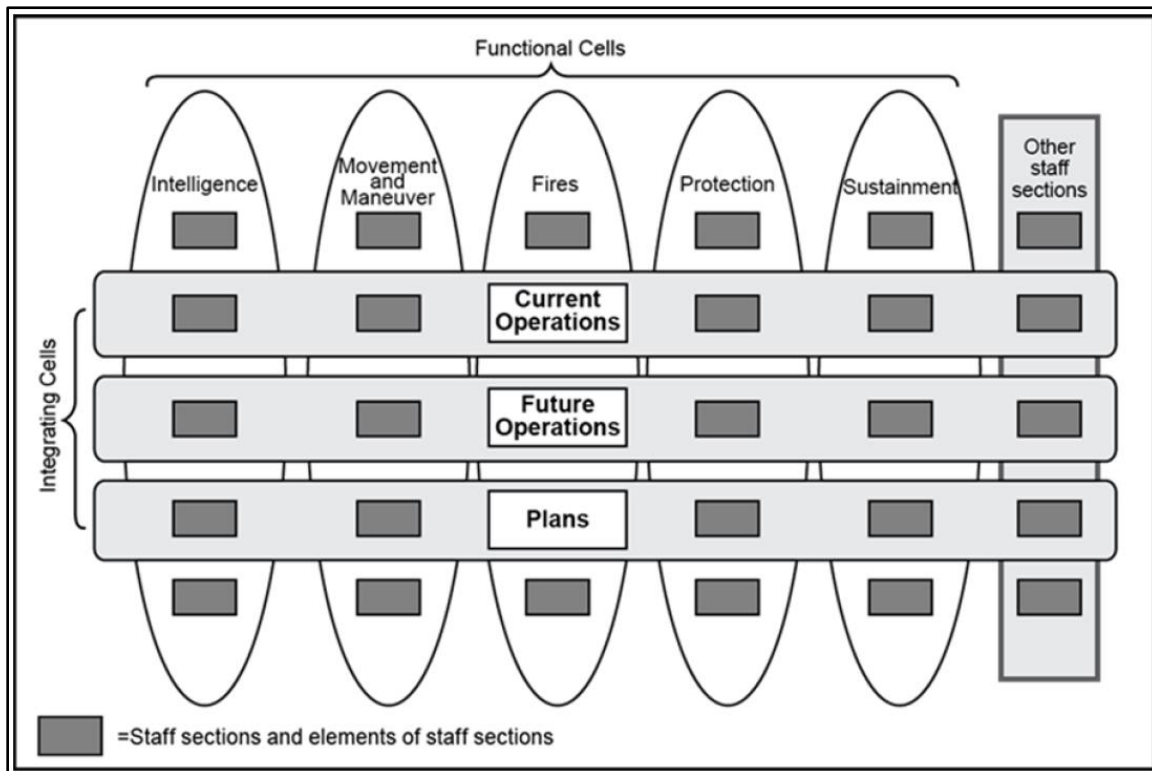


Figure 2-6. Command Post Organization

VALIDATE WARFIGHTING FUNCTIONS

2-147. As the unit receives new members to the staff or the staff realigns for operational reasons, the XO will validate each of the unit's warfighting functions. The individual tasks covering each are listed below. The XO verifies adherence to SOPs, the commander's intent, orders from higher headquarters, and operational requirements. Of note, this publication will not get into the finer details of what actions each staff section performs or how they are to perform them. For example, the commander wants the S-2 section to conduct more detailed intelligence integration training based on an influx of additional personnel. The commander consults the DIVARTY CATS and finds task set 52-TS-8131, *Integrate Intelligence Activities in Support of Operations*. The commander sees that within that task set (TS) are several tasks to train the intelligence section, to include—

- 34-SEC-1102, *Provide Intelligence Overwatch*.
- 34-SEC-1315, *Provide Geospatial Intelligence (GEOINT) Analytic Support to Operations*.
- 34-SEC-1317, *Provide Geospatial Intelligence (GEOINT) Support to Requirements Planning*.
- 34-SEC-1320, *Conduct Signals Intelligence (SIGINT) Section Analysis*.
- 34-SEC-3040, *Provide Signals Intelligence (SIGINT) Support to Planning, Requirements*.
- 34-SEC-3041, *Assess Signals Intelligence (SIGINT) Collection*.
- 34-SEC-3042, *Develop Signals Intelligence (SIGINT) Products*.
- 34-SEC-3171, *Plan Integration Into the Intelligence Architecture*.
- 34-SEC-3173, *Provide Intelligence Support to Information Collection Planning*.

2-148. The CATS displays the number of times and hours that the sections are to train on the task set to gain the desired proficiency (crawl/walk/run). The XO uses the following individual tasks for validating each warfighting function (for those functions represented on the unit staff):

- 150-MC-0001, *Validate the Maneuver Warfighting Function Staff*.
- 150-MC-0002, *Validate the Intelligence Warfighting Function Staff*.
- 150-MC-0003, *Validate the Fires Warfighting Function Staff*.
- 150-MC-0004, *Validate the Sustainment Warfighting Function Staff*.
- 150-MC-0005, *Validate the Mission Command Warfighting Function Staff*.
- 150-MC-0006, *Validate the Protection Warfighting Function Staff*.

CONDUCT MILITARY DECISION-MAKING PROCESS

2-149. The military decision-making process (MDMP) helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions. This process helps commanders, staffs, and others think critically and creatively while planning. In Table III, the integrating cells begin collectively training the MDMP using the scenario and higher headquarters order that is used during certification in Table VI. Refer to FM 6-0, Collective Task 71-BDE-5111, *Conduct the Military Decision-Making Process for Brigades*, and Individual Tasks 150-MC-5110 through 150-MC-5121 for the steps and procedures used during MDMP.

CONDUCT MISSION ANALYSIS AND INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)

2-150. Commanders and their staffs (informed by subordinate and adjacent commanders and by other partners) gather, analyze, and synthesize information to orient themselves the current conditions of the operational environment. The commander and staff conduct mission analysis to better understand the situation and problem, and identify what the command must accomplish, when and where it must be done, and most importantly why—the purpose of the operation. IPB 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. The IPB process identifies critical gaps in the commander's knowledge of an operational environment. Training time spent conducting thorough mission analysis and IPB at this stage of the training tables will pay great dividends later. Refer to FM 6-0, ATP 2-01.3, *Intelligence Preparation of the Battlefield*, and Collective Tasks 71-BDE-5112, *Conduct Mission Analysis*, and 34-SEC-3180, *Conduct Intelligence*

Preparation of the Battlefield (IPB), for detailed execution guidance. Each contributing staff officer refers to 150-MC-2210, *Provide Input for Intelligence Preparation of the Battlefield*, when preparing their input to the IPB.

CONDUCT A RISK ASSESSMENT

2-151. Cell leaders begin risk management by conducting risk assessments in conjunction with mission analysis. Throughout the operations process, commanders, in conjunction with the staff, use risk assessment to manage risks associated with all hazards that have the potential to injure or kill friendly and civilian personnel, damage or destroy equipment, or otherwise impact mission effectiveness. See Individual Tasks 150-MC-5145, *Conduct Risk Management*, and 012-000-0002, *Conduct a Risk Assessment Using Deliberate Risk Assessment Worksheet* (DD Form 2977, *Deliberate Risk Assessment Worksheet*, <https://www.esd.whs.mil/Portals/54/Documents/DD/forms/dd/dd2977.pdf>); and Collective Task 71-BDE-5145, *Conduct Risk Management for Brigade*. See ATP 5-19, *Risk Management*; for further description.

ENGAGE IN COURSE OF ACTION DEVELOPMENT

2-152. The XO or S-3 leads the staff through COA development drills, ensuring each functional cell contributes to planning efforts within its functional responsibilities. The XO also designates the special staff's COA development roles and responsibilities. The commander's planning guidance for this step is important in COA development. Commander's guidance must reflect an appreciation of the unpredictable and uncertain nature of the operational environment, and how to cope with ambiguity. The XO leverages the Table II step above on the DST and DSM. The XO and staff members use Individual Task 150-MC-5114, *Engage in Course of Action Development*.

2-153. The planning team establishes evaluation criteria. The commander and staff use these criteria to measure the relative effectiveness and efficiency of one COA relative to other COAs. Evaluation criteria address factors that affect success and those that can cause failure. Criteria change from mission to mission and must be clearly defined and understood by all staff members before starting the war game to test the proposed COAs. Normally, the XO establishes weights based on the assessment of each criterion's relative importance and the commander's guidance.

CONDUCT COURSE OF ACTION ANALYSIS

2-154. COA analysis enables commanders and staffs to identify difficulties or coordination problems as well as probable consequences of planned actions for each COA being considered. It helps them think through the tentative plan. COA analysis not only appraises the quality of each COA, but it also uncovers potential execution problems, decisions, and contingencies. Section leaders train their personnel to contribute analysis for their designated functions during the wargaming process. For example, the personnel section will contribute analysis regarding projected casualties based on the tempo and type of operation for each COA. Refer to Individual Task 150-MC-5115, *Conduct Course of Action Analysis (Wargaming)*, for detailed execution guidance.

RECOMMEND COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

2-155. As the staff begins work as a cohesive unit and prepares for the staff rehearsal, the XO leads the brigade on recommending CCIR to the commander within each warfighting function. CCIR are information requirements identified by the commander and considered critical to facilitate timely decision-making. The staff identifies and recommends PIR and FFIR to the commander to designate as the CCIR.

2-156. CCIR are established as part of the military decision-making process and refined throughout the conduct of operations. The XO uses Individual Task 150-MC-5113, *Recommend the Commander's Critical Information Requirements*.

CONDUCT A COURSE OF ACTION DECISION BRIEFING

2-157. After completing its analysis and comparison, the staff identifies its preferred COA and makes a recommendation. The staff then delivers a decision briefing to the commander. The XO highlights any

changes to each COA resulting from the war game. At the end of the briefing, the commander (or the XO acting as the commander for training purposes) selects a COA that will carry the staff through Table VI; approves the mission statement and CCIR; and provides commander's intent. Refer to Individual Task 150-MC-5009, *Conduct a Course of Action Decision Briefing*, for evaluating this event.

PREPARE AN OPERATION ORDER

2-158. The brigade is required to publish an OPORD as part of the operations process. The staff must be proficient in conducting the MDMP, and the OPORD reveals that proficiency. The order length and detail can vary due to time and mission. Once the order is approved by the commander or S-3, the staff prepares and executes an OPORD brief based on commander's guidance. They also distribute the order to higher, adjacent, lower/subordinate, supporting, and supported units. Adhere to the basic standards, as written in Individual Task 150-MC-5119, *Prepare an Operation Order*, and Collective Task 71-BDE-5119, *Prepare an Operation Order*.

DEVELOP KNOWLEDGE MANAGEMENT PLAN

2-159. The ability to efficiently manage information and knowledge is essential to effective mission accomplishment. The volume of available information at the brigade level makes it difficult to identify and use relevant information. Knowledge management (KM) provides the means to efficiently share knowledge, thus enabling shared understanding and learning. During Table III, the staff, led by the S-6/ knowledge management officer (KMO), conduct the first 3 steps of the knowledge management process (Assess, Design, and Develop) and draft the knowledge management plan (KMP). Later in the training tables, the KMO will implement of the KMP, and will lead the KM working group to continuously assess and update the KMP, leading to the Validation Exercise in Table X. The staff will use Collective Task 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*.

TABLE IV: SYNCHRONIZE COMMAND POST OPERATIONS

2-160. Table IV begins the process of fully integrating the functional and integrating cells within the brigade. The XO begins the more complex steps of conducting the entire operations process as well as manning the command posts. Table IV can take place during a STAFFEX or a similar training event as determined by the commander. Table IV is designed to be scenario driven in a complex and dynamic operational environment, and against a hybrid threat. The commander designates a mission essential task T&EO from the unit's METL for the training event. For this table, command posts train in isolation to establish internal processes and procedures, with limited or simulated interactions between the unit's command posts and with higher, adjacent, lower, supporting, and supported CPs.

INTEGRATE STAFF CELLS FOR OPERATIONS

2-161. The XO uses the training exercise in Table IV to fully integrate the warfighting functions and integrating cells in the headquarters to enable synchronization for effective decision-making. The XO can use the battle rhythm for this event to conduct this integration. For this step within the table, the XO ensures inputs and outputs by integrating and warfighting functional cells are integrated and not acting as independent bodies. The cells complement and feed the proper cell or working group for rapid and informed decision-making. The XO will make adjustments to the organization as needed or directed by the commander. See Individual Task 150-MC-5126, *Integrate Staff Cells for Operations*.

SYNCHRONIZE STAFF PROCESSES

2-162. The XO, with the assistance of the principal staff officers and cell NCOs, synchronizes staff working groups, planning teams, and processes. When the process or activity being synchronized leads to a command decision, a board may be the appropriate forum. These working groups, boards, and processes take place throughout the operations process and as the mission and commander require. The staff will also participate in and provide input to the higher headquarters' boards, working groups, and processes. The XO allows adequate time in the battle rhythm for working groups, boards, and process to run their course so outputs can achieve the desired affects. See Individual Task 150-MC-5128, *Synchronize Boards and Processes*.

ESTABLISH A BATTLE RHYTHM

2-163. The battle rhythm provides structure and synchronization for managing a headquarters' most important internal resource – the commander's and staff's time. As part of this synchronization, the XO establishes a staff battle rhythm forming the framework for a deliberate cycle of command, staff, and unit activities intended to synchronize current and future operations. The battle rhythm must include all unit command posts, and account for the battle rhythm requirements of higher, subordinate, and supported units. However, the battle rhythm is not static. An effective battle rhythm is modified as the situation evolves to include the types or series of meetings with expected staff representation, outcomes, and delegated decision authority for particular purposes or functions. Considerations for an effective battle rhythm:

- Facilitates commander-centric requirements for touch points.
- Leads to timely decisions by the commander.
- Addresses daily, weekly, and monthly requirements.
- Balances time allotted for discussion, synchronization, and production.
- 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.

2-164. To ensure meetings are well organized and achieve what is intended, staff leads develop instructions for each meeting (sometimes referred to as “Seven Minute Drills”) 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 (such as updated collection plan).
- Expected outputs (such as approved target nominations).
- Agenda.

2-165. Commanders and XOs allow white space in the battle rhythm and avoid inundating the staff with too many meetings. The brigade events help build the battle rhythm. The XO uses Individual Task 150-MC-5123, *Establish a Battle Rhythm*. Refer to ATP 6-0.5, *Command Post Organization and Operations*.

CONDUCT REHEARSALS

2-166. Rehearsals are the commander's tool to ensure staffs and subordinates understand the commander's intent and the concept of operations. The primary purpose for rehearsals is to generate shared understanding of the commander's visualization of the upcoming operation. They allow commanders, staffs, and subordinate unit commanders to identify shortcomings in the plan not previously recognized. Rehearsals also contribute to external and internal coordination, as the staff identifies additional coordinating requirements. During Table IV, the executive officer will lead the staff in rehearsing the planned operation to perform the mission associated with the MET selected for the training scenario. Following the rehearsal, the S-3 will publish the results and refinements to the plan in a FRAGORD. Refer to FM 6-0 and Collective Task 71-BDE-5122, *Perform a Rehearsal for Brigade*.

PRACTICE STAFF BATTLE DRILLS

2-167. A battle drill is a collective action rapidly executed without applying a deliberate decision-making process. A battle drill or SOP rehearsal ensures all participants understand a technique or a specific set of procedures. While, the brigade establishes its own battle drills in the SOP, FM 6-0 has a list of suggested battle drills for command posts.

REFINE THE PLAN

2-168. The commander and staff continuously refine the plan during all phases (plan, prepare, execute, assess) of the operation. The commander maintains a personal situational understanding of the operational

environment through battlefield circulation, monitoring voice networks, and a variety of updates from the staff and subordinate leaders. The commander provides direction on key activities for the staff to monitor that may require additional refinement or adjustments to the plan. Refining the plan typically takes place when new information validates or invalidates assumptions made during planning, intelligence confirms or denies enemy actions, or the status of friendly forces changes as the situation develops. The XO leads the staff through plan refinement and the mission objectives contained therein. The S-3 will publish approved refinements to the plan in FRAGORDs to the brigade. The XO will use Individual Task 150-MC-5124, *Refine the Plan*.

PERFORM PLANNED ACTIONS, SEQUELS, AND BRANCHES

2-169. Cell leaders, as directed by the XO and led by the S-3 or plans officer, will develop branches and sequels to the designated COA for future or contingency operations. Planned actions, branches, and sequels exploit success or a forecast opportunity, counter disruptions caused by enemy actions, enhance flexibility during operations, and retain the initiative for the unit commander. The staff follows commander's guidance and standard operating procedures. The XO will use Collective Task 71-BDE-5132, *Perform Planned Actions Sequels, and Branches for Brigade*, as a training aid for this portion of Table IV.

ESTABLISH THE COMMAND POST AND ALTERNATE COMMAND POSTS

2-170. A command post is the organization designed to help the commander exercising mission command. Depending on the type of brigade, the unit may have a tactical command post (TAC CP, or simply TAC), or may have other alternate command posts. The staff is organized into functional and integrating cells and staff sections in each of the brigade command posts to facilitate coordination and promote efficiency. These command posts provide the brigade commander flexibility in arranging the brigade's control nodes within the brigade's area of operations.

2-171. The commander determines deployment sequence, timing of moves, initial locations, and task organization for all the brigade's command posts based on the mission variables of METT-TC and the commander's visualization. The commander task-organizes functional capabilities and personnel across the main and tactical command posts, and any other command posts, to match the commander's concept for control of operations. The brigade tactical and main command posts deploy to separate locations or are consolidated based on the mission variables. Alternatively, the brigade commander creates a command post tailored from these assets to control the actions of multiple battalions operating in close proximity to each other, conducting a task or tasks such as employing the TAC at a crossing point during a gap crossing. Each command post performs functions implied by its organizational design and those tasks assigned by the commander. In the mission command paragraph (paragraph 5) of the brigade operation order, the commander details any changes to the doctrinal authority, responsibilities, and task organization of the brigade command posts and any special instructions.

2-172. Each brigade command post standardizes procedures associated with—

- Command post battle drills.
- Shift-change briefings.
- Operations update and assessment briefings.
- Operations synchronization meetings.
- Transferring control between command posts.

2-173. The unit will use Collective Tasks 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*, and 71-BDE-5204, *Establish an Alternate Command Post in an Operational Environment for Brigade*. Refer to ATP 6-0.5, *Command Post Organization and Operations*.

FORMALIZE SHIFT CREWS

2-174. Once the CPs are established and manned, the XO will formalize and recommend shift crews to the commander. When organizing shifts, the XO and principal staff officers must consider the duties and responsibilities inherent to an area of expertise or warfighting function required for that specific CP in relation to time, space, and other battlefield conditions. The commander adjusts or confirms the shift crews early in

the MCTT so crews can gain familiarity with one another and their shift leader. The XO will ensure crews understand the inputs, outputs, and battle rhythm to support the commander. The XO will ensure the formalized shifts have ample opportunity to exercise reps and sets to build shift proficiency. Refer to Individual Task 150-MC-5205, *Lead a Shift Change*.

2-175. Unit manning documents for most brigade-sized units are designed to provide two 12-hour shifts to meet the requirement for continuous operations (ATP 6-0.5). Units organize available personnel to provide effective and continuous operations. Establishing shifts provides sufficient personnel to operate the CP and the required expertise to make decisions on major issues. Units may organize shifts using the standard shift, heavy or light shift, and stagger shift techniques.

2-176. Regardless of the method used, several considerations apply. The commander and key leaders are not placed on a duty shift. 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.

VERIFY COMMAND POST STANDARD OPERATING PROCEDURES AND FUNCTIONALITY

2-177. Once the shifts and CPs are established, and the staff runs through the event, the section leaders and the XO ensure all SOPs are updated based on learning over time; the evolving needs of the commander; higher, lower, and supporting units; and the mission set. Commanders ensure comprehensive and detailed SOPs are developed, maintained, trained, and used for all aspects of operations. In this way, operations become a matter of routine that are successfully executed in periods of stress and great demand. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

TABLE V: CONDUCT STAFF REHEARSALS

2-178. The XO will verify the staff is prepared to conduct certification Table VI. This rehearsal incorporates all cells and processes into a single training exercise. This rehearsal aligns with an already scheduled collective training event in accordance with the unit CATS. For example, the brigade is performing its first CPX prior to a CTC rotation. As budget and training days allow, this table is conducted in a field or simulated field environment, with 24-hour operations, whereby each shift has an opportunity to train appropriate drills, battle rhythm events, and procedures. Commanders can choose which collective tasks to perform. For example, the commander determines the brigade will use MET / Collective Task 55-BDE-4800, *Conduct Expeditionary Deployment Operations at the Brigade Level*, MET as the primary task for a deployment exercise (DEPEX). The commander might also select 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*, and 55-BDE-4802 *Conduct Home Station Mobilization Activities at the Brigade Level*, as supporting collective tasks.

REVIEW STAFF ORGANIZATION

2-179. The commander and XO organized the staff in Table I. In consultation with the commander, the XO uses this table as a last look for staff organization. The rehearsal will give the XO time to confirm or reorganize the staff as needed and based on manning and mission requirements. If changes are required, the XO makes those changes before the Table VI certification. The principal staff officers go through the same review process and make recommendations to the XO. During this table, the commander identifies and the XO defines all additional duties yet to be assigned. See Individual Tasks 150-LDR-5013, *Organize the Staff for Operations*; 150-MC-0000, *Organize the Staff as the COS/XO/DCO*; and Collective Task 71-BDE-5123, *Task Organize for Operations for Brigade*.

ESTABLISH THE COMMON OPERATIONAL PICTURE

2-180. This task is performed in unison with establishing the CP. The S-3 designates a battle captain and a COP manager prior to or during this event. The COP manager works for the battle captain. The COP manager is a person selected and designated to serve in this position due to their high degree of attention to detail, MCIS experience, computer skills, knowledge of FM 6-0, intelligence expertise, and experience working in a CP. The COP manager's duties include—

- Displaying all information required for the COP and decision making.
- 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.
- Coordinating COP requirements with higher headquarters and subordinate units.

2-181. Both the COP manager and the battle captain work under the XO's authority, and both are part of the KM team. The digital master gunner assists in the establishing the COP as well. Digital master gunners are the commander's subject matter experts regarding operation, maintenance, integration, and operator training for unit MCIS. 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.

2-182. While the MCDMG and the S-6 establish the framework and systems for the COP, the population of that framework and integration into the exercise is the operator's responsibility, under the guidance of the COP manager. The XO ensures the staff establishes the COP to meet mission requirements, in accordance with unit SOP and the commander's intent.

2-183. COP displays within a CP are conspicuous, recognizable, and accessible to those attempting to gain and maintain situational awareness. Adequate COP visibility sets the conditions for effective battle tracking and decision making. CP personnel prioritize and emplace COP displays—both digital and analog—to facilitate situational awareness. See Collective Tasks 71-BDE-5319, *Establish the Common Operational Picture for Brigades*; 71-BDE-5316, *Display the Common Operational Picture for Brigades*; and Individual Task 150-MC-5315, *Establish the Common Operational Picture*.

CONDUCT THE OPERATIONS PROCESS

2-184. The staff achieve a go in all performance and leader performance measures and a 100% go rating on all critical performance measures on the T&EO for Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*. The staff will conduct the operations process, fully supporting the commander and the mission. Each section will maintain running estimates and recommend any plan variations and changes to the commander in a timely manner. The staff will conduct the operations process while conducting tasks off the brigade's standard METL, assigned mission METL, or other tasks assigned by the higher headquarters or the commander.

PREPARE AN OPERATION ORDER

2-185. The brigade is required to publish an OPORD as part of the operations process. The staff must be proficient in conducting the MDMP, and the OPORD reveals that proficiency. The order length and detail can vary due to time and mission. The brigade also distributes the order to higher, adjacent, lower/subordinate, supporting, and supported units. The XO evaluates the OPORD against the basic standards established in Individual Task 150-MC-5119, *Prepare an Operation Order*, and Collective Task 71-BDE-5119, *Prepare an Operation Order*.

REACT TO A FRAGMENTARY ORDER

2-186. At some point during the operation, the commander initiates either a verbal or a written FRAGORD. This FRAGORD can be for any reason as determined by the commander and following the training scenario. For example, the brigade commander has the staff react to a FRAGORD from higher directing the brigade to temporarily transition into a hasty defensive posture. The staff will conduct rapid decision-making and synchronization process (RDSP) to ascertain necessary changes to the current plan and

recommend changes to the commander within the designated timeline. See Collective Task 71-BDE-5203, *React to a Fragmentary Order (FRAGORD) for Brigades*.

FINALIZE THE BATTLE RHYTHM

2-187. The XO and principal staff officers will use the commander's guidance and the staff rehearsal to finalize the battle rhythm in the unit SOP. The XO will ensure the commander has adequate time to participate (exercising command presence) during the operations process, and ample time for battlefield circulation and key leader engagements. This battle rhythm, at a minimum, will ensure all inputs and outputs are based on resources, the DSM/DST, mission, training objectives, delegated authorities, and the commander's intent directly in support of decision making and resource allocation. The subordinate headquarters must synchronize their battle rhythms with higher headquarters. Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

FINALIZE DECISION SUPPORT MATRIX

2-188. The DSM is a critical staff priority. Here the staff refines the DSM and DST as well as the processes for employing and updating the products. The DSM is tied to both the operations process and the MDMP. The DSM and DST portray key decisions and potential actions that are likely to arise during the execution of each COA (FM 6-0, Ch. 9). The DSM is tied to resources, events, and decisions the commander needs to make to affect outcomes. During the event, the staff will brief the commander on any changes to the DSM and DST. Delegation authorities are stipulated within the DSM and DST for decisions that must be made in the commander's absence. Refer to Individual Task 150-MC-5111, *Conduct the Military Decision-Making Process*.

FINALIZE COMMAND POST CREWS, ROLES, AND RESPONSIBILITIES

2-189. Upon completion of the rehearsal, the XO and principal staff officers avoid changes to crews, roles, and responsibilities of crew members before the staff certification. Any changes sections feel are needed are approved at the staff primary level. Any cross-functional position changes are elevated to the XO for approval. Refer to Individual Task 150-MC-5205, *Finalize Command Post Crews, Roles, and Responsibilities*.

EMPLOY THE MISSION COMMAND SYSTEM

2-190. The commander employs the mission command system, which includes—

- Personnel – Ensures the staff is organized and all personnel are positioned appropriately according to job skill and the needs of the command.
- Networks – Ensures the servers, wires, satellites, and networks are updated, operating, and secure.
- Information systems – Ensures the MCISs are updated, operating, and sharing information both internal and external to the command.
- Processes and procedures – Ensures all lessons learned to this point in the tables are captured in a unit SOPs. All inputs and outputs from the various cells, boards, working groups, and planning teams are updated. Information management and its display are within command guidelines.
- Facilities and equipment – Ensures all facilities are maintained, reserved, and ground cleared. All command equipment (including vehicles) are maintained and prepared to execute the mission.

2-191. Changes identified for retraining or adjusting during the Table V rehearsal are made prior to the Table VI certification. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*.

CONDUCT COMMAND POST OPERATIONS

2-192. The staff personnel conduct command post operations to support the commander in developing a shared understanding and making decisions. They execute several routine and recurring tasks to establish, operate, and move the CP. With the staff's assistance, commanders develop processes and procedures for executing 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. See ATP 6-0.5 and Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

**CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS
[OPTIONAL]**

2-193. Not all brigades have the personnel or equipment to establish a secret compartmentalized information facility (SCIF), but for those that do, the Special Security Office (SSO) or S-2 establishes controls for the SCIF and the tactical secret compartmented information facility (T-SCIF) and manages, ensures appropriate accreditation for, and reviews and maintains SCIF and T-SCIF emergency plans. The SSO coordinates SCIF or T-SCIF access and maintains records of personnel clearances and classified document registers, and manages special access program (SAP) access. Refer to Individual Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

CONDUCT SECTION/CELL AFTER ACTION REVIEWS

2-194. Staff section and cell leaders conduct internal AARs to identify adjustments to make to the SOP and retraining required prior to conducting certification in Table VI. Refer to 150-MC-5133, *Conduct a Formal AAR* for additional information.

2-195. Graphic 2-4 on page 2-42 crosswalks the inputs, tasks, and outputs for Tables I through V for the brigade staff. Each staff section refines the inputs and outputs in their section SOP.

Mission Command Training Tables I through V for Brigade Staff ¹		
<p>Inputs</p> <ul style="list-style-type: none"> • SOPs • Policies • Drills • TC 6-0 • FM 3-0 • ATP 6-0.5 • ADP 6-0 • ATP 6-22.1 • ATP 6-22.6 • MTO&E • Unit manning roster 	<p>Table I: Organize and Acclimate Staff to Organization*</p> <ul style="list-style-type: none"> • Understand unit doctrine applications, staff duties, responsibilities and SOPs (<i>Create Shared Understanding</i>) 150-LDR-5007 • Conduct WFF and CP organization (<i>Organize The Staff For Operations</i>) 150-LDR-5013 • Organize the Staff as the COS/XO/DCO 150-MC-0000 • Build staff relationships (<i>Develop Cohesive Teams Through Mutual Trust</i>) 150-LDR-5001 (<i>Develop Cohesive Teams through Mutual Trust</i>) 71-TM-5004 • Develop NCOs and Soldiers (<i>Conduct Initial Assessment For A New Leadership Position</i>) 150-LDR-8003 	<p>Outputs</p> <ul style="list-style-type: none"> • Staff duties and responsibilities refined in SOP • Staff organization • Records of initial counseling
<p>Inputs</p> <ul style="list-style-type: none"> • Table I Inputs & Outputs • Order or plan from higher HQ • Commander's initial planning guidance • ADP 5-0 • FM 6-0 • ATP 5-0.3 • FM 7-0 • Commander's training guidance 	<p>Table II: Develop MDMP Skills at the Section Level*</p> <ul style="list-style-type: none"> • Conduct the MDMP (<i>Conduct The MDMP For Brigade</i>) 71-BDE-5111, individual MDMP tasks 150-MC-5110 thru 150-MC-5121 • Conduct RDSP 71-BDE-5002 • Develop Running Estimates 71-BDE-5144 • Review commander's decision support template & decision support matrix (<i>Conduct The MDMP For Brigades</i>) 71-BDE-5111 / (<i>Conduct the MDMP</i>) 150-MC-5111 • Establish framework for formal assessment (<i>Assess the Current Situation</i>) 150-MC-5130 • Conduct section rehearsals (<i>Perform A Rehearsal</i>) 150-MC-5122 • Verify section outputs (<i>Establish Boards and Working Groups</i>) 150-LDR-5011 • Develop section training plans (<i>Write The Unit Training Plan OPORD</i>) 150-COM-7170 • [OPTIONAL] Conduct the Army Design Methodology 150-BDE-5001 [conducted at discretion of the commander; conduct in conjunction with Commander Table III] 	<p>Outputs</p> <ul style="list-style-type: none"> • Staff section MDMP inputs • Staff cell running estimates • Formal assessment • Section level proficiency • Section outputs for working groups, boards, briefings, or procedures • Training plan • Refined planning SOP • Army design methodology products
<p>Inputs</p> <ul style="list-style-type: none"> • Table II Inputs & Outputs • Commander's estimate & planning guidance • ATP 6-01.1 	<p>Table III: Establish Staff / Cell Processes and Integrate WFFs*</p> <ul style="list-style-type: none"> • Establish functional and integrating cells (<i>Organize the Staff as the COS/XO/DCO</i>) 150-MC-0000 • Validate WFFs 150-MC-0001/0002/0003/0004/0005/0006 <ul style="list-style-type: none"> ▪ Conduct MDMP for Brigade 71-BDE-5111 ▪ Conduct Mission Analysis 71-BDE-5112 and intelligence preparation of the battlefield ▪ Conduct a risk assessment (<i>Conduct Risk Management</i>) 150-MC-5145 ▪ Engage in Course of Action Development 150-MC-5114 ▪ Conduct Course of Action Analysis (<i>War-Gaming</i>) 150-MC-5115 ▪ Recommend CCIR 150-MC-5113 ▪ Conduct a Course of Action Decision Brief 150-MC-5009 ▪ Prepare an OPORD 71-BDE-5119 • Develop KM Plan (<i>Integrate Shared Understanding Through Knowledge Management</i>) 71-BDE-5330 	<p>Outputs</p> <ul style="list-style-type: none"> • Integrating cell structure with WFF representation • Functional cell validations • Operational planning team (OPT) portion of unit SOP • MDMP products • OPORD/FRAGORD/ OPLAN <ul style="list-style-type: none"> ▪ Mission statement ▪ Commander's intent ▪ Concept of the operation ▪ CCIR/EEFI • KM plan
<p>Inputs</p> <ul style="list-style-type: none"> • Table III Inputs & Outputs • Higher headquarters battle rhythm • Draft command post portion of unit SOP • Battle drills 	<p>Table IV: Synchronize Command Post Operations*</p> <ul style="list-style-type: none"> • Integrate Staff Cells for Operations 150-MC-5126 • Synchronize Staff Boards and Processes 150-MC-5128 • Establish a Battle Rhythm 150-MC-5123 • Conduct Rehearsals (<i>combined arms, fires, intelligence, etc.</i>) 71-BDE-5122 • Practice staff battle drills (<i>see FM 6-0</i>) • Refine the Plan 150-MC-5124 • Perform Planned Actions Sequels, and Branches 71-BDE-5132 • Establish the CP and alternate CPs 71-BDE-0050 (<i>Establish a CP in an Operational Environment</i>) / 71-BDE-5204 (<i>Establish an Alt. CP in an Operational Environment</i>) • Formalize shift crews (<i>Lead A Shift Change</i>) 150-MC-5205 • Verify command post SOP functionality (<i>Conduct CP Operations</i>) 71-BDE-5200 	<p>Outputs</p> <ul style="list-style-type: none"> • Battle rhythm • Board/working group 7-minute drills • Branch and sequel plans • FRAGORD for OPORD refinements • Initially operational primary and alternate command posts • Refined battle drills and battle rhythm portion of SOP

Graphic 2-4. Mission Command Training Tables I through V for Brigade Staff

Mission Command Training Tables I through V for Brigade Staff ¹ (Cont.)		
Inputs	Table V: Conduct Staff Rehearsal**	Outputs
<ul style="list-style-type: none"> Table IV Inputs & Outputs Commander's COP guidance (Commander's Training Table IV) 	<ul style="list-style-type: none"> Review staff organization (<i>Organize the Staff for Operations</i>) 150-LDR-5013 / (<i>Organize the Staff as the COS/XO/DCO</i>) 150-MC-0000 / (<i>Task Organize for Operations for Brigades</i>) 71-BDE-5123 Establish the COP 150-MC-5315 / 71-BDE-5319 / (<i>Display the COP</i>) 71-BDE-5316 Conduct the Operations Process (<i>Conduct the MC Operations Process</i>) 71-BDE-5100 Prepare an Operation Order 71-BDE-5119 React to a FRAGORD 71-BDE-5203 Finalize the battle rhythm (<i>Establish a Battle Rhythm</i>) 150-MC-5123 Finalize decision support matrix (DSM) (<i>Conduct the MDMP</i>) 150-MC-5111 Finalize CP Crews, Roles, and Responsibilities 150-MC-5205 Employ the mission command system (<i>Establish a Mission Command System</i>) 150-LDR-5252 Conduct Command Post Operations 71-BDE-5200 [OPTIONAL] Conduct sensitive compartmented information facility (SCIF) operations (<i>Manage Special Security Office (SSO) Functions</i>) 34-TM-3090 [Only applies to units that control a SCIF] Conduct section/cell AARs (<i>Conduct a Formal AAR</i>) 150-MC-5133 	<ul style="list-style-type: none"> Refined staff organization Commander-approved COP OPORD FRAGORDs Finalized battle rhythm Refined DSM /other decision support products AAR results Refined staff SOP
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The executive officer validates that the staff has met all the training criteria for Tables I through V and is prepared to conduct Certification (Table VI) under conditions established by the commander.</p>		
<p>* Tables consist of tasks that prepare the staff personnel and sections for collective training.</p> <p>** Table is conducted as part of a larger exercise and is supported by the commander, command post, and digital crew tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 2-4. Mission Command Training Tables I through V for Brigade Staff (continued)

TABLE VI: CONDUCT STAFF CERTIFICATION

2-196. This table is conducted during a CPX or FTX (see the unit CATS). As budget and training days allow, this table is ideally conducted in a field environment with 24-hour operations. Certification is an internally evaluated event. The externally evaluated event is Table X.

2-197. Commanders choose which tactical tasks are performed. The commander certifies the staff has met all the training criteria for their Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the staff is certified, they can proceed to unit training in Tables VII through X. The commander signs a memorandum for record with the event results. The unit training officer will upload this memorandum to DTMS.

2-198. This table is a culmination of all previous tables and the commander can use any of the above collective tasks for training as necessary. Any retraining occurs prior to Table VI.

2-199. Commanders organize their mission command system to support decision making and facilitate communication. The XO manages the mission command system—the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct operations.

2-200. The Tables I through VI outcome is the staff working as a cohesive unit, led by the commander. Each staff section/cell and command post understands and operates within their designed capabilities and the mission. Individual and section competency meets the Army design and the commander's intent. The staff performs the operations process seamlessly, without outside augmentation.

TRANSFER MISSION COMMAND BETWEEN COMMAND POSTS

2-201. The unit will displace each CP that is designed to be mobile at least once during this training event. While doing so, the commander and XO will ensure they maintain continuity of mission command. The staff will successfully transfer mission command from the main CP to another CP per unit SOP, and then back to the main CP upon completion of the displacement. The XO works with the operations SGM on which systems get shut down, and in what order to ensure mission command is maintained throughout the process. The XO will use Collective Task 71-BDE-5250, *Maintain Continuity of Mission Command for Brigade*.

CONDUCT THE OPERATIONS PROCESS

2-202. The staff achieves a go in all performance measures and a 100% go rating on all critical performance measures under Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*. The staff will conduct the operations process, fully supporting the commander and the mission. Each section will maintain running estimates and recommend any plan variations and changes to the commander in a timely manner. The staff will conduct the operations process while conducting tasks off their standard METL, assigned METL, or other tasks assigned by the higher headquarters or the commander.

EXECUTE WORKING GROUPS, BOARDS, AND MEETINGS SUPPORTING DECISION-MAKING

2-203. The XO will ensure the meetings taking place within the brigade footprint have outcomes that directly support decisions the command must make to achieve the desired end state. The meetings outlined above are nested within the unit battle rhythm and support the higher command's decision-making. Refer to Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

EXECUTE BATTLE RHYTHM

2-204. The XO will ensure the established battle rhythm is executed in support of the mission and the commander's intent. See Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT COMMAND POST OPERATIONS

2-205. CP personnel execute several routine and recurring tasks to establish, operate, and displace the CP. With the staff's assistance, commanders develop processes and procedures for executing these tasks and

capture them in the CP SOP. See ATP 6-0.5 and Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

CREATE SHARED UNDERSTANDING

2-206. The XO and principal staff officers will use running estimates, MCIS, and meetings to ensure shared understanding is achieved across the staff. This shared understanding encapsulates the commander's vision, guidance, intent, desired end state, and the operational environment. The shared understanding is displayed in the common operational picture by the unit mission command system. Staff members use Individual Task 150-LDR-5007, *Create a Shared Understanding*, as a reference for this task.

DISPLACE THE COMMAND POST

2-207. 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 operation. All other CPs will displace per unit SOP at least once during the Certification event (TAC and any other CPs the command has established). Refer to Collective Task 71-BDE-5201, *Displace the Command Post for Brigade*.

CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS [OPTIONAL]

2-208. Not all brigades have the personnel or equipment to establish a secret compartmentalized information facility (SCIF), but for those that do, the Special Security Office (SSO) or S-2 establishes controls for the SCIF and the tactical secret compartmented information facility (T-SCIF) and manages, ensures appropriate accreditation for, and reviews and maintains SIC and T-SCIF emergency plans. The SSO coordinates SCIF or T-SCIF access and maintains records of personnel clearances and classified document registers, and manages special access program (SAP) access. Refer to Individual Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

2-209. Graphic 2-5 on page 2-46 provides a cross-walk of the inputs, tasks, and outputs that the staff will execute and evaluate during Table VI.

Mission Command Training Table VI for Brigade Staff ¹		
Inputs	Table VI: Conduct Staff Certification**	Outputs
<ul style="list-style-type: none"> Table V Inputs & Outputs 	<ul style="list-style-type: none"> Transfer mission command between CPs (<i>Maintain Continuity of MC</i>) 71-BDE-5250 Conduct the operations process (<i>Conduct the MC Operations Process</i>) 71-BDE-5100 Execute WG/boards/meetings supporting decision-making (<i>Establish Boards and Working Groups</i>) 150-LDR-5011 Execute battle rhythm (<i>Establish a Battle Rhythm</i>) 150-MC-5123 Conduct Command Post Operations 71-BDE-5200 Create shared understanding 150-LDR-5007 Displace the command post 71-BDE-5201 [OPTIONAL] Conduct sensitive compartmented information facility (SCIF) operations (<i>Manage Special Security Office (SSO) Functions</i>) 34-TM-3090 [Only applies to units that control a SCIF] 	<ul style="list-style-type: none"> AAR results Staff certifications
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander certifies that the staff has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the command posts are certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p>		
<p>** Table is conducted as part of a larger exercise and is supported by the commander, command posts, and digital crew tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 2-5. Mission Command Training Table VI for Brigade Staff

2-210. Upon completion of Table VI and staff certification, the staff, led by the XO and principal staff officers, and under the guidance of the commander, transitions to Tables VII through X. These tables are a more graduate level of the mission command warfighting function. In them, the staff integrates external elements such as liaisons and unified action partners; the CPs train as one unit mission command system to conduct the operations process and support the commander’s decision making; and conduct more interactions with higher, lower, adjacent, supported, and supporting headquarters. To do this successfully, all staff members must understand the roles and functions of not just their section and command post, but of all sections and command posts in the mission command system. The tables lead the command to the headquarters' culminating training event. Tables VII through X are listed in Figure 2-7, which provides an overview of how the staff progresses through Tables VII through X.

VII	VIII
<i>Integrate the Mission Command System</i>	<i>Synchronize Operations</i>
<ul style="list-style-type: none"> • Receive and integrate liaisons and attachments • Task organize for operations • Conduct the MDMP • Coordinate efforts with higher, lower, adjacent, and supporting units • Integrate MOE and MOP • Manage mission command information systems • Conduct knowledge management 	<ul style="list-style-type: none"> • Exercise battle rhythm • Conduct the operations process • Share relevant information • Conduct rehearsals
Venue: Commander Directed Facility: Locally	Venue: Training event aligned with unit CATS Facility: Training area
IX	X
<i>Mission Command Warfighting Function Validation Exercise Rehearsal</i>	<i>Mission Command Warfighting Function Validation Exercise</i>
<ul style="list-style-type: none"> • Conduct the operations process • Conduct knowledge management • Revise the plan • Emplace and displace the CP • Conduct command post operations • [OPTIONAL] Conduct SCIF operations • Conduct AARs 	<ul style="list-style-type: none"> • Conduct the operations process • Conduct knowledge management • Revise the plan • Displace the command post • Conduct command post operations • [OPTIONAL] Conduct SCIF operations • Execute the battle rhythm
Venue: Training event aligned with unit CATS Facility: Training area	Venue: Training event aligned with unit CATS Facility: Training area
AAR after action review CATS combined arms training strategy CP command post MDMP military decision-making process	MOE measure of effectiveness MOP measure of performance SCIF sensitive compartmentalized information facility

Figure 2-7. Brigade Staff Tables VII-X Overview

TABLE VII: INTEGRATE THE MISSION COMMAND SYSTEM

2-211. Table VII begins with receipt of an order from higher headquarters for the unit’s external evaluation. Depending on the unit type and the nature of the operation planned for the EXEVAL, the unit will begin receiving liaisons and building the larger team with subordinate units and unified action partners. The XO, under the direction of the commander, will lead the command through the MDMP with the liaisons and attachments. Cells and sections will also identify and establish reporting requirements through the correct channels, and the XO will ensure the headquarters can report these requirements to higher. The command will task organize based on mission requirements. The venue and facility location is determined by the commander in accordance with the unit CATS and mission requirements. For example, the brigade commander holds a CPX and combines tables VII through IX based on an abbreviated timeline for an upcoming mission.

RECEIVE AND INTEGRATE LIAISONS AND ATTACHMENTS

2-212. As the mission requires and in accordance with unit capabilities, the unit receives liaisons and attachments from unified action partners. The XO and principal staff officers will ensure the additional personnel have the network and other requirements in place for connectivity and assisting the commander in the conduct of unified land operations. The XO will determine the extent that each cell/staff leader will participate in the reception and integration of these liaisons and attachments. Once the liaisons or attachments are set, the command will conduct staff tailoring and task organizing. The unit will complete Collective Tasks:

- 71-BDE-5018, *Receive Liaisons and Attachments for Brigade.*
- 71-BDE-5019, *Integrate Liaisons and Attachments for Brigade.*

TASK ORGANIZE FOR OPERATIONS

2-213. With the possible addition of units and personnel in preparation for either a training exercise or unified land operations, the staff will recommend a task organization for the operation that coincides with the array of forces in the course of action the commander decides to implement during MDMP. The command will use Collective Task 71-BDE-5123, *Task Organize for Operations for Brigade.*

CONDUCT THE MILITARY DECISION-MAKING PROCESS

2-214. Once the liaisons and attachments are received and integrated, the XO will lead the staff through the MDMP. The XO will use the order issued by higher headquarters for the external evaluation in Table X. The staff will use Collective Task 71-BDE-5111, *Conduct the Military Decision-Making Process for Brigades.*

COORDINATE EFFORTS WITH HIGHER, LOWER, ADJACENT, AND SUPPORTING UNITS

2-215. As part of conducting the scenario driven MDMP, the XO will ensure the cells and sections are properly leveraging and tasking higher, lower, adjacent, supported, and supporting units as appropriate. The XO will further ensure the battle captains and cell leads are relaying all information as a command to higher, lower, and adjacent, supported, and supporting units based on mission requirements (understanding that relaying information may be notional for training purposes). As part of this table, the XO and principal staff officers will ensure unified action partners are in direct coordination with their higher, lower, or adjacent organizations. For example, the XO ensures that intelligence agency representatives are in daily communication with their reachback headquarters. The XO further directs all relevant information be shared throughout the staff. See Individual Task 150-MC-5134, *Establish Coordination and Liaison*, and Collective task 71-BDE-5121, *Establish Coordination and Liaison for Brigade.*

INTEGRATE MEASURES OF EFFECTIVENESS AND MEASURES OF PERFORMANCE

2-216. The commander establishes MOE/MOP in the Commander Table VII. The staff integrates these measures with training objectives, the commander's DSM, DST, and the desired end state. The XO ensures all command posts and staff sections contribute to assessment. The XO informs the commander of any overlaps, conflicts, or issues. The XO and principal staff officers use Collective Task 71-BDE-5130, *Assess Tactical Situation and Operations.*

MANAGE MISSION COMMAND INFORMATION SYSTEMS

2-217. The brigade manages command, control, and communications systems to support reliable, timely information flow in support of unified action in the brigade AO, within the authorities granted it by unit type and/or mission. The command plans, engineers, installs, operates, maintains, and protects Department of Defense Information Network – Army (DODIN-A). The command supports operations by executing enterprise management, network assurance, and content management, as directed. The command supervises network operations, network transport and information services, spectrum management, visual information operations, and communications security (COMSEC) in order to ensure the transport, security, storage, display, management, integration, and maintenance of information, communications systems and networks. Refer to Collective Task 71-BDE-5118, *Manage Command, Control, and Communications Systems.*

CONDUCT KNOWLEDGE MANAGEMENT

2-218. The commander ensures the staff is conducting knowledge and information management correctly. The staff, led by the S-6 and knowledge management officer (KMO), revise the KMP. The KM working group assesses new information requirements for attachments and unified action partners (if any), and updates the KMP, prior to the Validation Exercise in Table X. All command posts/staff sections contribute to developing the KMP. See Collective Task 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*.

TABLE VIII: SYNCHRONIZE OPERATIONS

2-219. The XO synchronizes warfighting functions. The table is event and scenario driven in a manner the unit can utilize to work towards MET proficiency with collective tasks T&EOs, as determined by the commander. The venue and facility locations are determined by the commander in accordance with the unit CATS and mission requirements. If the training scenario for Table X EXEVAL calls for the brigade to work closely with unified action partners, the brigade staff will incorporate partner operations and information requirements into the brigade's plans, orders, and procedures during this table.

EXERCISE BATTLE RHYTHM

2-220. With the inclusion of liaisons and attachments (including unified action partners if the training scenario includes them), the XO will integrate their requirements into the battle rhythm and battle drills. Both the battle rhythm and the battle drills are based on unit capabilities, mission requirements, and the commander's intent. With the staff working with other live units instead of simulating their interactions, the XO may have to adjust the battle rhythm to meet the needs of higher, lower, supported, and supporting units, and unified action partners. Commands take the battle rhythm built in tables IV through VI as the basis document. Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT THE OPERATIONS PROCESS

2-221. With all attachments, liaisons, and supporting units participating in the exercise, the commander directs the XO to lead the command through the operations process. The XO will use Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*, in connection with the collective tasks being performed for the training event. The Commander directs the staff to run through all aspects of the operations process in conjunction with performing METL tasks during the training event.

SHARE RELEVANT INFORMATION

2-222. The staff will display and share relevant information based on security and mission requirements. The display is tied to the common operational picture and nested with the commander's DSM. If unified action partners are present, the command will ensure security and foreign disclosure policies and procedures are met. See Collective Task 71-BDE-5317, *Share Relevant Information for Brigades*.

CONDUCT REHEARSALS

2-223. Conducting the operations process includes the XO leading the staff to conduct a combined arms rehearsal. The rehearsal incorporates all warfighting functions and the capabilities of the unit, attachments, available support, or unified action partners for the mission. Staff leaders will conduct functional rehearsals (for example, the sustainment rehearsal) in accordance with commander's guidance and the brigade SOP. The commander's DSM and the plan are updated based on the outcomes of the rehearsals. See Collective Task 71-BDE-5122, *Perform a Rehearsal for Brigade*.

TABLE IX: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

2-224. The validation exercise rehearsal is conducted in accordance with unit CATS and the commander's intent. This event is conducted in a real or simulated operational environment in which the unit is

allocated against for a given contingency. The exercise is conducted using 24-hour operations and lasts more than two days. The exercise will also be based on the evaluating headquarters' order issued prior to Table VII, for Table X. The intent is for this exercise to match as closely as possible to the training circumstances and requirements anticipated in Table X, the mission command warfighting function validation exercise. At the conclusion of Table IX, functional and integrating cell chiefs conduct informal internal AARs prior to the commander's unit AAR.

CONDUCT THE OPERATIONS PROCESS

2-225. The staff conducts the operations process while conducting MET collective tasks. See Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*; and 71-BDE-5002, *Conduct the Rapid Decision-Making Process (RDSP) for Brigade*.

CONDUCT KNOWLEDGE MANAGEMENT

2-226. The XO ensures the staff is conducting knowledge and information management to standard. Both knowledge management and information management are tied to running estimates and the common operational picture display. Knowledge and information management reflects the commander's intent, the DSM, the mission, and orders from higher headquarters. See Collective Task 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*.

REVISE THE PLAN

2-227. During the exercise, the brigade must react to opportunities and unforeseen challenges. The staff re-synchronizes the operation and revises the plan, ensuring the revised plan complies with commander's guidance and intent, and accurately reflects updated circumstances. Refer to Collective Task 71-BDE-5124, *Revise the Plan for Brigade*.

EMPLACE AND DISPLACE THE COMMAND POST

2-228. The unit displaces all CPs at least once during this table (main, TAC, and any other alternate CP). The command maintains continuity of mission command during the CP displacement. The command, led by the XO and under the direction of the commander, completes Collective Tasks:

- 71-BDE-5201, *Displace the Command Post for Brigade*.
- 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*.
- 71-BDE-5250, *Maintain Continuity of Mission Command for Brigade*.

CONDUCT COMMAND POST OPERATIONS

2-229. CP personnel execute several routine and recurring tasks to establish, operate, and move the CP. With the staff's assistance, commanders develop processes and procedures when executing these tasks and encapsulates them into the CP SOPs to govern CP operations. See ATP 6-0.5 and Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS [OPTIONAL]

2-230. Not all brigades have the personnel or equipment to establish a secret compartmentalized information facility (SCIF), but for those that do, the Special Security Office (SSO) or S-2 establishes SCIF and tactical secret compartmented information facility (T-SCIF) controls, and manages, ensures appropriate accreditation for, and reviews and maintains SCIF and T-SCIF emergency plans. The SSO coordinates SCIF or T-SCIF access and maintains records of personnel clearances and classified document registers, and manages special access program (SAP) access. Refer to Individual Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

CONDUCT AFTER ACTION REVIEWS

2-231. The commander conducts a formal AAR at the conclusion of Table IX and provides guidance to the staff on final adjustments to make prior to executing the Table X Validation Exercise. Refer to Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

2-232. This is the culmination exercise for all four training audiences in the brigade headquarters. The validation exercise typically takes place at the unit EXEVAL for METL proficiency and reporting. This exercise is driven by the evaluating commander and mission requirements.

CONDUCT THE OPERATIONS PROCESS

2-233. The staff conducts the operations process while the unit performs tasks on their unit Standardized METL, or other tasks as directed by the commander. The XO and staff will use Collective Tasks 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*, and 71-BDE-5002, *Conduct the Rapid Decision-Making Process (RDSP) for Brigade*, to evaluate the staff, who achieve a Trained ('T-') proficiency rating or above.

CONDUCT KNOWLEDGE MANAGEMENT

2-234. The XO and principal staff officers will use the COP, running estimates, MCIS, and meetings to maintain shared understanding across the force. The KMO will lead the KM working group to update and implement the brigade KMP as changes to the situation drive changes in information requirements. Shared understanding is based on the commander's vision, guidance, intent, desired end state, and the operational environment. Refer to Collective Task 71-BDE-5330, *Integrate Shared Understanding Through KM*.

REVISE THE PLAN

2-235. The staff will use the battle rhythm and the DST to make and implement execution decisions during the course of Table X. If variances are detected, the staff will use RDSP to enable adjustment decisions and re-synchronize the operation. The XO will ensure the boards, working groups, and meetings have outcomes that directly support decisions the command must make to achieve the desired end state. The meetings outlined above are nested within the unit battle rhythm and support the higher command's decision-making. Refer to Individual Tasks 150-MC-5128, *Synchronize Boards and Processes*, and 150-LDR-5011, *Establish Boards and Working Groups*, and Collective Tasks 71-BDE-5124, *Revise the Plan*, and 71-BDE-5002, *Conduct the Rapid Decision-Making Process (RDSP) for Brigade*.

DISPLACE THE COMMAND POST

2-236. The unit is required to displace each CP at least once during this training event (main, TAC, and any alternate CPs). While doing so, the commander and XO will ensure they maintain continuity of MC. The staff will successfully transfer MC from the main CP to the alternate CP, and then back to the main CP upon completion of the displacement. The battle captain and operations SGM direct the staff on when to relinquish responsibilities to counterparts in another CP, and to begin preparation for movement. The staff will use Collective Tasks 71-BDE-5201, *Displace the Command Post*, and 71-BDE-5250, *Maintain Continuity of Mission Command for Brigade*.

CONDUCT COMMAND POST OPERATIONS

2-237. The staff executes routine and recurring tasks to establish, operate, and move the CPs in accordance with the unit SOP, to ensure support to the commander's decision-making. The staff executes SOP-based battle drills as exercise events trigger them (for example, the main command post receives incoming artillery fire). See ATP 6-0.5 and Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS [OPTIONAL]

2-238. Not all brigades have the personnel or equipment to establish a secret compartmentalized information facility (SCIF), but for those that do, the Special Security Office (SSO) S-2 establishes SCIF and tactical secret compartmented information facility (T-SCIF) controls, and manages, ensures appropriate accreditation for, and reviews and maintains SCIF and T-SCIF emergency plans. The SSO coordinates fSCIF or T-SCIF access and maintains records of personnel clearances and classified document registers, and manages special access program (SAP) access. Refer to Individual Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

EXECUTE THE BATTLE RHYTHM

2-239. The XO ensures the staff executes the established battle rhythm and makes adjustments to the battle rhythm as exercise events interfere with its execution. Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

2-240. The externally evaluated outcome of Tables VII through X is the staff in each CP, with external augmenters and liaisons, is prepared to support the brigade commander's decision-making and execution of command and control during large scale ground combat operations. Each staff section/cell and CP understands and operates according to their assigned roles and responsibilities. The staff performs the operations process seamlessly. Training shortfalls identified in Table IX are corrected before Table X.

2-241. Completing Table X indicates the command is prepared to conduct METL tasks at or above the T- level and is prepared, at an advanced level, to conduct unified land operations (ULO). The outcome of Table X is the evaluating commander has validated the brigade staff as prepared to support the brigade commander in executing mission command during large scale ground combat operations. The commander signs a memorandum for record with the event results. The unit training officer will upload this memorandum to DTMS.

2-242. Graphic 2-6 provides a cross-walk of the inputs, tasks, and outputs the staff will execute and evaluate during Tables VII through X.

Mission Command Warfighting Function Training Tables – Functional and Multifunctional Brigades

Mission Command Training Tables VII through X for Brigade Staff¹		
Inputs	Table VII: Integrate the Mission Command System	Outputs
<ul style="list-style-type: none"> • Table VI Inputs & Outputs • Higher headquarters FRAGORD • Draft KM plan 	<ul style="list-style-type: none"> • Receive and integrate liaisons and attachments (<i>Receive Liaisons and Attachments</i>) 71-BDE-5018 / (<i>Integrate Liaisons and Attachments</i>) 71-BDE-5019 • Task Organize for Operations 71-BDE-5123 • Conduct the MDMP 71-BDE-5111 • Coordinate efforts with higher, lower, adjacent and supporting units (<i>Establish Coordination And Liaison</i>) 150-MC-5134 • Integrate MOE and MOP (<i>Assess Tactical Situation and Operations</i>) 71-BDE-5130 • Manage mission command information systems • Conduct knowledge management (<i>Create Shared Understanding Through Knowledge Management</i>) 71-BDE-5330 	<ul style="list-style-type: none"> • FRAGORD • Liaison structure • Refined staff structure • Updated running estimates • Reporting portion(s) of SOP • Revised CCIR / EEFI • Refined MOE and MOP • Refined KM plan
Inputs	Table VIII: Synchronize Operations	Outputs
<ul style="list-style-type: none"> • Table VII Inputs & Outputs • ATP 5-0.1 	<ul style="list-style-type: none"> • Exercise battle rhythm (<i>Establish a Battle Rhythm</i>) 150-MC-5123 • Conduct the operations process (<i>Conduct the Mission Command Operations Process</i>) 71-BDE-5100 • Share Relevant Information 71-BDE-5317 • Conduct rehearsals (<i>Perform a Rehearsal</i>) 71-BDE-5122 	<ul style="list-style-type: none"> • Refined battle rhythm • Refined rehearsal SOPs
Inputs	Table IX: Mission Command WFF Validation Exercise Rehearsal***	Outputs
<ul style="list-style-type: none"> • Table VIII Inputs & Outputs 	<ul style="list-style-type: none"> • Conduct the Operations Process 71-BDE-5100 / (<i>Conduct the Rapid Decision Making Process (RDSP)</i>) 71-BDE-5002 • Conduct knowledge management (<i>Integrate Shared Understanding Through Knowledge Management</i>) 71-BDE-5330 • Revise the Plan 71-BDE-5124 • Emplace and displace the command post (<i>Establish a Command Post in an Operational Environment</i>) 71-BDE-0050 / (<i>Displace the Command Post</i>) 71-BDE-5201 / (<i>Maintain Continuity of Mission Command</i>) 71-BDE-5250 • Conduct Command Post Operations 71-BDE-5200 • [OPTIONAL] Conduct sensitive compartmented information facility (SCIF) operations (<i>Manage Special Security Office (SSO) Functions</i>) 34-TM-3090 [Only applies to units that control a SCIF] • Conduct After Action Reviews (<i>Conduct a Formal After Action Review</i>) 150-MC-5133 	<ul style="list-style-type: none"> • FRAGORD • Finalized SOPs / staff structure / battle rhythm • AAR results
Inputs	Table X: Mission Command WFF Validation Exercise****	Outputs
<ul style="list-style-type: none"> • Table IX Inputs & Outputs 	<ul style="list-style-type: none"> • Conduct the Operations Process 71-BDE-5100 / (<i>Conduct the Rapid Decision Making Process (RDSP)</i>) 71-BDE-5002 • Conduct knowledge management (<i>Integrate Shared Understanding Through Knowledge Management</i>) 71-BDE-5330 • Revise the Plan 71-BDE-5124 • Displace the Command Post 71-BDE-5201 / transfer mission command between command posts (<i>Maintain Continuity of Mission Command</i>) 71-BDE-5250 • Conduct Command Post Operations 71-BDE-5200 • [OPTIONAL] Conduct sensitive compartmented information facility (SCIF) operations (<i>Manage Special Security Office (SSO) Functions</i>) 34-TM-3090 [Only applies to units that control a SCIF] • Execute battle rhythm (<i>Establish a Battle Rhythm</i>) 150-MC-5123 	<ul style="list-style-type: none"> • MET assessment • Staff validations • Validated SOPs • AAR results
<p>Proficiency for each task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander trains the mission command system in tables VII through IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.</p> <p>Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including the staff) is fully prepared to support the commander in the conduct of unified land operations. The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>*** Table is conducted as part of a larger exercise that is supported by the commander, command post, and digital crew tables. **** Table is executed as part of an externally evaluated culminating exercise.</p> <p>1 Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 2-6. Mission Command Training Tables VII-X for Brigade Staff

SECTION IV – BRIGADE COMMAND POST TRAINING TABLES

2-243. Section IV discusses the mission command training tables for the brigade command post.

MISSION COMMAND TRAINING TABLES FOR THE BRIGADE COMMAND POST

2-244. The brigade employs the main CP, the TAC CP, and may establish an alternate command post with a subordinate battalion command post. Commanders will ensure the correct CPs are trained in accordance with unit TOE design, manning, and design capabilities. This training ensures the personnel in each command post understand the roles and responsibilities of all command posts, how the command posts interact with each other to conduct the operations process, and how each command post interacts with higher, lower, adjacent, supported, and supporting headquarters.

2-245. For the purpose of this training circular, the ‘command post’ consists of the junior staff officers and NCOs in each CP that conduct the routine functions during 24-hour operations. Also, for this chapter, we use ‘operations SGM’ to mean the senior NCO in a given command post. For some units or command posts, this NCO will be a lower grade. This section walks the commander, XO, battle captains, and operations SGM through the tables needed to train, certify, and validate CPs. This section does not cover every aspect of training, nor will it pinpoint exactly how one trains each collective or individual task. Commanders and leaders wanting more information on training the force will reference the T&EOs for each task and FM 7-0 for assistance in conducting training management.

2-246. The XO and principal staff officers ensure each section NCOIC devotes a portion of their section training to CP operations under the guidance of the battle captain and operations SGM. Commanders empower the NCOs in the brigade to complete the tasks within these tables.

2-247. The operations SGM is a senior noncommissioned officer in each CP responsible for monitoring and supervising the performance of the enlisted operations staff. The operations SGM 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 SGM assists the CP officer in charge with CP administration to include the following:

- Establishing the CP.
- Displacing the CP.
- Performing security at critical sites.
- Maintaining continuity of CP operations.
- Executing sleep plans.
- Managing stress within the CP.

2-248. The operations sergeant major in each CP 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 battalion and its companies’ noncommissioned officers to fulfill the logistics requirements, tactical employment, and security of the CP.

2-249. Brigade CP Tables I through VI, seen in Figure 2-8, are directed at the individuals, teams, and cells led by the operations SGM. The culmination of this training comes in Table V, rehearsal and Table VI, certification, as the headquarters comes together to work as a collective unit. There are no external attachments required for the execution of these tables. The XO is the authority, in coordination with the battle captain and operations SGM, to transition the staff from CP Tables I through V. Tables I-II are designed to occur on a continuous basis as new personnel arrive to the unit. The XO and operations SGMs will verify training proficiency of the CP in Table V, the rehearsal for certification.

<i>I</i>	<i>II</i>	<i>III</i>
<i>Conduct Pre-combat Inspections (Equipment and Maintenance)</i>	<i>Identify CP Characteristics</i>	<i>Establish CP Infrastructure</i>
<ul style="list-style-type: none"> • Inventory CP equipment • Verify CP equipment readiness • Identify sustainment requirements for the CP • Schedule maintenance requirements 	<ul style="list-style-type: none"> • Identify CP requirements • Design CP configuration • Review CP SOPs • Identify functional gaps and commercial solutions 	<ul style="list-style-type: none"> • Implement the knowledge management plan • Conduct information protection • Integrate functionality • Determine CP ergonomics • Identify power generation requirements
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
<i>IV</i>	<i>V</i>	<i>VI</i>
<i>Determine CP Survivability and Sustainability</i>	<i>Conduct CP Rehearsal</i>	<i>Conduct CP Certification</i>
<ul style="list-style-type: none"> • Establish a brigade CP in an operational environment • Establish the command post MCIS construct • Establish the CP security plan • Establish a sustainment plan • Finalize shift crews • Finalize shift crew responsibilities 	<ul style="list-style-type: none"> • Displace the CP • Finalize load plans • Finalize CP architecture • Identify electromagnetic signature • Conduct battle drills • [OPTIONAL] Secure the SCIF 	<ul style="list-style-type: none"> • Displace the CP • Maintain continuity of mission command • Certify shift crews • Perform security at critical sites • [OPTIONAL] Secure the SCIF
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event: (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event: (CPX) Facility: TBD
CP command post	SCIF sensitive compartmentalized information facility	
CPX command post exercise	SOP standard operating procedure	
MCIS mission command information system		

Figure 2-8. Brigade Command Post Tables I-VI Overview

2-250. The commander certifies each CP at Table VI allowing them to transition to the more advanced brigade CP Tables VII through X. The commander signs a memorandum for record with the event results. The unit training officer will upload this memorandum to DTMS.

2-251. Tables VII through X build on basic CP competency and may (depending on unit type and mission) require augmentee support, unified action partners, emplacement and displacement, operational security, sensitive compartmented information facility operations (as needed), and continuous 24-hour operations. Again, once the CPs are validated in Table X, the commander signs a memorandum for record to document the validation exercise results and the training officer uploads the memorandum to DTMS.

TABLE I: CONDUCT PRE-COMBAT INSPECTION (EQUIPMENT AND MAINTENANCE)

2-252. This table is the introduction to the CP process. Section leaders can use sergeant’s time training to fill basic CP job skill deficiencies. For example, the operations SGM and intelligence NCOIC run a generator operations class for Soldiers throughout the CP during sergeant’s time. In Table I, the CP leaders develop initial CP training through basic understandings of duties and responsibilities, under the supervision of the XO and operations SGM.

INVENTORY COMMAND POST EQUIPMENT

2-253. Here all members of the CP familiarize themselves on all section equipment. Staff section leaders will train their Soldiers using individual and section collective tasks as defined by the appropriate proponent. For example, the S-6 NCOIC conducts an inventory of all the equipment their section is responsible for in accordance with the TOE/MTOE. Leaders take note of what equipment is required to run each CP (node) and where there are gaps if CPs must run concurrently. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

VERIFY COMMAND POST EQUIPMENT READINESS

2-254. The section leader ensures all members of the section understand how their assigned equipment operates both internally to their section and within the CP as a whole. Section NCOICs verify the usability and readiness of their equipment in accordance with the equipment PMCS and other equipment services found within each piece of equipment's TM. Each section NCOIC verifies all assigned equipment according to the TM and reports any shortages to higher. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

IDENTIFY SUSTAINMENT REQUIREMENTS FOR THE COMMAND POSTS

2-255. The operations SGMs work with staff section NCOICs to develop command post sustainment requirements for current and future operations. Each operations SGM works with the headquarters battalion and its subordinate companies to fulfill those requirements in accordance with Collective Task 71-CO-0433, *Support Command Posts for Companies*.

SCHEDULE MAINTENANCE REQUIREMENTS

2-256. The Section NCOICs will, based on operational requirements, manning constraints, and guidance from headquarters battalion and company commanders, schedule PMCS activities on a routine basis. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

TABLE II: IDENTIFY COMMAND POST CHARACTERISTICS

2-257. The section NCOICs and operations SGMs continue to supervise the CP Soldiers as they refine their sections's basic and intermediate skills. Section NCOICs have primary responsibility for this table. Commander 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.

IDENTIFY COMMAND POST REQUIREMENTS

2-258. Once the commander establishes the MCIS requirements (see Commander Training Table I), the operations SGMs work with the S-6, the KM team, the COIC, and the XO to conceptualize how the CP will look. This step is performed as a tabletop drill or sketch only. The operations SGM will lead the discussion as the other attendees provide inputs. The operations SGM works within the command's on-hand CP systems. If new or replacement systems are needed, the operations SGM brings these requests to the XO. Refer to Individual Task 150-MC-5202, *Develop the Command Post Layout*.

2-259. At this point, the commander will have directed which additional CPs to establish for upcoming mission requirements. At the conclusion of Table II, each operations SGM will have a detailed configuration of all CP requirements.

DESIGN COMMAND POST CONFIGURATION

2-260. Once the operations SGM and XO receive approval from the commander on their conceptualized CP plan, the section NCOICs configure their individual sections based on mission requirements. The operations SGM will oversee this action ensuring system and hardware power requirements are met and in accordance with the overall design plan.

2-261. 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. Refer to Individual Task 150-MC-5202, *Develop the Command Post Layout*. 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.
- Survivability considerations.
- Electromagnetic signature.
- The ease of displacement (setup, tear-down, and movement).

REVIEW COMMAND POST STANDARD OPERATING PROCEDURES

2-262. Section leaders and NCOICs will review and update their section CP SOPs. These SOPs are nested with the CP SOPs as a whole. Section leaders will ensure SOPs are reviewed and updated as the mission, equipment fielding, commander's intent, and orders from higher headquarters dictate. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

IDENTIFY FUNCTIONAL GAPS AND COMMERCIAL SOLUTIONS

2-263. As the CP design begins to take shape and the mission and needs of the commander are weighed, the operations SGM will identify parts and equipment the unit will need to obtain. Refer to Individual Task 150-MC-5202, *Develop the Command Post Layout*.

TABLE III: ESTABLISH COMMAND POST INFRASTRUCTURE

2-264. Table III begins with the command receiving a mission, whether it be an upcoming CPX, a CTC rotation, or in support of unified land operations. This table begins configuration and functionality of future mission requirements into each CP (main, TAC, any alternate CPs). This table is performed at home station with the operations SGM leading the effort, under the direction of the XO. CP and MCIS requirements are fluid at this point in the tables. However, the operations SGMs and section NCOICs can still get a general idea of the infrastructure requirements based on the commander's decisions in Tables I through III.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

2-265. The XO will inform the operations SGM and section and cell leaders of the mission and related information and knowledge management requirements. Combined, knowledge and information management enable the provision of relevant information to the right Soldier at the right time, and in a usable format, to facilitate understanding and decision-making, regardless of which command post the Soldier works.

2-266. Both the knowledge management and signal CP personnel 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 plan (KMP) and offers techniques for content management. The operations SGMs will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*, and 71-BDE-5310, *Manage Information and Data for Brigade*.

CONDUCT INFORMATION PROTECTION

2-267. The brigade implements directed information protection measures using operations security (OPSEC), information assurance (IA), computer network defense (CND), and electronic protection to safeguard and defend friendly information and information systems. The brigade protects information regardless of media (e.g., telephonic, paper, digital devices, or traversing networks and residing on information systems) from time collected until utilized by the users and decision makers. See Collective Task 71-BDE-5010, *Conduct Information Protection for Brigade*.

INTEGRATE FUNCTIONALITY

2-268. The majority of staff work occurs within the functional and integrating cells. Staff members must 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. The operations SGMs will lead the section and cell NCOICs to recommend a CP layout. For example, the operations SGM relocates the sustainment cell closer to the intelligence cell based on mission, enemy, and reports of enemy forces targeting logistics routes across the area of operations. The XO then directs a mutual workspace for planning. The operations SGM further designs a separate entry control point for this new integrated workspace allowing UAP to participate. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

DETERMINE COMMAND POST ERGONOMICS

2-269. Ergonomics is defined as people's efficiency in their working environment. Each section leader and section NCOIC will ensure there is adequate working efficiency in the space provided. The operations SGM works with sections to help locate, re-locate, or co-locate equipment and personnel that may need to be adjusted based on efficiency and the integration functionality mentioned above. Refer to Individual Tasks, 150-MC-5200, *Conduct Command Post Operations*, and 150-MC-5202, *Develop the Command Post Layout*.

IDENTIFY POWER GENERATION REQUIREMENTS

2-270. The operations SGM, with the assistance of the section NCOICs, identifies all power requirements within the CP. The operations SGM compares these requirements to power generation availability, keeping in mind redundancy, fueling, and maintenance requirements of systems, and then establishes a tailorable and portable power generation plan for the command post. The operations SGM also ensures section personnel and mechanics understand their responsibilities with power generation. Refer to Individual Task, 150-MC-5200, *Conduct Command Post Operations*.

TABLE IV: DETERMINE COMMAND POST SURVIVABILITY AND SUSTAINABILITY

2-271. CPs must be set up and operational for this table. The commander may choose to set up the CP at a particular site and in conjunction with the exercise performed by the staff for Table IV, or the commander can direct the table be performed in a motor pool setting. In either situation, the staff and CP personnel have roles to play in this CP table.

ESTABLISH THE COMMAND POST IN AN OPERATIONAL ENVIRONMENT

2-272. As part of the event for Table IV, the commander establishes the CP in accordance with established unit SOP, the commander's intent, and operational variables. For example, the brigade establishes their main CP at the beginning of a STX event. See Collective Task 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*.

ESTABLISH THE COMMAND POST MISSION COMMAND INFORMATION SYSTEM CONSTRUCT

2-273. As the headquarters prepares for Table V, the commander describes the purposes of the MCIS construct within the command post based on mission requirements and the commander's intent. Command post leaders configure each CP based on the commander's guidance, the mission, and current SOPs when refining locations for the MCIS within the CP. See Individual Task 150-LDR-5253, *Manage Command, Control, and Communications Systems*.

ESTABLISH THE COMMAND POST SECURITY PLAN

2-274. With the CP operational, the commander establishes CP security. The headquarters company leadership and the operations SGM, under the guidance of the XO and protection cell, review all operational considerations and establish the security plan. The team will use Collective Task 19-CO-2204, *Perform Security at Critical Sites*.

ESTABLISH A SUSTAINMENT PLAN

2-275. With the CPs operational, the headquarters company commander establishes CP sustainment. The operations SGMs, under the guidance of the XO, will work with the headquarters company supply section and S-4 logistics section to review all operational sustainment considerations, and establishes sustainment plans for each CP based on mission variables (METT-TC). The team will refer to the following Collective Tasks to participate in sustainment plan development: Collective Task 71-CO-0433, *Support Command Posts for Companies*.

FINALIZE SHIFT CREWS

2-276. The operations SGMs, working with the XO, principal staff officers, battle captains, and section NCOICs, will finalize the shifts for each CP based on operational requirements and staff strengths. Once finalized, the operations SGM and section leads maintain the shifts and allow them to begin the process of training as a shift. See Individual Task 150-MC-5205, *Lead a Shift Change*.

FINALIZE SHIFT CREW RESPONSIBILITIES

2-277. Once the crews are established, the operations SGMs with the section NCOICs, will ensure all CP responsibilities are set. For example, all sections know they will give up one Soldier every shift to conduct security. See Individual Task 150-MC-5200, *Conduct Command Post Operations*.

TABLE V: CONDUCT COMMAND POST REHEARSAL

2-278. This table is conducted in concert with the staff Table V and in accordance with the unit CATS. The operations SGM will validate each CP is operational, meets the commander's intent and operational variables, and is ready for CP Table VI (Certification). The commander may opt to conduct Tables V and VI with all command posts simultaneously and interoperably, but the MCTT model does not require this condition until Table VII.

DISPLACE THE COMMAND POST

2-279. The commander directs the displacement of each CP in accordance with established unit SOP, the commander's intent, and operational variables. See Collective Tasks 71-BDE-5201, *Displace the Command Post*, 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*, 71-BDE-5250, *Maintain Continuity of Mission Command*.

FINALIZE LOAD PLANS

2-280. As part of each section understanding their roles within the CP, each section leader and section NCOIC will ensure all vehicles and equipment are able to emplace and displace as the mission, commander's intent, and orders from higher dictate. Refer to section SOPs and TMs for section equipment. Refer to Individual Task 150-MC-5200 *Conduct Command Post Operations*.

FINALIZE THE COMMAND POST ARCHITECTURE

2-281. The CP architecture is a dynamic, flexible structure that consists of the elements of, and interactions between, the operational environment, the CP, and the mission command system (personnel, networks, information systems, processes and procedures, and facilities and equipment). The operations SGM will, based on feedback from the commander, section leaders, and the results of Table V, finalize the CP structure based on the CP's architecture. This includes diagrams of all equipment and personnel. 150-MC-5202, *Develop the Command Post Layout*.

IDENTIFY ELECTROMAGNETIC SIGNATURE

2-282. Working with the S-6, the protection cell, and cyber personnel, the operations SGM in each CP identifies the CPs' electromagnetic signature. This includes visual as well as digital signatures. For example, the operations SGM identifies the heavy use of push to talk and cell usage within the CP and works with the XO and commander to mitigate the risk those devices represent, based on threat capabilities. Once electromagnetic risks are identified, the operations SGM works to mitigate risks associated with the unit digital footprint. Refer to Individual Task 113-25E-3003, *Define the Electromagnetic Operations Environment (EMOE)*.

CONDUCT BATTLE DRILLS

2-283. Each operations SGM, in conjunction with the battle captain and XO, conducts drills for each shift. These drills are mission related and test the functionality of the crews within each shift. See Individual Task 150-MC-5200, *Conduct Command Post Operations*. FM 6-0 lists recommended command post battle drills that the brigade develops to meet its mission requirements.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY [OPTIONAL]

2-284. Not all brigades have the personnel or equipment to establish a secret compartmentalized information facility (SCIF), but for those that do, the special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise SCIF oversight. The security team leader develops courses of action and coordinates operations of attached or support elements as required. The security team controls the access control point and implements screening and inspection procedures to prevent unauthorized access. in accordance with *Director of Central Intelligence Directives 6/9*, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

2-285. Upon completion of Table V, the operations SGM will address all required retraining for their command post before moving on to Table VI. The operations SGM may also use a single event to run the staff and CP through Tables III through V for retraining.

2-286. Graphic 2-7 provides a cross-walk of the inputs, tasks, and outputs the staff will execute and evaluate during Tables I through V.

Mission Command Warfighting Function Training Tables – Functional and Multifunctional Brigades

Mission Command Training Tables I through V for Brigade Command Posts¹		
Inputs	Table I: Conduct Pre-combat Inspection (Equipment and Maintenance)*	Outputs
<ul style="list-style-type: none"> • Equipment TMs • Unit SOP • MTO&E • ATP 6-0.5 	<ul style="list-style-type: none"> • Inventory command post equipment (<i>Conduct Command Post Operations</i>) 150-MC-5200 • Verify command post equipment readiness (<i>Conduct Command Post Operations</i>) 150-MC-5200 • Identify sustainment requirements for the command post(s) (<i>Support Command Posts</i>) 71-CO-0433 • Schedule maintenance requirements (<i>Conduct Command Post Operations</i>) 150-MC-5200 	<ul style="list-style-type: none"> • Completed hand receipts • Requisitions for shortfalls • Maintenance records
Inputs	Table II: Identify Command Post Characteristics*	Outputs
<ul style="list-style-type: none"> • Table I Inputs & Outputs 	<ul style="list-style-type: none"> • Identify command post requirements (<i>Develop the Command Post Layout</i>) 150-MC-5202 • Design command post configuration (<i>Develop the Command Post Layout</i>) 150-MC-5202 • Review command post SOPs (<i>Conduct Command Post Operations</i>) 150-MC-5200 • Identify functional gaps and commercial solutions (<i>Develop the Command Post Layout</i>) 150-MC-5202 	<ul style="list-style-type: none"> • Command post layout design • Updated command post SOPs
Inputs	Table III: Establish Command Post Infrastructure*	Outputs
<ul style="list-style-type: none"> • Table II Inputs & Outputs • Draft KM Plan • ATP 6-01.1 • ATP 6-02.60 	<ul style="list-style-type: none"> • Implement the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 / (<i>Manage Information and Data for Brigades</i>) 71-BDE-5310 • Conduct Information Protection 71-BDE-5010 • Integrate functionality (<i>Integrate the Mission Command Information System</i>) 150-MC-5251 • Determine command post ergonomics (<i>Conduct Command Post Operations</i>) 150-MC-5200 / (<i>Develop the Command Post Layout</i>) 150-MC-5202 • Identify power generation requirements (<i>Conduct Command Post Operations</i>) 150-MC-5200 	<ul style="list-style-type: none"> • Command post information requirements • Refined command post portion of KM plan • Refined command post layout • Command post power generation requirements
Inputs	Table IV: Determine Command Post Survivability & Sustainability*	Outputs
<ul style="list-style-type: none"> • Table III Inputs & Outputs • Unit manning roster 	<ul style="list-style-type: none"> • Establish a Brigade Command Post in an OE 71-BDE-0050 • Establish the command post MCIS construct (<i>Manage Command, Control, and communication systems</i>) 150-LDR-5253 • Establish the command post security plan (<i>Perform Security at Critical Sites</i>) 19-CO-2204 • Establish a sustainment plan (<i>Support Command Posts</i>) 71-CO-0433 • Finalize shift crews (<i>Lead a Shift Change</i>) 150-MC-5205 • Finalize shift crew responsibilities (<i>Conduct Command Post Operations</i>) 150-MC-5200 	<ul style="list-style-type: none"> • Command post security plan • Command post sustainment plan • Command post battle roster • Refined command post shift change portion of the SOP
Inputs	Table V: Conduct Command Post Rehearsal**	Outputs
<ul style="list-style-type: none"> • Table IV Inputs & Outputs • Higher HQ order 	<ul style="list-style-type: none"> • Displace the command post 71-BDE-5201 / (<i>Establish a Brigade command post in an OE</i>) 71-BDE-0050 / (<i>Maintain Continuity of Mission Command</i>) 71-BDE-5250 • Finalize load plans (<i>Conduct Command Post Operations</i>) 150-MC-5200 • Finalize command post architecture (<i>Develop the Command Post Layout</i>) 150-MC-5202 • Identify electromagnetic signature (<i>Define the Electromagnetic Operations Environment (EMOE)</i>) 113-25E-3003 • Conduct battle drills (<i>Conduct Command Post Operations</i>) 150-MC-5200 • [OPTIONAL] Secure the SCIF (<i>Establish Access Control Point for a SCIF</i>) 34-TM-3091 [Applies only to units that control a SCIF] 	<ul style="list-style-type: none"> • Load plans • Measures to mitigate electromagnetic signature • Refined battle drills • AAR results
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p>		
<p>The officer in charge of each command post validates that the command post has met all the training criteria for Tables I through V and is prepared to conduct Certification (Table VI) under conditions established by the commander.</p>		
<p>* Tables consist of tasks that enable the command post to establish, sustain, and survive.</p>		
<p>** Tables are conducted as part of a larger exercise and are supported by the staff, commander, and digital crew tables.</p>		
<p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 2-7. Mission Command Training Tables I through V for Brigade Command Posts

TABLE VI: CONDUCT COMMAND POST CERTIFICATION

2-287. This table is conducted in conjunction with a collective training event determined by the commander, using the unit CATS as a reference. As budget and training days allow, this table is conducted in a field environment with 24-hour operations. When successful, the commander certifies each CP at the conclusion of this event and signs a memorandum for record with the event results. The unit training officer will upload this memorandum to DTMS.

DISPLACE THE COMMAND POST

2-288. Each brigade command post displaces at least once for the CP certification. While displacing a command post, the XO ensures the primary functions of that command post are handed off to an alternate CP. See Collective Task 71-BDE-5201, *Displace the Command Post for Brigade*.

MAINTAIN CONTINUITY OF MISSION COMMAND

2-289. As part of displacing the Main CP, the operations SGM will work closely with the XO, battle captains, and S-6 to ensure MC is transferred to the alternate CP, and the systems are turned off in a thought-out progressive manner. The CP will still maintain situational awareness throughout displacement operations. Each of the other unit command posts displace per unit SOP. Refer to Collective Task 71-BDE-5250 *Maintain Continuity of Mission Command*.

CERTIFY SHIFT CREWS

2-290. As part of certifying each CP, the commander also certifies the shift crews using Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

CONDUCT COMMAND POST SECURITY

2-291. The Operations SGMs drill command post Soldiers on reacting to security threats in and around the command post, ensuring Soldiers coordinate security requirements for external security with the headquarters battalion commander. Refer to Collective Task 19-CO-2204, *Perform Security at Critical Sites*.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY [OPTIONAL]

2-292. Not all brigades have the personnel or equipment to establish a secret compartmentalized information facility (SCIF), but for those that do, the special security officer (SSO) or S-2 issue guidance for establishing an access control point (ACP) and implementing physical security measures. The security team leader develops courses of action and coordinates operations of attached or support elements as required. The security team controls access control points, implements screening and inspection procedures, and prevents unauthorized access in accordance with *Director of Central Intelligence Directives 6/9*, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

2-293. The outcome of Tables I through VI is that each CP works as a cohesive unit, led by the commander, and is ready to proceed to collective training in Table VII with the staff, digital crew, and other command posts (the brigade's own and those of higher, lower, adjacent, supported, and supporting units). The CP operates within their designed capabilities and the mission. Individual and section competency meets the Army design and the commander's intent. Completing Table VI indicates the command is prepared to conduct command post operations at or above the P level.

2-294. Graphic 2-8 crosswalks the inputs, actions, and outputs for the brigade Command Post Certification (Table VI).

Mission Command Training Table VI for Brigade Command Posts ¹		
Inputs	Table VI: Conduct Command Post Certification**	Outputs
<ul style="list-style-type: none"> Table V Inputs & Outputs TC 6-0.2 	<ul style="list-style-type: none"> Displace the command post 71-BDE-5201 Maintain Continuity of Mission Command 71-BDE-5250 Certify shift crews (<i>Conduct Command Post Operations</i>) 71-BDE-5200 Perform Security at Critical Sites 19-CO-2204 [OPTIONAL] Secure the SCIF (<i>Establish Access Control Point for a SCIF</i>) 34-TM-3091 [Applies only to units that control a SCIF] 	<ul style="list-style-type: none"> Command post certification AAR Results Finalized command post portions of the SOP
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander certifies that each command post has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the command posts are certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p>		
<p>** Table is conducted as part of a larger exercise and that is supported by the commander, staff, and digital crew tables.</p>		
<p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 2-8. Mission Command Training Table VI for Brigade Command Posts

2-295. Upon completion of Table VI and CP certification, the headquarters, led by the XO, battle captain, operations SGM, and under the guidance of the commander, transitions to Tables VII through X. These tables are a more graduate level of the mission command warfighting function. In them, the CPs integrate external elements such as liaisons and unified action partners. The tables lead the command to the headquarters' culminating training event which is typically an EXEVAL.

2-296. Figure 2-9 provides an overview of the command post progression through Tables VII through X.

VII		VIII	
Conduct CP operations		Sustain the CP	
<ul style="list-style-type: none"> • Integrate liaisons and attachments • Conduct CP operations • Conduct CP battle drills • Perform CP administration • Implement the KM plan 		<ul style="list-style-type: none"> • Conduct CP sustainment operations • Conduct safety programs • Conduct command post operations • Secure the command post • [OPTIONAL] Secure the SCIF 	
Venue: Commander Directed Facility: Locally		Venue: Training event aligned with unit CATS Facility: Training area	
IX		X	
Mission Command Warfighting Function Validation Exercise Rehearsal		Mission Command Warfighting Function Validation Exercise	
<ul style="list-style-type: none"> • Displace the CP • Maintain continuity of mission command • Conduct CP operations • Implement the KM plan • Secure the command post • [OPTIONAL] Secure the SCIF • Conduct after action reviews 		<ul style="list-style-type: none"> • Displace the CP • Maintain continuity of mission command • Conduct CP operations • Implement the KM plan • Secure the command post • [OPTIONAL] Secure the SCIF 	
Venue: Training event aligned with unit CATS Facility: Training area		Venue: Training event aligned with unit CATS Facility: Training area	
CATS	combined arms training strategy	KM	knowledge management
CP	command post	SCIF	sensitive compartmented information facility

Figure 2-9. Brigade Command Post Tables VII-X Overview

TABLE VII: CONDUCT COMMAND POST OPERATIONS

2-297. Table VII begins with receipt of an order from higher headquarters for the unit's external evaluation. The operations SGMs ensure location and equipment integration. The CP also executes battle drills. The venue and facility location is determined by the commander based on the unit CATS and mission requirements. The unit will begin receiving liaisons and building the larger team with subordinate units and unified action partners (depending on the unit's role and mission).

INTEGRATE LIAISONS AND ATTACHMENTS

2-298. As the mission requires and in accordance with unit capabilities, the CP receives liaisons and attachments from other units (and other unified action partners in some scenarios). The XO will ensure the additional personnel have the digital and physical requirements in place for connectivity and assisting the commander in the conduct of unified land operations. Each warfighting function cell has a role to play in this process. The XO will determine the extent that each cell leader will participate in liaison and attachment reception and integration. If the command receives non-organic liaisons or attachments, the XO and operations SGM will complete Collective Task 71-BDE-5019, *Integrate Liaisons and Attachments for Brigade*.

2-299. If multinational partners are participating, the unit implements key considerations when organizing CPs and conducting CP operations in a multinational setting, including—

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

2-300. The operations SGM will work with the S-6 and other appropriate representatives to establish system and network requirements. The operations SGM and XO reference the multinational considerations section within ATP 6-0.5 for greater detail.

CONDUCT COMMAND POST OPERATIONS

2-301. Once the liaisons and attachments are received and integrated (if the brigade receives any), the CPs will conduct CP operations in accordance with the commander's intent, operational requirements, and unit SOP. Refer to Individual Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*. The tactical command post or other command post(s) will meet the same criteria and Table VII-X standards as the unit main CP. For example, the brigade tactical CP will conduct battle drills in accordance with Table VII standards.

CONDUCT COMMAND POST BATTLE DRILLS

2-302. As part of conducting the scenario driven by a collective task, the XO or OIC of each CP will initiate CP battle drills. The operations SGM will use any of the applicable following doctrinal drills to develop and rehearse battle drills for the brigade SOP:

- 07-BDE-D3010, *React to Duty Status and Whereabouts Unknown Incident.*
- 07-BDE-D5146, *React to Collateral Damage.*
- 07-BDE-D5147, *React to an Unknown Enemy Combatant Within the Perimeter.*
- 07-BDE-D5148, *React to an Indirect Fire Attack on the Command Post.*
- 07-BDE-D5210, *React to Power Outage Within the Command Post.*
- 07-BDE-D5315, *React to Incorrect Information Affecting the Operational Environment.*
- 71-BDE-D5900, *React to Cyber Attack.*
- 71-BDE-D6320, *React to a Degraded Network.*
- 71-BDE-D7176, *React to Electromagnetic Interference or Suspected Communications Compromise.*
- 71-BDE-D7658, *React to a Mass Casualty Incident.*
- 71-BDE-D7660, *React to Civil Disturbance.*
- 71-BDE-D8006, *React to Chemical, Biological, Radiological, or Nuclear Attack.*
- 71-BDE-D5900, *React to Cyber Attack.*
- 71-BDE-D6320, *React to a Degraded Network.*

PERFORM COMMAND POST ADMINISTRATION

2-303. The XO, S-1, S-2, S-4, battle captains, and operations SGM will ensure the CPs are staffed and the CP administrative functions are executed. These administrative functions include, but are not limited to, having the Security Clearance Access Roster (SCAR) at access points, shift change schedules and briefing timelines, equipment refueling and maintenance schedules, Class I timeline, and transportation to and from the CP schedules. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

2-304. The XO will inform the operations SGM and section and cell leaders of the mission and related information and knowledge management requirements. Combined, knowledge and information management enable the provision of relevant information to the right person, at the right time, and in a usable format, facilitating understanding and decision-making. All staff sections and command posts contribute to KMP development.

2-305. The CP personnel assist the commander and other staff members in implementing effective knowledge and information management plans. ATP 6-01.1 includes doctrine on developing a knowledge management plan and offers techniques for content management. The operations SGM will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*, and 71-BDE-5310, *Manage Information and Data for Brigade*.

TABLE VIII: SUSTAIN THE COMMAND POST

2-306. The operations SGM, in coordination with HHC leaders and the unit logistics/sustainment officer, will ensure the CP can sustain itself for 24-hour operations. When conducting this table, the CP also practices sustaining information systems and SCIF operations. This table is conducted in concert with the staff Table VIII exercise.

CONDUCT COMMAND POST SUSTAINMENT OPERATIONS

2-307. After reviewing the CP sustainment plan and making adjustments based on an increase in personnel from liaisons and attached units, the operations SGM, in coordination with the logistics/sustainment officer, conducts CP sustainment operations. The operations SGM will refer to the following Collective Task 71-CO-0433, *Support Command Posts for Companies*.

CONDUCT SAFETY PROGRAMS

2-308. The operations SGMs and the brigade safety officer will ensure all risk assessments and safety protocols are met by each CP. Most safety programs are based on unit SOPs. SOPs are reviewed and updated based on current conditions. The unit will complete Collective Task 71-BDE-5145, *Conduct Risk Management for Brigade*, and all proponent safety T&EOs.

CONDUCT COMMAND POST OPERATIONS

2-309. Each operations SGM will ensure the CP is fully functional and supports the command throughout the operations process. The operations SGM will make on-the-spot corrections as needed to maintain a smooth and functioning command post. Functions for this title include—

- CP sustainment.
- SCIF operations (as required).
- Power generation functionality.
- Electromagnetic signature mitigation.
- Multinational partner integration.
- CP security and survivability.
- Battle drill proficiency.
- Mission command system integration and sustainment.

2-310. Refer to Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

SECURE THE COMMAND POST

2-311. The Operations SGM, in coordination with the HHC leadership, drills command post Soldiers on reacting to security threats in or around the command post using Collective Task 19-CO-2204, *Perform*

Security at Critical Sites. The command post participates in rehearsals for external security threats with the headquarters battalion. Refer to Collective Task 71-BDE-6050, *React to Level I and Level II Attacks*.

SECURE THE SENSITIVE COMPARTMENTED INFORMATION FACILITY [OPTIONAL]

2-312. Not all brigades have the personnel or equipment to establish a secret compartmentalized information facility (SCIF), but for those that do, the special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise SCIF oversight. The security team leader develops courses of action and coordinates operations of attached or support elements as required. The security team controls access control points and implements screening and inspection procedures to prevent unauthorized access, in accordance with *Director of Central Intelligence Directive 6/9*, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

TABLE IX: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

2-313. The validation exercise rehearsal is conducted in accordance with unit CATS and the commander's intent. This event should be conducted in a real or simulated operational environment in which the unit is directed to operate. The exercise is conducted using 24-hour operations over at least two days. During the exercise, the training scenario drives all command posts to interact with one another and with higher, lower, adjacent, supported, and supporting units. The exercise will also be based on the order the unit receives for the external evaluation/validation exercise. This exercise should match the training circumstances and requirements anticipated for Table X, The Mission Command Warfighting Function Validation Exercise.

DISPLACE THE COMMAND POST

2-314. This portion of Table IX is conducted after the CP is established and during the conduct of an operation. For example, the brigade displaces each command post while the unit is participating in a defensive operation. Each operations SGM will ensure all SOPs and policies are met as the unit displaces the CP. See Collective Task 71-BDE-5201, *Displace the Command Post in an Operational Environment for Brigade*.

MAINTAIN CONTINUITY OF MISSION COMMAND

2-315. In connection with the displacement of the CP, the XO and operations SGM ensure the unit maintains continuity of mission command. See Collective Task 71-BDE-5250, *Maintain Continuity of Mission Command for Brigade*.

CONDUCT COMMAND POST OPERATIONS

2-316. Each operations SGM will ensure the CP is fully functional and supports the command throughout the operations process. The operations SGM will make on-the-spot corrections as needed to maintain a smooth and functioning command post. Refer to Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

2-317. The XO will inform the operations SGMs and section and cell leaders of the mission and related information and knowledge management requirements. Combined, knowledge and information management enable the provision of relevant information to the right person, at the right time, and in a usable format, facilitating understanding and decision-making. All staff sections and command posts contribute to KMP development.

2-318. The CP personnel assist the commander and other staff members in implementing effective knowledge and information management plans. ATP 6-01.1 includes doctrine on developing a knowledge

management plan and offers techniques for content management. The operations SGM will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*, and 71-BDE-5310, *Manage Information and Data for Brigade*.

SECURE THE COMMAND POST

2-319. Each Operations SGM, in coordination with the HHC leadership, drills command post Soldiers on reacting to security threats in or around the command post using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. Each command post participates in rehearsals for external security threats with the headquarters company. Refer to Collective Task 71-BDE-6050, *React to Level I and Level II Attacks*.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY [OPTIONAL]

2-320. Not all brigades have the personnel or equipment to establish a secret compartmentalized information facility (SCIF), but for those that do, the special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise SCIF oversight. The security team leader develops courses of action and coordinates operations of attached or support elements as required. The security team controls access control points, implements screening and inspection procedures, and prevents unauthorized access, in accordance with *Director of Central Intelligence Directives 6/9*, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

CONDUCT AFTER ACTION REVIEWS

2-321. The commander leads an AAR of the operation conducted during Table IX training with a focus on identifying and correcting training deficiencies and/or unit procedures that must be corrected prior to the Table X external evaluation. The operations SGM and battle captain ensure changes identified during the AAR are implemented prior to Table X. Refer to Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

2-322. This is the headquarters' culminating exercise as a whole. The validation exercise typically takes place as part of a brigade EXEVAL. This exercise is driven by the evaluating commander and mission requirements. During the exercise, the training scenario drives all command posts to interact with one another and with higher, lower, adjacent, supported, and supporting units. The exercise will culminate with a final rating for readiness reporting. The outcome of Table X is the evaluating commander has validated all brigade command posts as prepared to support the brigade commander and staff in the execution of mission command during large scale ground combat operations, to include the ability to displace as the tactical situation requires. The commander signs a memorandum for record with the event results. The unit training officer will upload this memorandum to DTMS.

DISPLACE THE COMMAND POST

2-323. The brigade will displace all CPs at least once during this table. For example, the brigade displaces the main CP while the unit is conducting a defense and then displaces the tactical CP when transitioning to participating in a movement to contact. The operations SGM will ensure all SOPs and policies are met as the unit displaces the CP. See Collective Task 71-BDE-5201, *Displace the Command Post for Brigade*.

MAINTAIN CONTINUITY OF MISSION COMMAND

2-324. In connection with displacing each CP, the XO and operations SGM ensure the unit maintains continuity of mission command. See Collective Task 71-BDE-5250, *Maintain Continuity of Mission Command for Brigades*.

CONDUCT COMMAND POST OPERATIONS

2-325. Each operations SGM will ensure the CP is fully functional and supports the command throughout the operations process, in accordance with Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*. The operations SGMs will make on-the-spot corrections as needed to maintain a smooth and functioning command post. Certification of this table includes but are not limited to—

- CP sustainment.
- SCIF operations.
- Power generation functionality.
- Electromagnetic signature mitigation.
- Multinational partner integration.
- CP security and survivability.
- Battle drill proficiency.
- Mission command system integration and sustainment.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

2-326. The CP personnel assist the commander and other staff members in implementing effective knowledge and information management plans. ATP 6-01.1 includes doctrine on developing a knowledge management plan and offers techniques for content management. The operations SGM will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigades*, and 71-BDE-5310, *Manage Information and Data for Brigades*.

SECURE THE COMMAND POST

2-327. Each operations SGM, in coordination with the HSC leadership, reacts to security threats to the command post using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. Refer to Collective Task 71-BDE-6050, *React to Level I and Level II Attacks for Brigades*.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY [OPTIONAL]

2-328. Not all brigades have the personnel or equipment to establish a secret compartmentalized information facility (SCIF), but for those that do, the special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise SCIF oversight. The security team leader develops courses of action and coordinates operations of attached or support elements as required. The security team controls access control points, implements screening and inspection procedures, and prevents unauthorized access, in accordance with the *Director of Central Intelligence Directive 6/9*, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

2-329. The outcome of Tables VII through X is the CPs work as a cohesive mission command system, led by the commander, with external augmenters and liaisons. Each CP section understands and operates within their designed capabilities and the mission. Individual and section competency meets the Army design and the commander's intent. The CP performs the command post operations seamlessly. Training shortfalls were identified by Table IX and corrected before Table X. The commander validates the command posts at the end of Table X to indicate the command is prepared to conduct unified land operations. The commander signs a memorandum for record with the event results. The unit training officer will upload this memorandum to DTMS.

2-330. Graphic 2-9 on page 2-70 crosswalks the inputs, activities, and outputs of Tables VII through X for the command posts.

Mission Command Training Tables VII through X for Brigade Command Posts ¹		
Inputs	Table VII: Conduct Command Post Operations	Outputs
<ul style="list-style-type: none"> Table VI Inputs & Outputs Higher headquarters FRAGORD 	<ul style="list-style-type: none"> Integrate Liaisons and Attachments 71-BDE-5019 Conduct Command Post Operations 71-BDE-5200 Conduct command post battle drills (See FM 6-0 for recommended battle drills) Perform command post administration (<i>Conduct Command Post Operations</i>) 150-MC-5200 Implement the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 	<ul style="list-style-type: none"> Updated command post SOPs and KM plan
Inputs	Table VIII: Sustain the Command Post	Outputs
<ul style="list-style-type: none"> Table VII Inputs & Outputs ATP 5-19 	<ul style="list-style-type: none"> Conduct command post sustainment operations (<i>Support Command Posts</i>) 71-CO-0433 Conduct safety programs (<i>Conduct Risk Management</i>) 71-BDE-5145 Conduct Command Post Operations 71-BDE-5200 Secure the command post (<i>React to Level I and Level II Attacks</i>) 71-BDE-6050 / (<i>Perform Security at Critical Sites</i>) 19-CO-2204 [OPTIONAL] Secure the SCIF (<i>Establish Access Control Point for a SCIF</i>) 34-TM-3091 [Applies only to units that control a SCIF] 	<ul style="list-style-type: none"> Refined command post SOP
Inputs	Table IX: Mission Command WFF Validation Exercise Rehearsal**	Outputs
<ul style="list-style-type: none"> Table VIII Inputs & Outputs 	<ul style="list-style-type: none"> Displace the Command Post 71-BDE-5201 Maintain Continuity of Mission Command 71-BDE-5250 Conduct Command Post Operations 71-BDE-5200 Implement the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 Secure the command post (<i>React to Level I and Level II Attacks</i>) 71-BDE-6050 / (<i>Perform Security at Critical Sites</i>) 19-CO-2204 [OPTIONAL] Secure the SCIF (<i>Establish Access Control Point for a SCIF</i>) 34-TM-3091 [Applies only to units that control a SCIF] Conduct AARs (<i>Conduct A Formal AAR</i>) 150-MC-5133 	<ul style="list-style-type: none"> Finalized SOPs / staff structure / battle rhythm AAR results
Inputs	Table X: Mission Command WFF Validation Exercise ***	Outputs
<ul style="list-style-type: none"> Table IX Inputs & Outputs 	<ul style="list-style-type: none"> Displace the Command Post 71-BDE-5201 Maintain Continuity of Mission Command 71-BDE-5250 Conduct Command Post Operations 71-BDE-5200 Implement the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 Secure the command post (<i>React to Level I and Level II Attacks</i>) 71-BDE-6050 / (<i>Perform Security at Critical Sites</i>) 19-CO-2204 [OPTIONAL] Secure the SCIF (<i>Establish Access Control Point for a SCIF</i>) 34-TM-3091 [Applies only to units that control a SCIF] 	<ul style="list-style-type: none"> Command post validations Validated SOPs AAR results
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander trains the mission command system, including all unit command posts, in tables VII through IX. The commander leads an AAR following Table IX and directs final changes to the command posts prior to entering the Table X Validation Exercise.</p> <p>Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including each command post) is fully prepared to support the commander in the conduct of unified land operations. The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and digital crew tables.</p> <p>*** Table is executed as part of an externally evaluated culminating exercise.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 2-9. Mission Command Training Tables VII through X for Brigade Command Posts

SECTION V – BRIGADE DIGITAL CREW TRAINING TABLES

2-331. Section V discusses the mission command training tables for the brigade digital crew.

MISSION COMMAND TRAINING TABLES FOR THE BRIGADE DIGITAL CREW

2-332. This chapter is designed to enable the commander and staff to train and evaluate the ability of staff and MCIS operators to integrate systems and generate the COP. The COP is a single display of relevant information tailored to unit requirements that simultaneously creates shared understanding horizontally and vertically across an organization. This shared understanding is measured by the ability of commanders and their staffs to make timely decisions.

2-333. The digital crew consists of the unit MCDMGs, the COP managers, and the individual MCIS operators in all shifts and in all CPs. This table assumes the individual MCIS operators are certified to operate their MCIS according to the appropriate proponent manuals. TC 6-0.1, *Training the Mission Command Warfighting Function*, is the reference manual for collective digital crew performance measures and training tables, not operator training. The MCDMG is focused on integrating MCIS and not trained to be the operator or expert of each MCIS. Execution of training tables occurs concurrently with other planned training to support organizational training requirements.

2-334. The digital crew integrates mission command information systems to display information that enables the commander in the decision-making process. Led by the MCDMG, the digital crew is responsible for advising the staff on the most effective techniques to integrate their MCIS. The digital crews coordinate with the COP manager to integrate critical information from each warfighting function into the COP to support the commander's visualization.

2-335. The digital crew composition at the brigade echelon is adjusted to support commander's guidance. Considerations for guidance include training, education, experience of available personnel, and their ability to integrate their MCIS. The MCDMG and COP manager recommend MCIS composition and disposition to the XO, tailored to the operational environment. Planning factors for the XO include shift changeover, CP relocation, requirements for split operations, and mobile CP operations.

2-336. The MCDMG is responsible for training the digital crew on executing the digital training tables. The digital crew and staff execute the training tables to support the commander's guidance and training objectives based on recommendations from the MCDMG and COP manager. Considerations for training include stability of digital crews, available equipment, training calendar, and operational need. The digital training tables are designed to be executed sequentially as each table builds on skills learned in previous tables. Tables I through VI focus on the digital crew with some requirements from the staff. Tables VII through X focus on employing and integrating the staff and supported by the digital crews.

2-337. Digital crews are rated as fully qualified, qualified, or unqualified with a maximum and minimum performance standard within each rating. The intent is for the digital crew to participate in the tables simultaneously as an organization. Figure 2-10 on page 2-72 provides an overview of Tables I through VI for the digital crew.

- Fully qualified – All assigned crew members have completed Tables III-VI; at minimum, every member of the digital crew has completed these tables individually.
- Qualified – 80% of the digital crew have collectively completed Tables III-VI; at minimum, every member of the digital crew has completed these tables individually.
- Unqualified – 1 or more crew members have not completed Tables I-II or more than 20% of the digital crews in the organization's headquarters have not completed Tables III-VI.

<i>I</i>	<i>II</i>	<i>III</i>
<i>Execute Basic MCIS Operations</i>	<i>Integrate CP Systems</i>	<i>Develop Common Operational Picture</i>
<ul style="list-style-type: none"> • Set up the MCIS for operations • Prepare the MCIS for transit and operations • Employ the MCIS for operations • Organize CPOF data • Exercise mission command under degraded conditions 	<ul style="list-style-type: none"> • Share data products with the MCIS/MCWS • Create notifications for data changes • Implement appropriate permissions on MCIS • Access data through Databridge 	<ul style="list-style-type: none"> • Establish the COP • Communicate using the MCWS/CPOF/ MCIS • Implement the COP-related portion of the KM plan
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
<i>IV</i>	<i>V</i>	<i>VI</i>
<i>Synchronize Operations</i>	<i>MCIS Rehearsal</i>	<i>Digital Crew Certification</i>
<ul style="list-style-type: none"> • Manage SIGACTs • Execute battle drills • Produce a collaborative mission plan • Produce a shared plan using MCIS • Present a CP update briefing • Create digital archives 	<ul style="list-style-type: none"> • Establish the COP • Conduct MCIS operations 	<ul style="list-style-type: none"> • Establish the COP • Conduct MCIS operations
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event: (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event: (CPX) Facility: TBD
COP common operational picture CP command post CPOF command post of the future CPX command post exercise KM knowledge management	MCIS mission command information systems MCWS mission command work station SIGACT significant activity STAFFEX staff exercise	

Figure 2-10. Brigade Digital Crew Tables I-VI Overview

2-338. Once a crew is fully qualified, commanders are advised to maintain digital crew integrity, similar to battle-rostering weapons systems. When replacing crew members, the new crew member must have individually qualified on Tables I and II for the crew to maintain a qualified rating. If more than two crew members are replaced from the original fully qualified crew, the digital crew is considered unqualified until the new crew conducts Tables III through VI as a collective unit.

Note. This section was written based on the MCIS (CPOF) that the preponderance of Army units are currently using. For greater detail concerning the training of units with legacy MCIS, see TC 6-0.1, *Training the Mission Command Warfighting Function*. If the unit has been issued CPCE, use training materials from the New Equipment Training team. This TC will be updated after CPCE is in full rate production (FRP).

TABLE I: EXECUTE BASIC MISSION COMMAND INFORMATION SYSTEM OPERATIONS

2-339. Table I is the introduction and lays foundational understanding for the MCIS and their operators.

SETUP THE MISSION COMMAND INFORMATION SYSTEM FOR OPERATIONS

2-340. Given the variety of warfighting function systems in the Army and version updates associated with each, the MCDMG will ensure individuals within and the digital crew are operating on their MTOE authorized systems with associated technical manuals. The commander directs which systems and which configuration to use, based on mission requirements, the operational environment (current and forecasted), unit capabilities, equipment/systems (outside of MTOE) through the Army fielding initiatives, and higher headquarters requirements. The operations SGM directs the MCDMG to gather materials and equipment to support the digital crew to execute the Tables. Performing this task includes consolidating hardware, SOPs, unit battle drills, and a scenario to synchronize the digital crew's efforts. Unit SOPs for knowledge management and system organization are approved and available for refinement during training. Once all training materials and equipment are on-hand, operators will begin to prepare systems for operation by inspecting equipment. Refer to system technical manuals (TM) or users manuals for proper set up of digital systems.

PREPARE THE MISSION COMMAND INFORMATION SYSTEM FOR TRANSIT AND OPERATIONS

2-341. MCIS preparation includes allowing adequate time for each MCIS operator to conduct system PMCS. S-6 assistance may be required to ensure the latest compatible software versions are available and installed. The MCDMG or members of the digital crew will attend relevant meetings, such as commanders update briefs and CP shift change briefs, to maintain situational awareness to better support the commander and staff. As needed, the MCDMG will instruct the digital crew, with assistance from the battle captain and the COP manager, on the digital crew roles and responsibilities as an integrated crew within the staff and during the conduct of operations.

EMPLOY THE MISSION COMMAND INFORMATION SYSTEM FOR OPERATIONS

2-342. The MCDMG will use Individual Task 150-DMG-2014, *Employ the Mission Command Workstation / Command Post of the Future (MCWS/CPOF) for Operations*. This task focuses on CPOF employment. CPOF is the recommended tool to generate the digital COP by integrating brigade echelon MCIS. If, based on mission and the operational environment, the commander directs the use of other systems for displaying the COP such as JCR, the MCDMG will adjust the digital training tables to support commander's guidance. If the unit has been issued CPCE, use similar training materials from the New Equipment Training team.

ORGANIZE COMMAND POST OF THE FUTURE DATA

2-343. The MCDMG will use Individual Task 150-DMG-2013, *Organize CPOF Data*. The MCDMG and digital crew uses relevant unit SOPs for digital information and knowledge management and to organize CPOF data. The digital crew will use the commander's approved briefing products and methods to organize information with assistance from the unit knowledge manager. Digital crews coordinate with the brigade staff, battle captains, and COP manager to ensure the organized data meets the following criteria:

- Allows quick transition into an operational picture.
- Is operationally relevant to the commander's intent and end state.
- Has SOPs in place ensuring information is relevant and updated.
- Is clear and concise.

EXERCISE MISSION COMMAND UNDER DEGRADED CONDITIONS

2-344. The MCDMG will use Individual Task 150-DMG-2020, *Exercising Mission Command Under Degraded Conditions*. Training gives the headquarters the ability to sustain mission command procedures during degraded conditions such as power outage, cyber-attack, or movement of the CP. The operations SGM and the MCDMG evaluate the staff's and digital crew's ability to execute the degraded transition battle drill measuring their ability to sustain operations under degraded conditions. The staff assists the digital crew during transition by validating last known/confirmed unit locations, graphics, running estimates, and other relevant information before degraded operations began. The MCDMG

maintains oversight of digital crew during transition to degraded operations and assists the digital crew to transition from analog to fully-capable digital systems.

2-345. The desired outcome for Table I is the digital crew to understand the commander's guidance for employment of MCIS and demonstrate proficiency on the respective systems. Additionally, the digital crew must be able to sustain operations throughout degraded conditions and understand use of analog tracking systems. Upon successful completion of this table, system operators will have demonstrated proficiency in the following tasks:

- Setup the MCIS for operation (Prepare the MCIS for Operation).
- Employ the MCIS for Operation.
- Organize data on the MCWS (CPOF).
- Exercise Mission Command under degraded conditions.

TABLE II: INTEGRATE COMMAND POST SYSTEMS

2-346. The purpose of this table is to ensure all digital crew members understand the integration of their individual systems and can effectively communicate across the network. Execution validates the MCIS integration across the staff as outlined in knowledge management SOPs to include setting permissions and sharing data. This table typically requires digital triad collaboration with the appointed COP manager, S-3, and S-6. The appointed COP manager assists in managing information for use in the common operating picture. Digital crew members must be proficient at sharing information through the data distribution service (DDS) at the conclusion of this table.

SHARE DATA PRODUCTS WITH THE MISSION COMMAND INFORMATION SYSTEMS/MISSION COMMAND WORKSTATION

2-347. The MCDMG will use Individual Task 150-DMG-2007, *Access Information using the Data Distribution Service (DDS) Utilizing the Mission Command Workstation/Command Post of the Future (MCWS/CPOF)*. Executing this task allows the MCIS operator associated with each warfighting function to share information through CPOF to update the common operating picture. The MCDMG will ensure each operator can publish graphics to the DDS for dissemination to all authorized users. The MCDMG also evaluates the MCIS operator's ability to import and export graphics to and from the DDS. The operations SGM, battle captain, or battle NCO, along with the MCDMG will confirm the digital crew's ability to import and share messages, reports, and overlays between upper tactical interface (T/I) and lower T/I systems. Units reference CALL handbook, *Mission Command Systems Integration - a technical solution handbook to provide the staff and the commander a multi-echelon operational picture*. This process allows subordinate organizations with lower T/I, capability to share information with upper T/I systems, mitigating the risk of human error in reproduction of data points.

CREATE NOTIFICATIONS FOR DATA CHANGES

2-348. The MCDMG will use Individual Task 150-DMG-2010, *Produce Notifications for Data Changes*. The purpose for this task is to ensure the battle captain is notified of any changes to operational graphics enacted by an individual MCIS operator. The MCDMG and COP manager will observe and evaluate the performance measures of this task with the battle captain, who will ensure updates are provided in accordance with the digital SOP.

IMPLEMENT APPROPRIATE PERMISSIONS ON THE MISSION COMMAND INFORMATION SYSTEM

2-349. The MCDMG will use Individual Task 150-DMG-2009, *Implement Appropriate Permission / Privileges on MCIS / CPOF Data Products*. This task validates the operator's ability to set permissions for editing digital products in accordance with the unit's digital SOP. Performing this task will reduce errors in the digital COP caused by improper user access permissions and other digital platforms across the staff.

ACCESS DATA THROUGH DATABRIDGE

2-350. The MCDMG will use Individual Task 150-DMG-2011, *Access Data Through the Mission Command Workstation / Command Post of the Future (MCWS/CPOF) Databridge*. The MCDMG evaluates the CPOF operator's ability to establish position location information with JCR to enable real time battle tracking of subordinate organizations. JCR is the primary system for tracking vehicle platforms at brigade and below to include company echelons without upper T/I capability. The CPOF operator accesses JCR data through the data bridge established by the S-6 for publication on the digital COP; this reduces staff efforts in the command post.

2-351. Upon completion of Table II, individual MCIS operators are proficient in integrating their assigned MCIS with the DDS; this includes publication (push) and subscription (pull) of data with DDS. Operators can conduct troubleshooting through the tree viewer, individual MCIS troubleshooting flowcharts, and the digital dashboard. The MCDMG will retrain operators unable to complete the performance measures.

TABLE III: DEVELOP COMMON OPERATIONAL PICTURE

2-352. Table III focuses on developing the common operating picture through collaboration with the digital crew, the COP manager, and staff members operating within the commander's guidance. Each digital crew member will publish their respective digital efforts (graphics) through the network to populate the commander's COP; providing real-time situational awareness. The commander tailors the COP through guidance to the staff warfighting function representatives who provide feedback to ensure achievement of commander's intent. The digital crew trains to support the staff and commander's situational awareness requirements through execution of battle drills, SOPs, and other battle rhythm events. The updated COP reflects the most current events tailored to CCIR and to support the commander's decision-making process.

ESTABLISH THE COMMON OPERATIONAL PICTURE

2-353. The MCDMG and COP manager will use Individual Task 150-MC-5315, *Establish the Common Operational Picture*. This task is critical to staff's and digital crew's success and may require coordination with the COP manager, battle captain, or S-3 to validate the digital crew's ability to produce the COP. The COP manager and battle captain update the COP based on the mission, relevant information imported from MCIS, and information from other sources to enable the commander's decisions making.

COMMUNICATE USING THE MISSION COMMAND WORK STATION, COMMAND POST OF THE FUTURE, AND MISSION COMMAND INFORMATION SYSTEMS

2-354. The MCDMG will use Individual Task 150-DMG-2012, *Communicate using Mission Command Workstation / Command Post of the Future (MCWS/CPOF)*. The MCDMG is responsible for integrating efforts from all available MCIS within the command post. The MCDMG will work with the S-6 to trouble shoot any interoperability issues. The digital crew, led by the MCDMG and COP manager, will use running estimates and other information sources to keep the COP current and within the commander's guidance.

2-355. At the conclusion of Table III, the digital crew is proficient in operating, integrating, and communicating the MCIS across the network to display information on the integrated COP for the commander and staff. The digital crew will also be trained on how to vertically and horizontally exchange information between upper and lower T/I, thereby creating shared understanding.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

2-356. The KMO will provide the operations SGM, MCDMG, and section and cell leaders mission and related information and knowledge management requirements. The common operational picture (COP), as part of the unit's combined knowledge and information management plan, enables the provision of relevant information to the right person, at the right time, and in a usable format, facilitating understanding and decision-making. The MCDMG supervises the digital crew in establishing this key KMP component. The MCDMG participates in developing a KMP and digital portions of the unit SOP. The MCDMG will oversee the sections configuring their systems and equipment to conform to the

information requirements established in the KMP. Refer to Collective Tasks 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*, and 71-BDE-5310, *Manage Information and Data for Brigade*.

TABLE IV: SYNCHRONIZE OPERATIONS

2-357. This table builds on the COP development skills and validates the digital crew's ability to transition from planning to current operations. This table also provides the opportunity for the commander to observe the staff managing digital systems and refining SOPs through emphasis on battle drill validation and briefing formats.

MANAGE SIGNIFICANT ACTIVITIES

2-358. The MCDMG and COP manager will use Individual Task 150-DMG-3009, *Organize Command Post of the Future Workstation Data Products (V13.0)*. The digital crew must be proficient in displaying SIGACTS on the COP using the tools available in CPOF. The battle captain, operations SGM, or designated representative is responsible for providing updates to the commander as directed. The COP manager and S-3 ensure the digital crew is following the unit SOP when displaying information.

EXECUTE BATTLE DRILLS

2-359. The MCDMG will use Individual Task 150-DMG-2015, *Order Battle Drills Execution*. The successful unit will have an established list of approved battle drills that are published in the appropriate unit SOP (such as command post, plans, and digital). The staff reviews and executes battle drills in accordance with SOP and commander's guidance for training. This process is supervised by the COP manager, operations SGM, or S-3. The battle captain determines if executing the battle drills achieves commander's information requirements outlined in the SOP. The staff verifies the battle drills support their war-fighting function through screening criteria, setting conditions for operational success.

PRODUCE A COLLABORATIVE MISSION PLAN

2-360. The MCDMG will use Individual Task 150-DMG-3007, *Develop a Collaborative Mission Plan*. The task ensures system operators develop a coherent plan with their digital crew counter-parts according to unit SOP and commander's guidance. Digital triad coordination is critical to collaborative planning with the staff, to account for different planning factors, to include parallel planning. Proper collaborative planning training enables operational success by preparing the staff to rapidly transition from planning to operations.

PRODUCE A SHARED PLAN USING MISSION COMMAND INFORMATION SYSTEMS

2-361. The MCDMG will use Individual Task 150-DMG-3006, *Produce a Shared Plan Using the Command Post of the Future Workstation*. CPOF provides a variety of briefing templates and examples within the library. The staff assists the commander's visualization through use of CPOF visualization aides including maps, charts, and tables. The MCDMG assists the COP manager, battle captain, or S-3 to select a briefing format that supports the commander's guidance and mission requirements.

PRESENT A COMMAND POST UPDATE BRIEFING

2-362. The MCDMG and COP manager will use Individual Task 150-DMG-2016, *Present Command Post Update Briefing*. The command post update brief is the culmination of the integration and information sharing to create situational and shared understanding. The commander, S-3, or battle captain, validates the update briefing to ensure it meets the commander's guidance. A briefing manager is designated by the XO or S-3 to organize and control the briefing (typically the battle captain or battle NCOIC). The designated briefing manager guides staff preparation for the update in coordination with the COP manager and MCDMG. Briefing preparation techniques traditionally focus on gaining efficiency by leveraging MCIS capabilities including CPOF presets and efforts throughout the presentation. Briefing concludes with a rehearsal by war-fighting function.

CREATE DIGITAL ARCHIVES

2-363. The MCDMG will use Individual Task 150-DMG-3009, *Create Digital Archives*. The MCDMG works with the knowledge manager in coordination with the COP manager, battle captain, or S-3 to archive information that no longer needs to be updated or modified. This information is archived to serve as an easily accessed historical reference database. Ensuring effective knowledge management procedures are used to name, manage, and store information within the tree viewer is critical to this task.

2-364. At the completion of Table IV, digital crew members are proficient in using their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements to support the decision-making process.

TABLE V: MISSION COMMAND INFORMATION SYSTEM REHEARSAL

2-365. The MCIS rehearsal presents the last opportunity in digital training tables for commanders to refine the process before commanders certify their digital crews in Table VI. Table V is scenario driven and evaluates the digital crew's ability to use digital systems to support the operations process. Retraining may be required through multiple scenarios to ensure compliance with battle drills and refine unit SOPs.

2-366. Once the digital crew successfully completes all Table V requirements, the MCDMG reports to the S-3, the operations SGM, and each battle captain that the digital crew is prepared for the Certification event (Table VI).

ESTABLISH THE COMMON OPERATIONAL PICTURE

2-367. The COP manager will use Collective Task 71-BDE-5319, *Establish a Common Operational Picture for Brigades*. This table requires the staff to rehearse COP establishment prior to Table VI. The staff and digital crew will use their SOPs developed during Tables I-IV.

CONDUCT MISSION COMMAND INFORMATION SYSTEM OPERATIONS

2-368. Digital crew members will use their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate using MCWS/CPOF/MCIS*. At a minimum, the MCDMG requires the digital crew to conduct the following using assigned MCIS:

- Receive OPORD and develop running estimates.
- Support Mission Analysis with associated WARNORD distribution.
- Support COA Development.
- Support a COA Approval Brief.
- Develop and distribute an OPORD.

2-369. Graphic 2-10 on page 2-78 summarizes the inputs, actions, and outputs the digital crew executes in Tables I through V in preparation for certification.

Mission Command Training Tables I through V for Brigade Digital Crew ¹		
Inputs <ul style="list-style-type: none"> Digital crew battle roster KM SOP ATP 6-01.1 TM 11-7010-538-13&P 	Table I: Execute Basic Mission Command Information System Operations* <ul style="list-style-type: none"> Setup the mission command information system for operation (<i>Employ a Mission Command Information System</i>) 150-MC-5250 Prepare mission command information system for transit and operations Employ the mission command information system for operations (<i>Employ the Mission Command Workstation / Command Post of the Future for Operations</i>) 150-DMG-2014 Organize Command Post of the Future Data 150-DMG-2013 Exercise MC Under Degraded Conditions 150-DMG-2020 	Outputs <ul style="list-style-type: none"> Operator certifications on their individual systems under all conditions Battle drills Scenario to drive subsequent tables
Inputs <ul style="list-style-type: none"> Table I Inputs & Outputs Draft mission command information system portion of unit SOP FM 6-0 ADP 5-0 	Table II: Integrate Command Post Systems* <ul style="list-style-type: none"> Share data products with the mission command information system / MCWS (<i>Access Information Using the Data Distribution Service (DDS) Utilizing the MCWS / Command Post of the Future</i>) 150-DMG-2007 Create Notifications for Data Changes 150-DMG-2010 Implement appropriate permissions on mission command information system (<i>Implement Appropriate Permission/Privileges on Mission Command Information System / Command Post of the Future Data Products</i>) 150-DMG-2009 Access Data through Databridge 150-DMG-2011 	Outputs <ul style="list-style-type: none"> Verified mission command information system portion of digital SOP
Inputs <ul style="list-style-type: none"> Table II Inputs & Outputs Commander's guidance (Commander Table II) COP portion of digital SOP 	Table III: Develop Common Operational Picture* <ul style="list-style-type: none"> Establish the COP 150-MC-5315 Communicate using MCWS/Command Post of the Future/Mission Command Information System 150-DMG-2012 Implement the COP related portions of the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 	Outputs <ul style="list-style-type: none"> COP Validated COP portion of digital SOP
Inputs <ul style="list-style-type: none"> Table III Inputs & Outputs Battle drills Scenario events to drive SIGACTS & drills 	Table IV: Synchronize Operations* <ul style="list-style-type: none"> Manage SIGACTS (<i>Organize Command Post of the Future Workstation Data Products</i>) 150-DMG-3009 Execute battle drills (<i>Order Battle Drills Execution</i>) 150-DMG-2015 Produce a collaborative mission plan (<i>Develop a Collaborative Mission Plan</i>) 150-DMG-3007 Produce a Shared Plan Using Mission Command Information System 150-DMG-3006 Present a Command Post Update Brief 150-DMG-2016 Create Digital Archives 150-DMG-3009 	Outputs <ul style="list-style-type: none"> Validated battle drills Mission command information system shared plan Validated briefing portion of digital SOP Archives Refined COP
Inputs <ul style="list-style-type: none"> Table IV Inputs & Outputs Staff COP input 	Table V: Mission Command Information System Rehearsal** <ul style="list-style-type: none"> Establish the COP 71-BDE-5319 Conduct mission command information system operations (<i>Communicate using MCWS/Command Post of the Future/Mission Command Information System</i>) 150-DMG-2012 	Outputs <ul style="list-style-type: none"> Finalized COP
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The Mission Command Digital Master Gunner in each command post validates that the digital crew has met all the training criteria for Tables I through V and is prepared to conduct Certification (Table VI) under conditions established by the commander.</p>		
<p>* Tables I through IV prepare the digital crew for participation in collective training with the remainder of the headquarters at Table V and beyond.</p> <p>** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and command post tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 2-10. Mission Command Training Tables I through V for the Brigade Digital Crew

TABLE VI: DIGITAL CREW CERTIFICATION

2-370. This table is the culminating event and intended for digital crew certification. This table is conducted concurrently with the Table VI certifications for the commander, staff, and command posts. Digital crews use the MCIS to support the staff during the operations process. Digital crews are evaluated on creating planning products, synchronizing operations, creating storyboards, sharing information, and making recommendations to the commander. Digital crews are the experts in information integration and are fully prepared to support the commander and staff.

ESTABLISH THE COMMON OPERATIONAL PICTURE

2-371. The COP manager will use Collective Task 71-BDE-5319, *Establish a Common Operational Picture for Brigades*. This table is executed during events requiring the headquarters staff to enable the commander's validation of the digital crew establishing the COP and executing an update brief. The digital crews will use SOPs established during Tables I through V.

2-372. Upon successful completion of Table VI, the commander certifies the digital crews. Any crew considered qualified or above is proficient in system integration, COP development, and synchronizing operations. Certified crews are able to provide the staff integration advice during Tables VII through X and fully integrate their systems into the unit's operations process.

CONDUCT MISSION COMMAND INFORMATION SYSTEM OPERATIONS

2-373. Digital crew members will use their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate using MCWS/CPOF/MCIS*. At a minimum, the MCDMG requires the digital crew to conduct the same tasks they completed during Table V (Rehearsal).

2-374. The outcome of Tables I through VI is digital crews now operate as a cohesive unit. Each system operator understands and competently performs in their warfighting function staff role to support the mission. Completing Table VI indicates the digital crew is prepared to support the command in unified land operations. Upon completion of Table VI and MCIS certification, the digital crew, led by the MCDMG and COP manager, transitions to Tables VII through X.

2-375. Tables VII through X are designed to train the staff and digital crew as an integrated team. The certified digital crew will assist and enhance the staff's ability to conduct the operations process. As the unit transitions into Tables VII through X, the MCDMG also transitions from controlling the certification process to serving as an advisor to the command team. The MCDMG now serves as the subject matter expert on digital training and integration.

2-376. Digital crews must be familiar with all aspects of their digital systems and understand how they add value to the commander and staff through their MCIS. While the digital crew is considered an integral part of the staff for Tables VII through X, the digital crew's proficiency and actions are evaluated separately from the staff sections. This will allow the commander to validate the digital crew's qualification ratings separate from the staff, thereby meeting training objectives or retraining purposes.

2-377. The digital crew is certified upon completion of Table VI. TC 6-0.1, *Training the Mission Command Warfighting Function* does not have digital crew specific tables beyond Table VI. The tables in TC 6-0.1 become nested with staff tables. The commander uses the tables below as a means for integrating the digital crew and the systems into the headquarters and staff functions to obtain a higher level of proficiency. The MCDMG and digital triad works with the staff to refine the digital SOP and develop a retraining plan to ensure the digital crew members operate effectively and efficiently within their staff section. When the commander is satisfied with the digital crew meeting Table VI requirements, they sign a memorandum for record capturing the event results. The unit training officer uploads the memorandum to DTMS.

2-378. Graphic 2-11 on page 2-80 crosswalks the inputs, activities, and outputs required while the digital crew conducts Table VI.

Mission Command Training Table VI for Brigade Digital Crew ¹		
Inputs	Table VI: Digital Crew Certification**	Outputs
<ul style="list-style-type: none"> Table V Inputs & Outputs 	<ul style="list-style-type: none"> Establish the COP 71-BDE-5319 Conduct mission command information system operations <i>(Communicate Using MCWS/Command Post of the Future/mission command information system)</i> 150-DMG-2012 	<ul style="list-style-type: none"> Digital crew certification Refined knowledge management portion of SOP
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander certifies that the digital crew has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the digital crew is certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p>		
<p>** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and command post tables.</p>		
<p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 2-11. Mission Command Training Table VI for the Digital Crew

2-379. Upon completing Table VI certifications, the unit will receive an order from the headquarters responsible for the brigade EXEVAL in Table X. The digital crew will use the information from this order to train during tables VII through IX. Figure 2-11 provides a digital crew progression overview in tables VII through X.

VII		VIII	
Integrate the Mission Command System		Synchronize Operations	
<ul style="list-style-type: none"> Establish a CP in an operational environment Process relevant information Display the COP Disseminate COP and execution information Implement the COP-related portion of the KM plan 		<ul style="list-style-type: none"> Conduct synchronization actions to produce maximum effective application of military power Develop running estimates Adjust resources, concept of operations, or mission Conduct an operations synchronization meeting 	
Venue: Commander Directed Facility: Locally		Venue: Training event aligned with unit CATS Facility: Training area	
IX		X	
Mission Command Warfighting Function Validation Exercise Rehearsal		Mission Command Warfighting Function Validation Exercise	
<ul style="list-style-type: none"> Validate the digital SOP Assist the commander in executing tactical operations Support the CP in displacing the command post 		<ul style="list-style-type: none"> Support the CP in displacing the command post Conduct MCIS operations 	
Venue: Training event aligned with unit CATS Facility: Training area		Venue: Training event aligned with unit CATS Facility: Training area	
CATS	combined arms training strategy	MCIS	mission command information system
COP	common operational picture	SOP	standard operating procedure
CP	command post		

Figure 2-11. Brigade Digital Crew Tables VII-X Overview

TABLE VII: INTEGRATE THE MISSION COMMAND SYSTEM

2-380. Table VII is led by the MCDMG operating under the commander’s and XO’s guidance and may include additional unit liaisons and attachments. It begins with establishing the command post and digital systems to include staff coordination with horizontal and vertical elements. This table includes establishing the network, integrating the mission command system, and disseminating the COP.

ESTABLISH A COMMAND POST IN AN OPERATIONAL ENVIRONMENT

2-381. The XO will direct the S-3 and operations SGM to prepare to establish the command posts. The COP manager and MCDMG focuses on establishing digital capabilities within the command post while the remaining staff focuses on establishing the command post. The command will refer to Collective Task 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*.

PROCESS RELEVANT INFORMATION

2-382. The XO and S-3 provide guidance on how the staff organizes support for the commander to exercise mission command. The staff provides the commander relevant information to answer information requirements. The digital crew supports the staff in processing relevant information in accordance with the standard established in Collective Task 71-BDE-5315, *Process Relevant Information for Brigade*.

DISPLAY THE COMMON OPERATIONAL PICTURE

2-383. This task, as with all the tasks in Tables VII-X, is performed in conjunction with executing a tactical task assigned in the higher headquarters order. This step can be performed in a field or garrison environment, based on training resource availability. The commander establishes requirements for information displayed on the common operational picture. The staff establishes MCIS to manage and share information based on SOPs and mission requirements. The staff maintains continuous running estimates focused on the mission and commander's guidance under the direction of the XO. The digital crew, under the guidance of the COP manager, produces the COP using MCIS systems tailored to operational requirements and guidance. The command will use Collective Task 71-BDE-5316, *Display a Common Operational Picture for Brigade*; for the execution of this task.

DISSEMINATE COMMON OPERATIONAL PICTURE AND EXECUTION INFORMATION

2-384. The staff, led by the XO, directs the knowledge management plan and distributes to subordinate CPs to create and maintain shared understanding. The battle captain and COP manager update the common operating picture to ensure the most relevant information is displayed while the S-3 directs the COP manager and MCDMG to post and disseminate the COP across mission command networks. The COP manager and MCDMG ensure the COP is accurately disseminated to lower echelons across the network. The command will reference Collective Task 71-BDE-5318, *Disseminate Common Operational Picture and Execution Information for Brigade*. This task may be performed during unit training to maximize resources to gain efficiency.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

2-385. The MCDMG supervises the digital crew in establishing the COP – a key component of the KMP. The MCDMG participates in refining the KMP and digital portions of the unit SOP. The MCDMG will oversee the sections and MCIS operators configuring their systems and equipment to conform to the information requirements established in the KMP. Refer to Collective Tasks 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*, and 71-BDE-5310, *Manage Information and Data for Brigade*.

TABLE VIII: SYNCHRONIZE OPERATIONS

2-386. This table trains the staff in integrating operations. Synchronizing with higher, subordinate and supporting units, and other unified action partners (if any), across the war fighting functions, to achieve shared understanding is critical in Table VIII. This table is scenario driven to achieve tactical proficiency. Upon completing Table VIII, digital crews are integrated into the staff and prepared for a validation rehearsal exercise.

CONDUCT SYNCHRONIZATION ACTIONS TO PRODUCE MAXIMUM EFFECTIVE APPLICATION OF MILITARY POWER

2-387. The digital crew employs mission command systems to conduct automated coordination with higher, adjacent, and subordinate units and other unified action partners. For example, the sustainment cell digital system operators will use their systems to coordinate logistics with supporting sustainment units. The command references Collective Task 71-BDE-5134, *Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power for Brigade*.

DEVELOP RUNNING ESTIMATES

2-388. The command references Collective Task 71-BDE-5144, *Develop Running Estimates for Brigade*. The staff, led by the XO, continues to update running estimates in their MCIS throughout operations to integrate relevant information into the COP.

ADJUST RESOURCES, CONCEPT OF OPERATIONS, OR MISSION

2-389. The command references Collective Task 71-BDE-5133, *Adjust Resources, Concept of Operations, or Mission for Brigade*. As conditions change, the staff and the battle captain continually review and adjust the digital systems plan to support updated commander's guidance. This may involve re-allocating resources and priorities to refine the course of action.

CONDUCT AN OPERATIONS SYNCHRONIZATION MEETING

2-390. The command conducts an electronic operations synchronization meeting with all command posts and relevant subordinate units using Collective Task 71-BDE-5135, *Conduct an Operations Synchronization Meeting for Brigade*, as a guide. Synchronizing staff efforts and priorities ensures productivity and unity of effort. The S-3, or designated representative, guides the staff and manages products to sustain unity of effort. The staff provides unit leaders updates through battle rhythm events such as a daily briefing and staff updates to synchronize current and future events.

TABLE IX: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

2-391. This table aligns the staff, digital crew, CP, and commander to conduct the operations process. This table is executed in a simulated operational environment. It supports the unit METL and is conducted over a continuous 48-hour period. As with previous tables, the Table IX evaluation assesses the staff's and digital crew's ability to integrate the MCIS. This table simulates the conditions similar to the projected Table X environment. These conditions can be tailored towards a future CTC rotation or other operational environment.

VALIDATE THE DIGITAL STANDARD OPERATING PROCEDURE

2-392. Under the commander's authority, the MCDMG will validate the digital systems portion of the unit SOP, ensuring the critical SOP requirements are met:

- Produce and disseminate mission orders through the mission command information system.
- Conduct battle hand-over: main command post to alternate command post.
- Execute update briefs.
- Display statuses.
- Operational and sustainability tracking and reporting.

ASSIST THE COMMANDER IN EXECUTING TACTICAL OPERATIONS

2-393. The headquarters conducts the operations processes by integrating, analyzing, and synthesizing data to determine relevant information for action. This commander and staff process occurs internally and externally to the headquarters and simultaneously across the MCIS to achieve shared understanding at echelon and with adjacent units. The digital crew maintains a consistent and accurate COP to enable this process. The digital crew will complete Individual Task 150-MC-5131, *Assist the Commander in Executing Operations*.

SUPPORT THE COMMAND POST IN DISPLACING THE COMMAND POST

2-394. The digital crew supports the command post during displacements by conducting battle handover for COP responsibilities to an alternate CP, preparing MCIS for transportation, moving to the new CP location, reinstalling the system, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to Collective Task 71-BDE-5201, *Displace the Command Post for Brigade*.

2-395. At the end of the training event, the MCDMG will conduct an informal AAR with the digital crew to capture final refinements to the COP and conduct any required retraining prior to the Validation Exercise.

TABLE X: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

2-396. Commanders use observations and lessons learned from Table IX to refine planning and execution of Table X, the culminating training event. Table X execution is synchronized with other unit culminating training events. During the training event, the digital crew and staff complete Collective Task 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*, and Individual Task 150-MC-5200, *Conduct Command Post Operations*.

2-397. Tables VII through IX lead to digital crews integrating with their supported staff, who then operate as a cohesive unit. Simultaneously, the commander and staff synchronize with external units and liaisons. Each staff section and cell understand the commander's intent and are capable of leveraging their digital crew and MCIS to seamlessly support the mission. At the conclusion of Table IX, the commander leads an AAR and the digital crew makes any final changes to the COP and digital portions of the unit SOP. Training shortfalls identified during Table IX are corrected before beginning Table X.

2-398. The outcome of Table X is the digital crew and staff work as a cohesive unit, led by the commander, with external augmenters and liaisons. The digital crew and MCIS perform the operations process seamlessly. Completing Table X indicates the command is prepared, at an advanced level, to conduct unified land operations. The commander consults with the external evaluators and the evaluating headquarters commander, and validates the digital crew as prepared to support the commander and staff to conduct the operations process during large scale ground combat operations, and signs a memorandum for record capturing the exercise results. The unit training officer uploads the memorandum to DTMS.

SUPPORT THE COMMAND POST IN DISPLACING THE COMMAND POST

2-399. The digital crew supports the command post during displacements by conducting battle handover for COP responsibilities to an alternate CP, preparing MCIS for transportation, moving to the new CP location, reinstalling the system, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to Collective Task 71-BDE-5201, *Displace the Command Post for Brigade*.

CONDUCT MISSION COMMAND INFORMATION SYSTEM OPERATIONS

2-400. Digital crew members will use their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate using MCWS/CPOF/MCIS*. At a minimum, the MCDMG requires the digital crew to conduct the following using assigned MCIS:

- Receive OPORD and develop running estimates.
- Support Mission Analysis with associated WARNORD distribution.
- Support COA Development.
- Support a COA Approval Brief.
- Develop and distribute an OPORD.

2-401. See Graphic 2-12 for a crosswalk of the inputs, actions, and outputs for Tables VII through X.

Mission Command Warfighting Function Training Tables – Functional and Multifunctional Brigades

Mission Command Training Tables VII through X for Brigade Digital Crew¹		
Inputs	Table VII: Integrate the Mission Command System	Outputs
<ul style="list-style-type: none"> Table VI Inputs & Outputs ADP 6-0 	<ul style="list-style-type: none"> Establish a command post in an Operational Environment 71-BDE-0050 Process Relevant Information 71-BDE-5315 Display the COP 71-BDE-5316 Disseminate COP and Execution Information 71-BDE-5318 Implement the COP related portions of the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 	<ul style="list-style-type: none"> Refined COP and digital crew portions of SOPs
Inputs	Table VIII: Synchronize Operations	Outputs
<ul style="list-style-type: none"> Table VII Inputs & Outputs 	<ul style="list-style-type: none"> Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power 71-BDE-5134 Develop Running Estimates 71-BDE-5144 Adjust Resources, Concept of Operations, or Mission 71-BDE-5133 Conduct an Operations Synch Meeting 71-BDE-5135 	<ul style="list-style-type: none"> Updated synchronization matrix Digital crew running estimates Refined operations synch meeting portion of SOP
Inputs	Table IX: Mission Command WFF Validation Exercise Rehearsal^{***}	Outputs
<ul style="list-style-type: none"> Table VIII Inputs & Outputs 	<ul style="list-style-type: none"> Validate the Digital SOP (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 Assist the Commander in Executing Tactical Operations 150-MC-5131 Support the command post in displacing the command post (<i>Displace the Command Post</i>) 71-BDE-5201 	<ul style="list-style-type: none"> Validated SOP After action review results
Inputs	Table X: Mission Command WFF Validation Exercise^{****}	Outputs
<ul style="list-style-type: none"> Table IX Inputs & Outputs 	<ul style="list-style-type: none"> Support the command post in displacing the command post (<i>Displace the Command Post</i>) 71-BDE-5201 Conduct mission command information system operations (<i>Communicate Using Mission Command Workstation / Command Post of the Future (MCWS/Command Post of the Future)</i>) 150-DMG-2012 	<ul style="list-style-type: none"> Digital crew validations
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander trains the mission command system, including the digital crew, in tables VII through IX. The commander leads an AAR following Table IX and directs final changes to the COP prior to entering the Table X Validation Exercise.</p> <p>Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including the digital crew) is fully prepared to support the commander in the conduct of unified land operations. The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>^{***} Table is conducted as part of a unit exercise and is supported by the commander, staff, and command post tables.</p> <p>^{****} Table is executed as part of an externally evaluated culminating exercise.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 2-12. Mission Command Training Tables VII through X for the Brigade Digital Crew

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Chapter 3

Mission Command Warfighting Function Training Tables – Brigade Combat Team (BCT)

This chapter describes training tables for BCTs (infantry, armor, or Stryker). The mission command training tables (MCTT) for the BCT are designed to develop and test the proficiency of four training audiences—commander, staff, command post, and digital crew—at the basic, intermediate, and advanced levels. The “Objective-T” tasks in each table are intended to replicate training under realistic conditions, against all threats in the operational environment. Progression through all Tables will reinforce perishable skills and refine organizational processes and procedures. This chapter initially discusses considerations and tasks the commander uses to be an effective commander. This is followed by the staff training tables that reflect how the staff supports the commander. The chapter then covers the tasks involved with training the command post, and how the command post personnel support the commander. The chapter concludes with training the digital crew and establishes how the digital crew supports the commander and staff.

SECTION I – INTRODUCTION TO CHAPTER 3

3-1. Section I discusses the overview and scope for chapter 3.

OVERVIEW

3-2. Chapter 3 assists BCT commanders in verifying proficiency in collective and individual training through a certification and validation process. The unit progresses through a common, standard, and commander-driven certification of the unit commander, staff, command post, and digital crew. Validation of the unit’s mission command system occurs through an externally evaluated culminating exercise. Refer to Appendix B for a cumulative listing of tasks and drills identified within this publication.

SCOPE

3-3. The tables in this chapter apply to Army BCT headquarters (infantry, armor, or Stryker). Chapter 2 provides MCTT for other brigade-sized Army units.

3-4. The MCTTs are closely aligned with the BCT Combined Arms Training Strategy (CATS). The exercises mentioned in the MCTTs are meant to nest with collective training the unit is already performing. A commander does not need to schedule a training event outside the scope of the unit CATS solely for the purpose of completing the MCTT. However, as resources, time, and other restrictions affect training, commanders can extend or repeat any tables to enhance unit training, based on their assessment of the unit’s proficiency.

3-5. This chapter details all levels of mission command warfighting function training and certifications in detail. Figure 3-1 summarizes how the MCTTs support mission command (MC) training and shows the progressive objectives for the BCT. Tables I-V guide the unit through basic proficiency of the listed tasks at the cell and section level. The four training audiences will typically train Tables I-V independently. Table VI is the certification for each training audience (commander, staff, CP crew, digital crew), Tables VII-VIII reflect advanced task mastery at the headquarters level. Tables IX and X provide the framework for

validating the mission command warfighting function proficiency of the BCT headquarters. The four training audiences will train together to progress through Tables VI-X.

Method	Table	Commander	Staff	Command Post	Digital Crew
Cell and Section Based Training	I	Establish Organizational Business Rules and Develop Training Strategy	Organize and Acclimate Staff to the Organization	Conduct Pre-combat Inspection (Equipment and Maintenance)	Execute Basic Mission Command Information System Operations
	II	Establish the Training Environment	Develop Military Decision-Making Process Skills at the Section Level	Identify Command Post Characteristics	Integrate Command Post Systems
	III	Organize the Mission Command System	Establish Staff / Cell Processes and Integrate Warfighting Functions	Establish Command Post Infrastructure	Develop the Common Operational Picture
	IV	Prepare the Headquarters for Operations	Synchronize Command Post Operations	Determine Command Post Survivability and Sustainability	Synchronize Operations
Collective Training	V	Drive the Operations Process	Conduct Staff Rehearsal	Conduct Command Post Rehearsal	Conduct Mission Command Information System Rehearsal
	VI Certification	Assess and Certify the Headquarters	Conduct Staff Certification	Conduct Command Post Certification	Digital Crew Certification
Collective Training with Augmentees	VII	Direct Mission Command Information System Integration	Integrate the Mission Command System	Conduct Command Post Operations	Integrate the Mission Command System
	VIII	Apply the Art and Science of Mission Command	Synchronize Operations	Sustain the Command Post	Synchronize Operations
Formal Evaluation	IX	Mission Command Warfighting Function Validation Exercise Rehearsal			
	X Validation (EXEVAL)	Mission Command Warfighting Function Validation Exercise			

Figure 3-1. BCT Mission Command Training Tables

3-6. Tables I through X for each training audience present a gated training strategy that supports the progression of mission command warfighting function proficiency. All subordinate steps list individual and collective task training and evaluation outlines (T&EOs) for each gate. The tables and associated individual and collective tasks are designed to train concurrently with training events already on the unit’s CATS. The BCT should not have to schedule separate events specifically for executing the MCTT. Some CATS will have the MCTT already integrated into the unit CATS. In other cases, units may have to manually schedule the MCTT into training events listed on their CATS.

3-7. Tables I through VI are designed to improve and enhance individual skills and to establish limited collective task proficiency while the unit progresses towards exercising mission command during unified land operations. Tables I-II are designed to facilitate reoccurring training throughout the year to integrate and build proficiency in new personnel assigned to the unit. Tables III-IV are designed to establish staff cell-level proficiency prior to the cells integrating into the unit command post(s). Tables V-VI are structured for the commander to evaluate, assess, and certify their organization while conducting standard mission essential tasks (METs) or assigned mission METs. Commanders can choose to run Tables I-V in a single event or several events. For example, the BCT commander may use the first two days of a STAFFEX, prior to a CPX, to exercise the headquarters through the first five tables, and then train Tables IV-V under tougher conditions on the third and fourth day. Once staff leaders have certified their respective sections, cells, command posts, and digital crews on their respective Table V requirements, the unit conducts Table VI as a whole. The tables are designed to support the commander’s training plan through reinforcing repetitions and sets to achieve and maintain proficiency.

3-8. Tables VII through X build on unit competency and include augmentees, unified action partners, or liaisons (as required by the mission or the operational environment). Tables VII-IX incorporate the full

complement of echelon appropriate associated assets, a rigorous and dynamic operational environment, and mirrors the stresses typically experienced during capstone training events or deployments.

3-9. The unit will upload memoranda recording the Table VI certifications and Table X validations into the unit's digital training management system (DTMS) and will maintain a local copy. See Appendix A for an example memorandum.

3-10. The graphic summaries at the end of the section for each training audience summarize the key inputs, performance elements, and outputs for each training table. The remainder of this chapter lays out the training tables for the four training audiences in greater detail in the following order:

- The commander training tables.
- The staff training tables.
- The command post training tables.
- The digital crew training tables.

SECTION II – BRIGADE COMBAT TEAM COMMANDER TRAINING TABLES

3-11. Section II discusses the mission command training tables for the BCT commander.

MISSION COMMAND TRAINING TABLES FOR THE BCT COMMANDER

3-12. Commanders can use tables I through V for their own professional development and as a resource in counseling subordinate commanders. Many tasks in the early tables are designed to complement the Center for Army Leadership Publication, Army Handbook for Leadership Transitions. Table VI is the commander certification training table. BCT commanders certify themselves on Table VI and then, under the counseling and assessment of their evaluating commander, validate that certification in Table X. For example, the 1st Brigade commander performs Table X during a brigade FTX with external evaluators selected by the Division commander. Based on the external evaluation (EXEVAL) outcomes, discussions with the division commander, and AAR, the 1st Brigade commander validates their mission command system. The commander signs a memorandum for record reflecting certification at Table VI, and another reflecting the validation in Table X, and the training officer uploads these memos to DTMS.

3-13. BCT commanders complete Tables I-VI at a pace consistent with the unit's training plan, mission variables, and the evaluating commander's guidance. Once commanders certify themselves and the other audiences in Table VI, the four training audiences transition into Tables VII-X together. See Figure 3-2 on page 3-4.

<i>I</i>	<i>II</i>	<i>III</i>
<i>Establish Organizational Business Rules and Assess Unit Training</i>	<i>Establish the Training Environment</i>	<i>Organize the Mission Command System</i>
<ul style="list-style-type: none"> • Develop cohesive teams through mutual trust • Employ applied critical thinking • Understand unit doctrine applications • Establish a leader professional development program • Assess organizational efficiency and effectiveness • Assess capabilities and establish MCIS requirements 	<ul style="list-style-type: none"> • Complete unit SOP review and updates • Establish a common vision • Establish command/leadership philosophy • Establish planning/training guidance • Drive cell construct • Establish inputs and outputs for the staff 	<ul style="list-style-type: none"> • Complete C4I construct within the headquarters • Assess staff written and verbal communications skills • Develop initial CP architecture • Delegate authorities • [OPTIONAL] Lead the Army design methodology
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
<i>IV</i>	<i>V</i>	<i>VI</i>
<i>Prepare the Headquarters for Operations</i>	<i>Drive the Operations Process</i>	<i>Assess and Certify the Headquarters</i>
<ul style="list-style-type: none"> • Prepare for driving the operations process • Direct common operational picture requirements • Establish the mission command system • Provide battle rhythm guidance • Refine CP architecture • Assess subordinate leaders • Refine training guidance 	<ul style="list-style-type: none"> • Lead the operations process • Determine CCIR • Establish MOE and MOP • Assess processes and procedures • Certify subordinate leaders and crews 	<ul style="list-style-type: none"> • Certify subordinates on preparing an operations order • Certify subordinates on emplacing and displacing the CP • Certify subordinates on establishing the COP • Certify the battle rhythm • Conduct AARs • Certify the mission command system
Venue: Home station Facility: Locally	Venue: MCTT Collective Training Event (STAFFEX) Facility: TBD	Venue: MCTT Collective Training Event (CPX) Facility: BCT Command Post
AAR after action review	CPX command post exercise	
C4I command, control, communications, computers, and intelligence	MCIS mission command information system	
CCIR commander's critical information requirement	MOE measure of effectiveness	
COP common operational picture	MOP measure of performance	
CP command post	SOP standard operating procedure	

Figure 3-2. BCT Commander Tables I-VI Overview

TABLE I: ESTABLISH ORGANIZATIONAL BUSINESS RULES AND ASSESS UNIT TRAINING

3-14. BCT commanders may use Table I as a reference prior to or at the onset of command, to establish organizational expectations.

DEVELOP COHESIVE TEAMS THROUGH MUTUAL TRUST

3-15. Teambuilding is an essential ingredient when assembling any organization. However, building the team is a commander centric responsibility, driven by perceptions and perspectives shaped by their schooling, personal experiences, personality, and military maturity, considering the staff's knowledge, skills, attributes, and capacity. Within time and resource constraints, the commander develops the entire team and

encourages leadership within the command to conduct team building within their organizations, cells, working groups, and warfighting functions. See Individual Task 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust* and ATP 6-22.6, *Army Team Building*.

EMPLOY APPLIED CRITICAL THINKING

3-16. Applied critical thinking is the deliberate process of applying tools and methodologies to critically review problems by asking better questions, such as deconstructing arguments, examining analogies, challenging assumptions, and exploring alternatives. During the first weeks of command, commanders communicate with subordinates to share and provide ways they best absorb information. The forms and methods in which they prefer information presented can change given the wide-ranging variety of topics and venues for which the commander is responsible. Examples of this include MDMP, decision briefings, town halls, budgets, and program management. How information is presented to the commander affects how they visualize concepts, understand data, and avoid predetermined outcomes. To assist their staff in establishing the preferred communication methods, the commander conducts a self-awareness assessment and reviews the applied critical thinking performance steps to ensure their subordinates understand their biases and problem-solving expectations, providing insight into their critical thinking methods. Commanders challenge the staff and subordinates to always ask themselves the “so what” of any given piece of information received or delivered. As the commander and staff relationship matures, the commander conducts a re-assessment of their preferred communication methods to ensure the staff is meeting expectations aligned with organizational mission, goals, and growth. Critical thinking skills are covered in Individual Task 150-MC-8012, *Employ Applied Critical Thinking*.

UNDERSTAND UNIT DOCTRINE APPLICATIONS

3-17. BCT commanders likely have a thorough understanding of doctrine and policy. To successfully transition from Table I to Table II, the commander demonstrates an application of that understanding in the context of their organization. Further, the commander reviews, re-approves, amends, deletes, or adds policies and procedures appropriate to the organization and meeting their leadership style. Commanders also review FM 7-0, *Train to Win in a Complex World*, regarding how to train their headquarters and the force as a whole. Refer to Individual Task 150-LDR-8000, *Transition to a New Leadership Position*.

ESTABLISH A LEADER PROFESSIONAL DEVELOPMENT PROGRAM

3-18. Commanders are responsible for a leader development program and a climate in which learning occurs to build stronger subordinates. Leader development is a continuous and purposeful process that can include assigned professional readings, a leader professional development (LPD) program, staff rides, and other career enhancing opportunities. The BCT commander schedules leader development activities incorporating the mission command philosophy and discussions on how they envision responsibilities when conducting the operations process. These activities focus on the six principles of mission command as well as the tasks and systems that develop and integrate activities, enabling the commander to balance the art of command and the science of control within their mission set. The underlying theme for the overall program is to build competency in current and future leaders and to facilitate a deeper understanding and practice of the mission command philosophy, the mission command warfighting tasks, and the mission command system, thereby successful executing the mission command tasks. Commanders use Individual Tasks 150-MC-8009, *Analyze Army Character Development*; and 150-MC-8005, *Conduct Self Development*; and FM 6-22, *Leader Development*, as the basis for their program.

ASSESS ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

3-19. Organizational redesign must address structure, processes, interrelationships, and work effort integration. This systems approach allows leaders to comprehend the multiple factors that create the organizational context. See *Army Handbook for Leadership Transitions*, Organizational Alignment section. These activities determine how commanders organize, tailor, or adapt their individual staffs to accomplish the mission (FM 6-0).

3-20. Commanders review anticipated mission sets and the staff's capabilities to address and meet impending mission requirements. Commanders also determine how the organizational environment impacts the staff's effectiveness and efficiency across the mission command system. Assessing the staff's collaboration capability enables commanders to promote unity of effort. Next, commanders monitor each staff element's function, assign associated duties and responsibilities, and make other adjustments as needed within the commander's authority to change the doctrinal organization of their staff. Directing changes to the headquarters' physical organization to enhance collaboration and selecting personnel to fill key billets may be among the most effective techniques to develop a high functioning staff. For example, the 1st BCT Commander directs representatives from all S-staff sections to occupy a single large office space for garrison operations to develop the team and create a learning environment. The commander uses Individual Task 150-LDR-5013, *Organize the Staff for Operations*, and FM 6-0, *Commander and Staff Organization and Operations*, to assist in this effort.

ASSESS CAPABILITIES AND ESTABLISH MISSION COMMAND INFORMATION SYSTEM REQUIREMENTS

3-21. Upon assuming command, the new commander considers establishing their mission command information system requirements early in the process to give the staff maximum time to make adjustments. Commanders at brigade level typically understand the systems within their organization, but may be unfamiliar with the integration capabilities or limitations between the information systems. Analyze the BCT's mission command information system to identify critical system requirements for the mission, current problem set, or operational environment. Commanders must understand their CP's electro-magnetic signature, power generation requirements, and information requirements. Further, they must understand the relationship to higher, adjacent, supporting, supported, and subordinate command posts; and the data bandwidth requirements pushed or pulled between CPs. Understanding interoperability between these systems is key. Commanders consider which systems are appropriate for each echelon and grouping of echelons. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

TABLE II: ESTABLISH THE TRAINING ENVIRONMENT

3-22. The commander must closely review the items in Table II. The decisions the commander makes in this table directly impact the actions the staff takes in their Tables I through IV. The commander may tailor this table as needed or as time allows.

COMPLETE UNIT STANDARD OPERATING PROCEDURES REVIEW AND UPDATES

3-23. The commander conducts an internal review of all standard operating procedures (SOPs) and policies. The commander further directs all staff sections to conduct an SOP review to ensure the latest doctrine and policies are incorporated and practiced in accordance with the current mission set and operational environment. Refer to Individual Task 150-LDR-8001, *Prepare to transition to a New Leadership Position*.

ESTABLISH A COMMON VISION

3-24. As commanders begin to develop an understanding of the organization and the operational environment, they start visualizing the operation's end state and potential problem solving solutions. Commanders refine visualization as their understanding matures. Visualization is typically articulated to staffs and subordinate commanders using a concise one to three sentence description statement. This description facilitates shared understanding of the situation, mission, and intent. Commanders refer to FM 6-22 and ADP 6-0 for additional information as well as Individual Task 150-LDR-5018, *Establish a Common Vision*.

ESTABLISH COMMAND / LEADERSHIP PHILOSOPHY

3-25. Commanders establish their command (or leadership) philosophy. This philosophy, not to be confused with the mission command philosophy, establishes the commander's methods for achieving personal and unit goals nested with the unit table of organization and equipment (TOE) design. At the BCT

level, the command philosophy focuses on the commander's vision, goals, objectives, and performance measures, and either reinforces or alters the existing organizational values. The command philosophy sets the organizational compass to effectively manage and control the systems that drive operations and sets the foundation for how the organization will create shared understanding. Commanders review assessments from peers, higher headquarters, and subordinate leaders when crafting their command philosophy. The command philosophy is informed by the unit's standard METL [or assigned mission METL (A-METL) if the unit has received notification to prepare to deploy for an operational mission]. Commanders describe how they intend to achieve the principles of the mission command philosophy with their personal command (or leadership) philosophy, providing clarity to all subordinate commanders, leaders, and Soldiers.

3-26. Commanders deliver their command philosophy in a place or venue of their choosing. Many commanders post their command philosophy in their annual training guidance. Other commanders deliver their philosophy verbally before the start of an exercise or operation. Refer to Individual Task 150-LDR-5016, *Practice the Mission Command Philosophy of Command*.

ESTABLISH PLANNING / TRAINING GUIDANCE

3-27. Working with the battalion S-3, the commander reviews the current planning and training guidance, and training objectives for each event taking place - including how those objectives nest with the unit mission as a whole. Refer to Individual Task 150-LDR-5321, *Establish Planning Guidance*. The commander tailors that guidance to fit the mission set and the needs of their own command philosophy, vision, and intent. The commander must provide this guidance for the staff to develop appropriate products that enable the commander to achieve their desired end state. The commander provides the updated planning and training guidance to the staff and subordinate leaders. The commander's training guidance (CTG) can contain a variety of items to include—

- The unit's training focus, including its capabilities and mission.
- The desired readiness level.
- The long-range planning horizon.
- The installation or command time management cycle.
- EXEVAL dates and responsibilities by unit.
- Combat training center rotation dates.
- Training environments in which to train.
- Hazards to eliminate or mitigate, and associated risks.
- Other training guidance as necessary.

DRIVE CELL CONSTRUCT

3-28. Typically, BCTs have fully functioning staff cells. However, the commander reviews each during this portion of the tables and provides guidance for functional and integrating cell framework. This guidance and initial framework will allow the staff to establish these cells. The commander outlines the purpose for each of these cells and directs updates or changes to processes and procedures. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*.

ESTABLISH INPUTS AND OUTPUTS FOR THE STAFF

3-29. The commander ensures all sections/cells/working groups have established and approved inputs and outputs specific to their respective functions, enabling them to achieve commander expectations. Staff outputs generally involve a decision by the commander. For example, the BCT commander refines the inputs on target acquisition zones and high-value targets to the targeting meeting. These inputs provide the staff information to create the outputs that focus on lethal and non-lethal targeting linked to decision points.

3-30. Defining the inputs and outputs assist in product refinement, create processes standard to the unit, and manage staff involvement which enables effectiveness and efficiency within the organization. Refer to Individual Task 150-LDR-5011, *Establish Inputs and Outputs for the Staff*. Staff inputs and outputs are synchronized through an effective battle rhythm. The commander or designated representative for each

working group must periodically review approved inputs and outputs to ensure alignment with changing conditions and commander requirements, to create shared understanding within and external to the organization. Commanders and executive officers (XO) reference ATP 6-0.5, *Command Post Organizations and Operations*, and FM 6-0 to develop input and output guidance per board, cell, group, and meeting.

TABLE III: ORGANIZE THE MISSION COMMAND SYSTEM

3-31. Table I-II are typically completed by the commander once in their command cycle. However, the commander revisits Table III-V as the staff performs similar tables. An example of this is the commander runs Table I-VI in the first three months of command. However, the commander notices the staff needs retraining on staff Tables IV-V. The commander uses an upcoming CPX to retrain these tables. The commander runs through Tables III-V a second time to better refine the products and outputs needed by the staff, helping to build proficiency.

COMPLETE COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, INTELLIGENCE (C4I) CONSTRUCT WITHIN THE HEADQUARTERS

3-32. As the headquarters prepares for Table IV, *Prepare the Headquarters for Operations*, the commander must determine the purpose, interaction, organization, and construct of the command, control, communications, computers, and intelligence (C4I) systems within the command post. This is based on mission requirements, the commander's intent, and the operational environment. Table I began the process of determining what information systems to use and the interoperability of these systems. In this table, the commander refines those decisions and allows the staff to establish the structure to support those decisions. The commander must weigh the mission, current SOPs, and their tailored command philosophy when refining guidance for the C4I within the CP. When designing the C4I, the commander must weigh the importance of the CP's mobility, operability, and survivability. Refer to Individual Task 150-LDR-5253, *Manage Command, Control, and Communication Systems*.

ASSESS STAFF WRITTEN AND VERBAL COMMUNICATIONS SKILLS

3-33. Commanders train subordinates to write and speak effectively through formal and informal opportunities. Commanders will still seek opportunities to assess the staff's written and verbal skills, but formal assessments can be delegated to principal staff officers. Commanders or designated representatives assess staff and subordinate written and verbal communications using AR 25-50, *Preparing and Managing Correspondence*, and Individual Task 150-MC-8002, *Communicate Effectively*.

DEVELOP INITIAL COMMAND POST ARCHITECTURE

3-34. Once the commander understands the mission command information system requirements, they provide guidance to develop the architecture for each CP as the XO, operations sergeant, knowledge management team, and S-6 section establish and ensure network connectivity for the main CP, the tactical CP (TAC), and any alternate CPs. Establishing guidance and employing each CP is based on its specific functions. Common considerations includes—

- Administration operations.
- Assessing operations.
- Controlling operations.
- Coordinating with internal and external organizations.
- Building and maintaining situational understanding.

3-35. In addition, special attention is given to the identified or projected enemy electronic order of battle as well as the contested and congested operational environment. Given the organization's maturity and the dynamic threat it encounters, CP guidance will constantly evolve when internal or external conditions that affect the purpose, function, or effectiveness of the designated CP change. The commander should reference FM 6-0 and the appropriate doctrinal reference for their unit, and can assess this with Individual Task 150-MC-5003, *Operate a Mission Command Network*.

DELEGATE AUTHORITIES

3-36. The unit will likely have delegated authorities for legal, administrative, and other pertinent items in place. Each commander has a unique personal decision-making style and staff interaction preference. For example, one commander may prefer to personally make targeting decisions, where another prefers to delegate targeting decision-making authority to the XO. The commander reviews these delegated authorities to ensure they are in keeping with their intent and philosophy, the mission, and overall unit wellbeing. Commanders must strongly and wisely consider delegating decision-making authority for specific meetings and functions. Commanders cannot attend everything and must allow their staffs to function and develop. Essential elements in delegating authority includes constraints, risks, and success criteria.

3-37. When delegating authority, commanders should consider how to best employ their command sergeant major during operations. The command sergeant major is the senior noncommissioned officer of the command. Command sergeants major carry out policies and enforce standards for the performance, individual training, and conduct of enlisted Soldiers. They give advice and initiate recommendations to commanders and staffs in matters pertaining to enlisted Soldiers. In operations, commanders employ their command sergeants major throughout the area of operations, to extend command influence, assess morale, and assist during critical events. Refer to Individual Tasks 150-LDR-5320, *Designate Succession of Command*, and 150-LDR-5319, *Delegate Authority*.

THE COMMANDER LEADS ARMY DESIGN METHODOLOGY [OPTIONAL]

3-38. ADM provides commanders and staffs a means to develop a sophisticated understanding to complex or unfamiliar problems and facilitates creative approaches to problem solving. Utilizing ADM will support the commander in developing shared understanding, visualizing a desired end state, and developing an operational approach to achieving that envisioned end state. Army design methodology tools and techniques are applicable to a wide range of commander and staff activities, to include the military decision-making process, targeting, intelligence preparation of the battlefield, and assessments. The potential benefits for using Army design methodology include—

- Enhanced dialogue between commanders, staffs, and unified action partners.
- Deeper (and earlier) understanding of an operational environment.
- Better understanding of the problem and its root causes.
- Better guidance to drive detailed planning.
- Shared visualization of the purpose of the operation.
- Expanded role of the assessment process.

3-39. Commanders at the BCT level may not have sufficient time, staff, or other resources to conduct the design methodology, so this is an optional element to Table III.

3-40. Should the commander want design methodology benefits but does not have sufficient time to participate, the commander can give general guidance to the XO (as their representative) for this task and the XO can drive the design methodology based on the commander's design preferences. To drive the design methodology, see Individual Task 150-LDR-5101, *The Commander Leads the Army Design Methodology*, and Collective Task 71-DIV-5001, *Conduct Army Design Methodology*.

TABLE IV: PREPARE THE HEADQUARTERS FOR OPERATIONS

3-41. As commanders direct their staffs through the operations process, they provide guidance on the following topics:

- Common operational picture requirements.
- Mission command system.
- Battle rhythm.
- Command post organization.
- Assessment of subordinates.

3-42. Before any event, the commander establishes training objectives. This is a critical component in comprehensive preparation and establishing expectations prior to executing operations. Training objectives include identifying specified tasks with associated conditions and standards, as well as the expected proficiency rating the commander anticipates the unit to achieve by the conclusion of the event. For example, the commander uses a four-day STAFFEX to train the staff through Tables III-V o in their third month of command. The training objectives for the event include: the unit achieve an overall P rating on two of their METs, all processes are validated, all retraining is identified by day three and completed by day four, and the headquarters is prepared to be certified through a CPX in three weeks. Assessments and training objective proficiency/deficiency is integrated into retraining or included in SOP adjustments prior to Table V.

PREPARE FOR DRIVING THE OPERATIONS PROCESS

3-43. As the staff begins integrating and preparing for initial operations, the commander uses Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*, as a reference and training aid to direct and refine actions. Commanders are the most important participants in the operations process and use Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs perform essential functions that amplify operational effectiveness, commanders drive the operations process through understanding, visualizing, describing, directing, leading, and assessing operations. To effectively prepare for driving the operations process, commanders consider and describe how they envision building and maintaining situational understanding, apply critical and creative thinking, and encourage collaboration and dialogue. The commander should understand the doctrinal roles and responsibilities of each staff section and command post, and should develop a PACE plan (primary, alternate, contingency, and emergency) within and between command posts that will sustain the operations process throughout the pressures associated with large scale combat operations.

3-44. The operations process is always done in conjunction with another task, normally drawn from the unit METL. To gain or maintain proficiency, commanders and senior staff incorporate supporting tasks that reinforce the major mission command activities performed during operations, and allocate time for retraining as required. For example, the unit performs well in the majority of MDMP steps, but struggles in COA development. The command is not required to complete this task to the T, T-, or even the P proficiency level at this point in training (Table IV - step 5), but the staff must be poised to attain basic task proficiency in the following table (Table V).

DIRECT COMMON OPERATIONAL PICTURE REQUIREMENTS

3-45. The COP is a display of relevant information through a shared visual workspace allowing commanders and staff can monitor operations, analyze data, share thoughts, and plan courses of action. Once the operations process is initiated, the commander begins directing COP requirements to assist in making informed and effective decisions through a display of relevant information. These requirements are based on all elements of the mission command system, the unit's capabilities, the mission, the C4I construct, mission and operational variables, and the commander's personal leadership philosophy. In developing the COP, the commander must consider difficulties with command and control processes and procedures, digital and analog COP correlation, and network and information system integration.

3-46. The COP is key to each step within the operations process: plan, prepare, execute and assess. Commander requirements for incorporating a relevant and comprehensive COP into a command post can include the following:

- How to display intent and planning guidance.
- Description of posted relevant information.
- Level and type of known and templated enemy threats, hazards, activities and locations.
- How the organization will collaborate with higher and subordinate organizations.
- Use of planning and brief-back tools.
- Types of control measures, graphics, and efforts used.
- Level of battle tracking.
- Integration of CCIR, PIR, and FFIR.

- Display of SIGACTs.
- Display of key nodes and critical infrastructure.

3-47. For specific guidance to the staff, commanders can review Individual Task 150-MC-5315, *Establish the Common Operational Picture*, and ATP 6-0.5, *Command Post Operations*.

ESTABLISH THE MISSION COMMAND SYSTEM

3-48. The mission command system enhances the commander's ability to conduct operations. Individual Task 150-LDR-5252, *Establish a Mission Command System*, addresses the effort. This includes the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment. A commander's mission command system begins with people. Commanders base their mission command system on human characteristics (skills, knowledge, and abilities) more than equipment and procedures. The mission command system must be organized to:

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

3-49. The commander ensures all aspects of the mission command system are established before the staff begins its final rehearsal in Staff Table V.

PROVIDE BATTLE RHYTHM GUIDANCE

3-50. While the battle rhythm is managed by the XO, it is commander-centric and must be directed to support the commander's decision-making process. Either directly or through the XO, the commander provides the criteria for developing a deliberate daily cycle of command, staff, and unit activities, intended to synchronize current and future operations. This guidance includes the types or series of meetings with expected staff representation, outcomes, and delegated decision authority for particular purposes or functions. The battle rhythm provides structure in managing the headquarters and assists in establishing 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.

3-51. The battle rhythm is a logical arrangement of reports, meetings, and briefings based on the commander's preference, higher headquarters requirements, and the type of operations. The commander must describe or direct their required touch points to the staff (both internal and external to the organization) to further develop and refine the battle rhythm, saving time and energy, and preventing frustration. Once the commander gives the direction, they will continue to monitor and receive staff updates on the battle rhythm's effectiveness. The battle rhythm is tailored, adjusted, and assessed throughout the MCTT and unit events, to match the needs of the command, the mission, and the operating environment. The commander can use Individual Task 150-MC-5123, *Establish a Battle Rhythm*, for reference in forming the battle rhythm framework, as well as ATP 6-0.5 for a list of integration functions and inputs / outputs.

REFINE COMMAND POST ARCHITECTURE

3-52. Throughout the Table IV event, the commander will review, refine, and reassess the CP's organizational architecture to ensure it meets the commander's information requirements. The CP's physical layout 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. Commanders will analyze the mission to vet the layout or design of their CPs (to include positioning of personnel, information systems and displays, equipment, network cabling, and electricity requirements) to ensure it is appropriate for the operational environment. This arrangement may change over the course of operations to maximize efficiency, collaboration effectiveness, and coordination.

coordination. In addition, refinement guidance criteria also includes considerations for CP mobility, agility, and survivability. The following list will aid in designing the CP physical layout:

- Staff integration and crosstalk.
- Meeting and working group work space.
- Trafficability.
- COP visibility.
- Lighting and climate control.
- 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).

3-53. The commander will continue to refine this architecture throughout the tables and upon notification of new mission requirements. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

ASSESS SUBORDINATE LEADERS

3-54. The BCT commander trains subordinate leaders throughout all tables. However, in Table IV, the commander is afforded the opportunity to conduct a holistic assessment of their leaders working as a team towards a common goal. Unique to each commander, assessments are developed to measure performance levels and proficiency in craft. Of note, commanders throughout the Army are responsible for leaders/subordinate commanders two levels down. For direct assessment, the BCT commander is typically responsible to assess and certify battalion and separate company commanders, and their primary staff leaders.

3-55. In Table III, the commander assesses their key leaders' basic written and verbal abilities. The commander focuses on building and developing successful skills in all operational environments. An advanced assessment plan includes an evaluation of written directives, verbal communication of appropriate staff/subordinate mission requirements (including MDMP), leader actions, and routine operations observed in a variety of conditions over time (see FM 6-22, Ch. 6, "Leader Performance Indicators"). Subordinate leader certification takes place in Table V. Refer to Individual Task, 150-LDR-8003, *Conduct Initial Assessment for a New Leadership Position*.

REFINE TRAINING GUIDANCE

3-56. Commanders provide pre-execution guidance to subordinate units early in the planning process. This ensures the staff meets the commander's guidance throughout planning. This guidance helps keep subordinate leaders, planners, and primary and special staff members in synch with the commander's vision for the event. Before the event begins and through planning guidance, the commander establishes the desired training outcome, event training objectives, iterations, duration, and event participation level. When developing training guidance for each event, the commander reviews the organization's previous evaluations, identifying the overall purpose of the training, describing the expected performance, determining the conditions under which the task(s) is performed, setting the standards used to measure performance, and reviewing all applicable T&EOs for each trained MET (for example, Collective Task 07-BDE-1072, *Conduct a Movement to Contact - IBCT*).

3-57. When writing objectives, use clear, direct language, not indirect or passive words (like 'understand' or 'familiarize'), and link the objectives to the event. Training objectives are tied to unit METLs and achieving task proficiency. To avoid subordinate and staff confusion, commanders must be specific about what constitutes the expected/standard level of performance through simple, clear, and concisely written objectives. For example, through planning guidance, the BCT commander determines the upcoming CPX will focus on their movement to contact and conduct a defense METs from their METL. The commander further directs the staff to achieve proficient to the Practiced (P) level on performance measures outlined in the MET T&EOs, achieving "GO" on all critical performance measures, performing the training

in all Tables III-V, and establishing the CP in the BCT training area. The commander may refer to Individual Task 150-LDR-5321, *Establish Planning Guidance*.

TABLE V: DRIVE THE OPERATIONS PROCESS

3-58. This table is conducted in conjunction with Table V for the staff, CP, and digital crew.

LEAD THE OPERATIONS PROCESS

3-59. Commanders are the most important participants in the operation process. Commanders drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing operations. Throughout the operations process, commanders apply leadership to translate decisions into action. This is achieved through exercising appropriate levels of command presence, by sharing technical and tactical knowledge with subordinates throughout the event and as the mission and situation dictate. The enduring effects of successful employment of command presence provide a background for subordinates to realize how and when to adapt to achieve the commander's intent for mission accomplishment. In this table, the commander certifies subordinate leaders and applicable crews on the overarching framework for exercising mission command through the operations process. The commander directs section/cell level AARs and the staff makes refinements to training as needed before Table VI certification. Commanders can use the same event as outlined in Table IV or a different event, based on time and resources. Refer to Individual Task 71-LDR-5100, *Lead the Operations Process*.

DETERMINE COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

3-60. Determining the commander's critical information requirements (CCIR) is addressed in Individual Task 150-LDR-5019, *Determine the Commander's Critical Information Requirements*. These CCIR are based on the unit's operational environment, its mission, and the organization's designed capabilities. The commander develops CCIR to cover analysis (commander and staff) gaps or to identify critical information requirements to help facilitate timely decisions. These CCIR allow the commander to better understand and visualize the operational environment, define/redefine the problem, and inform planning guidance to support time-sensitive decision-making requirements. However, CCIR are not focused solely on data or isolated information, but rather provide relevant understanding to enable mission accomplishment. Well-developed CCIR, in combination with the commander's intent, assist in accelerating allocation of resources, guide and prioritize employment of collection assets/analysis resources, and aid in information flow to create shared understanding. The two key elements are FFIR and PIR. A CCIR is—

- Specified by the commander for a specific operation.
- Applicable only to the commander who specifies it.
- Situation dependent.
- Directly linked to a current or future mission.
- Time-sensitive.

3-61. CCIR will change and mature with mission priorities and the operational environment. Commanders determine notification criteria and reporting hierarchy with respect to prioritization and specified recipients. The commander also follows a process to periodically review and update the CCIR. Commanders distribute the CCIR and revise them as the situation changes. Information is continuously collected. It may be delivered on a routine schedule or as requested. An information-push system pushes information from the source to the user as it becomes available or according to a schedule (such as through routine reports). An information-pull system supplies information as requested. Commanders and staffs determine how to use and integrate both types of systems. In addition to CCIR, commanders develop a wake-up or notification criteria list/matrix/worksheet separate from CCIR. CCIR may be considered wake up criteria.

ESTABLISH MEASURES OF EFFECTIVENESS AND MEASURES OF PERFORMANCE

3-62. As the unit begins operating within their designed capabilities and against their assigned mission set, the commander establishes initial measures of effectiveness (MOE) and measures of performance (MOP) to

measure progress towards mission accomplishment during the Table VI training event. Commanders can use Collective Task 71-BDE-5130, *Assess Tactical Situation and Operations for Brigade*.

ASSESS PROCESSES AND PROCEDURES

3-63. Though Staff Table V is designed for the XO to conduct a comprehensive assessment prior to the staff certification, the commander monitors the process. The commander uses Individual Task 150-LDR-5100, *Lead the Mission Command Operations Process*, throughout Table V as a guide, as well as exercising appropriate degrees of command presence at key moments and decision points within the operations process to shape and prepare the staff for Table VI. While unable to devote all their time to planning, commanders follow the status of the planning effort, participate during critical events of the process, and make decisions based on the staff's detailed work. The commander can also refer to Individual Task 150-MC-5130, *Assess the Current Situation*, to ensure members of the staff are following established processes and procedures, and formally changing them when necessary. At the conclusion of Table V, the commander directs any necessary updates or changes to identified processes and procedures before progressing to Table VI.

CERTIFY SUBORDINATE LEADERS AND CREWS

3-64. The BCT commander trains subordinate leaders throughout all tables. In Table V, the BCT commander certifies these leaders. BCT commanders use the T&EOs associated with each task in Training Tables I through V. BCT commanders can also direct additional certification tasks for subordinate leaders based on their organization's uniqueness or gaps identified in the training circular. The commander is ultimately responsible for all certifications within their organization. The commander trains and empowers the XO and staff primaries to assist in certification duties. Of note, as leaders cycle through leadership positions, the commander continuously assesses, trains, retrain, and certifies these leaders. Refer to Collective Task 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*.

3-65. Graphic 3-1, Mission Command Training Tables I through V for BCT Commander, shows the inputs, steps, and outputs for Tables I-V the commander completes prior to executing certifications in Table VI.

Mission Command Warfighting Function Training Tables – Brigade Combat Team (BCT)

Mission Command Training Tables I through V for Brigade Combat Team Commander¹		
Inputs	Table I: Establish Organizational Business Rules and Assess Unit Training	Outputs
<ul style="list-style-type: none"> • ATP 6-22.6 • ADP 6-0 • FM 6-22 • FM 3-96 • FM 3-0 • FM 6-0 • Unit SOPs • MTO&E • Army Handbook for Leadership Transitions 	<ul style="list-style-type: none"> • Develop Cohesive Teams Through Mutual Trust 150-LDR-5001 • Employ Applied Critical Thinking 150-MC-8012 • Understand unit doctrine applications (<i>Transition to a New Leadership Position</i>) 150-LDR-8000 • Establish a leader professional development program (<i>Conduct Self-Development</i>) 150-MC-8005 / (<i>Analyze Army Character Development</i>) 150-MC-8009 • Assess organizational efficiency and effectiveness (<i>Organize the Staff for Operations</i>) 150-LDR-5013 • Assess capabilities and establish MCIS requirements (<i>Integrate the MCIS</i>) 150-MC-5251 	<ul style="list-style-type: none"> • Leader development program • Mission command information system requirements
Inputs	Table II: Establish the Training Environment	Outputs
<ul style="list-style-type: none"> • Table I Inputs & Outputs • ADP 5-0 • ATP 6-0.5 • FM 7-0 • Operational Environment • Unit Manning Roster • Leader’s Guide to Objective Assessment of Training Proficiency 	<ul style="list-style-type: none"> • Complete unit standard operating procedure review and updates (<i>Prepare to Transition to a New Leadership Position</i>) 150-LDR-8001 • Establish a Common Vision 150-LDR-5018 • Establish command/leadership philosophy (<i>Practice the Mission Command Philosophy of Command</i>) 150-LDR-5016 • Establish planning/training guidance (<i>Establish Planning Guidance</i>) 150-LDR-5321 • Drive cell construct (<i>Establish the Mission Command System</i>) 150-LDR-5252 • Establish inputs and outputs for the staff (<i>Establish Boards and Working Groups</i>) 150-LDR-5011 	<ul style="list-style-type: none"> • Refined unit SOP • Planning guidance • Command philosophy • Training guidance • Mission command system guidance • Guidance for staff organization
Inputs	Table III: Organize the Mission Command System	Outputs
<ul style="list-style-type: none"> • Table II Inputs & Outputs 	<ul style="list-style-type: none"> • Complete command, control, communications, computers and intelligence construct within the HQ (<i>Manage Command, Control, and Communications Systems</i>) 150-LDR-5253 • Assess staff written and verbal communication skills (<i>Communicate Effectively</i>) 150-MC-8002 • Develop initial command post architecture (<i>Operate a Mission Command Network</i>) 150-MC-5003 • Delegate authorities (<i>Designate Succession of Command</i>) 150-LDR-5320 / (<i>Delegate Authority</i>) 150-LDR-5319 • [OPTIONAL] The Commander Leads the Army Design Methodology 150-LDR-5101 [conducted at discretion of the commander; conduct in conjunction with Staff Table II] 	<ul style="list-style-type: none"> • Refined C4I design • Refined knowledge management plan • CP architecture • Established delegated authorities • Succession of command • Refined unit SOPs • Army design methodology products
Inputs	Table IV: Prepare the Headquarters for Operations	Outputs
<ul style="list-style-type: none"> • Table III Inputs & Outputs • Higher HQ battle rhythm • ATP 6-22.1 • Rating chain • Staff MDMP products 	<ul style="list-style-type: none"> • Prepare for driving the operations process (<i>Lead the Operations Process</i>) 150-LDR-5100 / (<i>Conduct the Mission Command Operations Process for Brigades</i>) 71-BDE-5100 • Direct common operational picture requirements (<i>Establish the COP</i>) 150-MC-5315 • Establish the Mission Command System 150-LDR-5252 • Provide battle rhythm guidance (<i>Establish a Battle Rhythm</i>) 150-MC-5123 • Refine CP architecture (<i>Conduct Command Post Operations</i>) 150-MC-5200 • Assess subordinate leaders (<i>Conduct Initial Assessment for a New Leadership Position</i>) 150-LDR-8003 • Refine training guidance (<i>Establish Planning Guidance</i>) 150-LDR-5321 	<ul style="list-style-type: none"> • Commander’s COP guidance • Battle rhythm guidance to XO • CP architectures for main and tactical (TAC) CPs • Refined unit SOPs
Inputs	Table V: Drive the Operations Process	Outputs
<ul style="list-style-type: none"> • Table IV Inputs & Outputs • Running estimates • Scenario (higher headquarters FRAGORD) 	<ul style="list-style-type: none"> • Lead the Operations Process 150-LDR-5100 • Determine the Commander’s Critical Information Requirements 150-LDR-5019 • Establish MOEs and MOPs (<i>Assess Tactical Situation and Operations</i>) 71-BDE-5130 • Assess processes and procedures (<i>Assess The Current Situation</i>) 150-MC-5130 • Certify subordinate leaders and crews (<i>Establish a Brigade Command Post in an Operational Environment</i>) 71-BDE-0050 	<ul style="list-style-type: none"> • Refined planning guidance • Commander’s estimate • Mission statement • Commander’s intent • COA decision • CCIR • MOE/MOP • OPORD/FRAGORDs • Refined unit SOP • Leader certifications
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander completes all activities described in Tables I through V and is prepared to conduct Certification (Table VI).</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 3-1. Mission Command Training Tables I through V for the BCT Commander

TABLE VI: ASSESS AND CERTIFY THE HEADQUARTERS

3-66. This table is the certifying event for the commander and the headquarters. This table is conducted as a collective unit event during which the staff, command post, and digital crew execute their respective Table VI certifications. The commander completes this table when all Table VI requirements for the headquarters are successfully completed. The end state of this table is the commander certifying the staff, CP, and digital crew as prepared to perform their respective roles and functions during collective training. For example, a BCT commander uses a CPX to conduct one or more mission essential tasks off of their METL, and assesses the headquarters' performance against the standards for tasks in Table VI.

3-67. The commander certifies the staff, each command post, and the digital crew have met all the training criteria for their Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the commander is certified, they can proceed to unit training in Tables VII through X. The commander signs a memorandum for record with the event results. The unit training officer will upload this memorandum to DTMS.

CERTIFY SUBORDINATES ON PREPARING AN OPERATION ORDER

3-68. The commander assesses the staff and the XO as they develop the Operation Order (OPORD) using Individual Task 150-MC-5119, *Prepare an Operation Order*.

CERTIFY SUBORDINATES ON EMPLACING AND DISPLACING THE COMMAND POST

3-69. Commanders assess the emplacement and displacement of the CP. The commander evaluates the officer in charge of each command post on Individual Tasks 150-MC-5200, *Conduct Command Post Operations*, and 150-MC-5201, *Displace the Command Post*, and uses ATP 6-0.5, *Command Post Operations*, as needed. The commander and XO also evaluate the headquarters using Collective Tasks:

- 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.
- 71-BDE-5201, *Displace the Command Post for Brigade*.
- 71-BDE-5202, *Conduct Transfer Control of Operations*.
- 71-BDE-5204, *Establish an Alternate Command Post in an Operational Environment for Brigades*.
- 71-BDE-5250, *Maintain Continuity of Mission Command for Brigades*.

CERTIFY SUBORDINATES ON ESTABLISHING THE COMMON OPERATIONAL PICTURE

3-70. Commanders assess the establishment of the COP as the XO completes Individual Task 150-MC-5315, *Establish the Common Operational Picture*. The commander and XO also evaluate the headquarters using Collective Tasks:

- 71-BDE-5316, *Display the Common Operational Picture for Brigades*.
- 71-BDE-5318, *Disseminate Common Operational Picture and Execution Information for Brigades*.
- 71-BDE-5319, *Establish the Common Operational Picture for Brigades*.

CERTIFY THE BATTLE RHYTHM

3-71. Commanders evaluate the battle rhythm functionality throughout the event, making changes or adjustments as needed. The commander assesses the XO using Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT AFTER ACTION REVIEWS

3-72. Commanders are responsible for training their units. An AAR is the primary tool for providing feedback. AAR topics vary widely at the BCT level. Although leaders can conduct two types of AARs, formal and informal, commanders provide guidance to leaders on specific areas of interest, assessments, or feedback to gain insight of their organization. This guidance may include staff section collaboration,

internal and external communications, reporting formats, synchronization, briefing techniques, use of the command posts, and command post infrastructure. While the T&EO and task proficiency standards provide objective criteria for determining task proficiency, assessments allow leaders to take the subjective nature of training into account. Leader's assessments combine their personal observations with other staff information to develop an overall assessment of the unit's ability to accomplish its mission. Commanders uses Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

CERTIFY THE MISSION COMMAND SYSTEM

3-73. The commander evaluates the unit's mission command system on how well it enhances the commander's ability to conduct operations. Commanders evaluate the five components of their mission command system: personnel, networks, information systems, processes and procedures, and facilities and equipment. Commanders evaluate these five components of the mission command system relating to—

- Supporting the commander's decision-making.
- Collecting, creating, and maintaining relevant information and preparing knowledge products to support the commander's and leaders' understanding and visualization.
- Preparing and communicating directives.
- Establishing the means by which commanders and leaders communicate and collaborate.
- Facilitating the functioning of teams.

3-74. Commanders certify the mission command system using the staff certification mission command training table (Table VI) as the final action before transitioning to Table VII. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*.

3-75. The outcome of Tables I-VI is the commander has built a team, philosophy, and training plan based on the unit design, capabilities, and mission. Commanders identify areas for retraining, as needed. As part of the entire training audience – (commander, staff, command post, digital crew) the commander transitions to Tables VII-X. These tables are complex and stress the application of the mission command warfighting function. The headquarters integrates external elements such as liaisons and unified action partners. The tables provide a progressive framework for the commander in preparation for their unit's culminating training event. Graphic 3-2 on page 3-18 summarizes the inputs, tasks, and outputs for Table VI.

Mission Command Training Table VI for Brigade Combat Team Commander ¹		
Inputs	Table VI: Assess and Certify the Headquarters**	Outputs
<ul style="list-style-type: none"> Table V Inputs & Outputs 	<ul style="list-style-type: none"> Certify subordinates on preparing an operation order (<i>Prepare An Operations Order</i>) 150-MC-5119 Certify subordinates on emplacing & displacing the command posts (<i>Conduct CP Operations</i>) 150-MC-5200 / (<i>Displace The Command Posts</i>) 150-MC-5201 Certify subordinates on establishing the COP (<i>Establish The Cop</i>) 150-MC-5315 Certify the battle rhythm (<i>Establish A Battle Rhythm</i>) 150-MC-5123 Conduct AARs (<i>Conduct a Formal AAR</i>) 150-MC-5133 Certify the mission command system (<i>Establish the MC System</i>) 150-LDR-5252 	<ul style="list-style-type: none"> Validated CP displacement SOP Mission command system certification Commander self-certification AAR results
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander certifies the training criteria for Table VI is achieved according to the T&EOs of the listed tasks. The commander should sign a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.</p> <p>** Table is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 3-2. Mission Command Training Table VI for the BCT Commander

3-76. The Figure 3-3 provides an overview of BCT commander tables VII through X.

VII	VIII
<i>Direct Mission Command Information System Integration</i>	<i>Apply Art and Science of Mission Command</i>
<ul style="list-style-type: none"> • Organize personnel • Enhance information system training guidance • Secure and maintain networks • Refine processes and procedures • Evaluate electromagnetic signature • Establish MOE and MOP 	<ul style="list-style-type: none"> • Lead the operations process • Integrate the mission command philosophy <ul style="list-style-type: none"> ▪ Develop cohesive teams through mutual trust ▪ Create shared understanding ▪ Provide the commander's intent ▪ Conduct disciplined initiative ▪ Use the mission order technique ▪ Identify prudent risk
Venue: Commander directed Facility: Local	Venue: CPX type event Facility: Training area
IX	X
<i>Mission Command Warfighting Function Validation Exercise Rehearsal</i>	<i>Mission Command Warfighting Function Validation Exercise</i>
<ul style="list-style-type: none"> • Drive the operations process • Conduct the rapid decision-making and synchronization process • Conduct after action reviews 	<ul style="list-style-type: none"> • Drive the operations process • Lead the unit in completion of assigned tactical tasks • Evaluate METL tasks
Venue: CPX type event Facility: Training area	Venue: As directed by the higher commander Facility: Training area
CPX command post exercise METL mission-essential task list	MOE measure of effectiveness MOP measure of performance

Figure 3-3. BCT Commander Tables VII-X Overview

TABLE VII: DIRECT THE MISSION COMMAND INFORMATION SYSTEM INTEGRATION

3-77. The BCT commander has the flexibility to organize the five components of the BCT mission command system to support their ability to make decisions and facilitate communication within the BCT headquarters and with higher, subordinate, adjacent, and supporting commanders. When training scenarios reflect a robust (versus an austere) operational environment, this table may include maintaining communications with: other services, other governmental agencies, foreign forces, host nation agencies (if present), and international organizations as applicable (FM 3-96). This table considers internal system interaction and information sharing requirements as well as the collaboration and synchronization expected with all stakeholders. The commander can move back to the previous tables to retrain or recertify at any time they feel it would benefit the command.

3-78. At the beginning of Table VII, the command will receive a FRAGORD from higher headquarters directing a change of mission from the activity in Table VI. This order will drive training in Tables VII through X and includes the BCT task organization it will implement when conducting its external evaluation. The order also provides the commander information on the unified action partners participating in the exercise. The commander fully integrates multinational forces into the BCT and integrates other unified action partners appropriate to their role, function, and mission beginning in Table VII.

ORGANIZE PERSONNEL

3-79. The commander organizes non-organic personnel based on capabilities, mission, and the higher commander's intent. The commander's designated representative ensures all non-organic personnel are assimilated into their positions and postured to contribute to operations. The commander uses Individual Task 150-LDR-5013, *Organize the Staff for Operations*, to assist in this effort.

3-80. New personnel must establish lines of communications and physically meet with counterparts at lower, higher, adjacent, and supporting headquarters whenever possible. The transition or establishment and maintenance of these personal relationships are important to maintaining the commander's situational and shared understanding. Consideration for organizing includes the command and support relationship and (but not limited to) performance of three essential functions:

- Supporting the commander through an area of expertise.
- Assisting subordinate units through active collaboration to solve problems.
- Informing units and organizations outside the headquarters with relevant information.

3-81. The BCT commander may delegate authority to the XO to manage the BCT staff; however, commander oversight is still encouraged to ensure personalities, leadership traits, subject matter expertise, and other requirements meet guidance for organizing personnel.

3-82. The commander, through designated representatives, also directs appropriate foreign disclosure actions for information exchange with unified action partners.

ENHANCE INFORMATION SYSTEM TRAINING GUIDANCE

3-83. The BCT maintains mission command information systems that collect, process, store, display, and disseminate information. The MCIS comprises a variety of hardware and software, to include off-the-shelf communication tools that enhance the commander's ability to visualize the operation and assist in decision-making. The foundation of any information system is the continuous, uninterrupted flow and processing of information to support planning, preparation, execution, and continuous assessment. The BCT commander's information systems are interoperable, flexible, responsive, mobile, disciplined, survivable, and sustainable. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

3-84. Due to additional personnel and mission requirements, the commander reviews the established systems and makes changes to account for new interaction, collaboration, and synchronization demands, as well as the needs of attached or assigned unit/individuals, and the higher commander's guidance.

3-85. To perform advanced, complex, and interactive training, the commander ensures the digital crew is certified and new shift personnel are incorporated through training event repetitions in a full range of military operations. The commander gives the XO and knowledge manager authority to enhance training for Soldiers and supporting personnel operating the MCIS or other supporting information vehicles. Battle captains, KM representatives, common operating pictures managers, and unit mission command digital master gunners can provide guidance and leadership to the crews and lead them through command directed scenarios, and report progress back to the commander.

3-86. The KMO and MCDMG, under the commander's and XO's authority, can further tie into COMEXs or digital exercises, held by the S-6, to enhance training opportunities for the staff and digital crew. For example, the BCT XO directs the information system operators to participate in the upcoming COMEX for the BCT and subordinate unit command posts. The digital crew and supporting elements leverage satellite time allocated for software updates, and uses lower tactical infrastructure (T/I) to exercise their systems during the COMEX (for example, practice pushing and pulling graphics to other units participating in the event). The MCDMG uses training objectives with clear performance measures for assessing digital operator performance. The XO reports the assessment to the commander ensuring readiness in supporting directed requirements.

SECURE AND MAINTAIN NETWORKS

3-87. Networks are formed when terminal devices and transmission media are interconnected with switching equipment to ensure information (voice, imagery, data, or message) is transported to appropriate locations. The commander, working with the S-6, ensures the network is both secured and maintained in compliance with department of the army regulations, unit organization/manning requirements, environmental conditions, unit SOP, and directives from the higher headquarters. Essential elements include: identifying authorized/prioritized users, access control policies/strategies, and information security training, as well as system/software upgrades that enable interoperability and compatibility. In addition, developing a primary, alternate, contingency, and emergency (PACE) plan will mitigate short term

connectivity loss and maintain situational and shared understanding. The commander refers to Individual Tasks 113-367-5001, *Implement Network Protection Measures*; and 113-473-7007, *Implement Network Security Measures within a System Architecture*.

REFINE PROCESSES AND PROCEDURES

3-88. In this table, the commander refines and updates processes and procedures to organize activities within and between the headquarters, and flank, subordinate, and supporting units. The BCT staff conducts seven processes: the operations process, the military decision-making process, the targeting process, the intelligence process, intelligence preparation of the battlefield, the information collection process, and the knowledge management process. The commander refines processes and procedures based on running estimates, after action reviews, and the commander directed assessment plan, which includes measures of effectiveness and performance. As updates and changes are made, the commander ensures those actions are captured in SOPs and published to the force. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*, and Collective Task 71-BDE-5130, *Assess Tactical Situation and Operations for Brigades*. Examples of typical BCT processes and procedures that mission command information systems support include—

- Command post battle drills.
- Shift-change briefings.
- Operation update and assessment briefings.
- Operations synchronization meetings.
- Transferring control between command posts.
- The battle rhythm.

EVALUATE ELECTROMAGNETIC SIGNATURE

3-89. The commander, with S-2, S-6, and protection cell input, considers the digital systems and command posts required to support mission command based on the mission set and operational environment. They evaluate the unit's electromagnetic signature based on enemy detection capabilities. The commander ensures the unit is mitigating/minimizing its footprint while still maintaining mission command. Mitigation measures might include limiting the amount of satellite time or reducing redundant information systems that create significant signatures.

3-90. The commander ensures cyber defense drills are conducted and assessed throughout training events. These drills replicate a 'near peer' competitor in the operational environment as directed by the commander. Refer to Individual Task 113-25E-3003, *Define the Electromagnetic Operational Environment (EMOE)*.

ESTABLISH MEASURES OF EFFECTIVENESS AND MEASURES OF PERFORMANCE

3-91. As the unit begins operating within its designed capabilities and against the newly assigned mission set, the commander refines measures of effectiveness (MOEs) and measures of performance (MOPs) to measure mission accomplishment. Commanders can use Collective Task 71-BDE-5130, *Assess Tactical Situation and Operations for Brigade*.

TABLE VIII: APPLY ART AND SCIENCE OF MISSION COMMAND

3-92. Table VIII is tied to an event as designated by the commander. This table nests the graduate levels of MC with the integration of additional personnel and equipment. Table VIII prepares the commander for the Table IX validation rehearsal and the Table X headquarters culminating training event. As with the other tables, this table event aligns with events the unit is already performing. For example, the commander uses a CPX for training tables VIII-IX over a four-day exercise.

LEAD THE OPERATIONS PROCESS

3-93. The commander uses Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*, and Individual Task 150-LDR-5100, *Lead the Mission Command Operations Process*, to train and evaluate the headquarters' executing the operations process in support of a mission essential task. The commander driving the operations process is integral to completing these collective tasks. Commanders drive the operations process through their activities of understanding, visualizing, describing, directing, leading, and assessing (UVDDLA) operations. BCT commanders also use mission variables, in combination with operational variables, to refine their understanding of the situation and identify how these variables might affect the mission. How the commander implements UVDDLA activities, identifies key variables, and conveys their intent to drive the operations process, has direct impact on the unit's ability to establish unity of effort and exploit vulnerabilities. The operations process is the overarching framework for exercising mission command for the BCT at the tactical level.

3-94. As BCT commanders drive the operations process to support the tactical fight, they provide guidance on how to *exercise* two forms of control: procedural or positive. *Procedural control* is the technique of regulating forces that rely on a combination of doctrine, regulations, policies, operational graphics, tactics, and techniques. *Positive control* is the technique of regulating forces involving commanders and staff leaders actively assessing, deciding, and directing. No single control option works best for all situations. However, the XO and S-3 should be trained and able to drive the operations process in the commander's absence. This does not negate the commander's responsibility to be present for commander designated performance measures listed within the collective T&EO. For example, the BCT commander delivers the commander's intent at the CP as part of a leader's performance measure within the Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*:

- Understand – Commanders actively collaborate with other commanders, the staff, and unified action partners, to create a shared understanding.
- Visualize – Commanders visualize the operation's end state and potential solutions to solve problems.
- Describe – Commanders describe this visualization to their staffs and subordinates. This description facilitates shared understanding of the situation, mission, and intent.
- Direct – Based on this understanding, commanders make decisions and direct action throughout the operations process.
- Lead – Commanders use the operations process to lead Soldiers and forces by providing direction and guidance.
- Assess – Commanders continuously assess operations to better understand current conditions and determine how operations are progressing. Commanders incorporate assessments of the staff, subordinate commanders, and unified action partners into their personal assessment of the situation. Based on their assessment, commanders modify plans and orders to better accomplish the mission. If their assessment reveals a significant variance from their original commander's visualization, commanders reframe the problem and develop a new operational approach.

INTEGRATE THE MISSION COMMAND PHILOSOPHY

3-95. In previous tables, the commander performed different sub tasks within the mission command philosophy. Table VIII is the culmination of those previous efforts. As stated in Figure 3-4, the MC philosophy is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. The commander completes, or refines if completed in previous tables, the listed Individual Tasks: 150-LDR-5015, *Lead the Unit*; 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*; 150-LDR-5007, *Create a Shared Understanding*; 150-LDR-5004, *Provide the Commander's Intent*; 150-LDR-5006, *Conduct Disciplined Initiative*; 150-LDR-5003, *Use the Mission Order Technique*; 150-LDR-5002, *Identify Prudent Risk*.

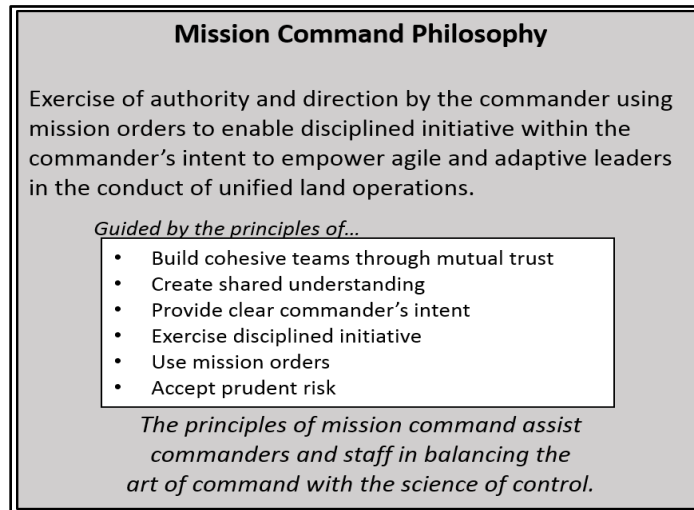


Figure 3-4. Mission Command Philosophy

3-96. As the commander leads the headquarters through collective training, the commander assesses synchronization, integration, and interoperability of all non-organic units to include unified action partners and liaisons. This assessment includes information systems, personnel or liaison exchanges, and CP elements.

TABLE IX: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

3-97. The commander designates the training event and conditions when conducting Table IX. This event takes place in a designated venue and is scenario driven using the correct variables of PMESII-PT. The event is not externally evaluated for readiness reporting. The conduct of this table is tied to all four MCTT training audiences working as a unified headquarters towards completing the unit METL. As training time and resources allow, all METs on the unit’s designated standardized METL are trained. Units can also tie this event to training on their assigned METL (A-METL) as determined by the commander. During this table, each command post (such as main, TAC, and alternate CP) should displace at least once in preparation for evaluating displacements during Table X.

DRIVE THE OPERATIONS PROCESS

3-98. Commanders are the most important participants in the operations process. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs, led by the XO, perform essential functions amplifying the effectiveness of operations, commanders drive the operations process. Commanders drive the operations process through activities of understand, visualize, describe, direct, and assess in each major mission command activity of plan, prepare, execute, and assess.

3-99. The commander performs these activities throughout the training event and as the mission dictates. The commander applies an appropriate degree of command presence within each major mission command activity while still allowing the headquarters to exercise disciplined initiative within their respective capabilities.

CONDUCT THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

3-100. Consider RDSP for situations when the current events do not match the predetermined plan and necessitates an adjustment decision without enough time for full MDMP. The commander leads the staff through RDSP. The commander completes Individual Task 150-LDR-5014, *Lead the Rapid Decision-making and Synchronization Process*. This task is performed in conjunction with a collective

task. For example, the BCT commander uses RDSP after receiving a change in mission from higher to conduct a security operation, in conjunction with conducting an attack.

CONDUCT AFTER ACTION REVIEWS

3-101. The BCT commander leads an AAR of the operation conducted during Table IX training with a focus on identifying and correcting training deficiencies and/or unit procedures that must be corrected prior to the Table X external evaluation. Refer to Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

3-102. This event is typically a culminating training event prior to or during the BCT EXEVAL. This table is directly tied to all four training audiences for this TC (the commander, the staff, the CP, and the digital crew). This event is externally evaluated while the unit executes collective tasks on the unit's METL or A-METL. Each command post (such as main and TAC) will be evaluated on its ability to displace during the validation exercise. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*.

3-103. The outcome of Table X is the evaluating commander validates the BCT commander is prepared to lead the BCT in executing mission command during unified land operations. The commander leads the unit based on design, capabilities, mission, and the higher commander's intent. The commander signs a memorandum for record with the event results. The unit training officer will upload this memorandum to DTMS.

DRIVE THE OPERATIONS PROCESS

3-104. Commanders are the most important participants in the operations process. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs, led by the XO, perform essential functions that amplify operational effectiveness, commanders drive the operations process through activities of understand, visualize, describe, direct, and assess in each major mission command activity of plan, prepare, execute and assess.

3-105. The commander performs these activities throughout the training event and as the mission dictates. The commander applies an appropriate degree of command presence within each major mission command activity while still allowing the headquarters to exercise disciplined initiative within their respective capabilities.

LEAD THE UNIT IN COMPLETION OF ASSIGNED TACTICAL TASKS

3-106. The commander leads the BCT and supporting forces to accomplish the tactical mission(s) assigned by the higher headquarters.

EVALUATE METL TASKS

3-107. The BCT commander considers the external evaluation team's observations and determines the T-level achieved by the BCT on the METL task(s) performed during the exercise for updating the Unit Status Report. See FM 7-0.

3-108. Graphic 3-3 summarizes the inputs, tasks, and outputs for tables VII through X.

Mission Command Training Tables VII through X for Brigade Combat Team Commander ¹		
Inputs <ul style="list-style-type: none"> Table VI Inputs & Outputs Higher headquarters FRAGORD 	Table VII: Direct Mission Command Information System Integration <ul style="list-style-type: none"> Organize personnel (<i>Organize The Staff for Operations</i>) 150-LDR-5013 Enhance information system training guidance (<i>Integrate the MCIS</i>) 150-MC-5251 Secure and maintain networks (<i>Implement Network Protection Measures</i>) 113-367-5001 / (<i>Implement Network Security Measures Within a System Architecture</i>) 113-473-7007 Refine processes and procedures (<i>Establish a MC System</i>) 150-LDR-5252 Evaluate electro-magnetic signature (<i>Define the Electromagnetic Operations Environment</i> (EMOE)) 113-25E-3003 Establish MOEs and MOPs (<i>Assess Tactical Situation and Operations</i>) 71-BDE-5130 	Outputs <ul style="list-style-type: none"> Refined staff structure Network validation Refined tactical SOP Refined MOE, MOP, and associated indicators Revised spectrum management plan
Inputs <ul style="list-style-type: none"> Table VII Inputs & Outputs 	Table VIII: Apply Art and Science of Mission Command <ul style="list-style-type: none"> Lead the operations process (<i>Conduct the MC Operations Process</i>) 71-BDE-5100 Integrate the mission command philosophy (<i>Lead the Unit</i>) 150-LDR-5015 <ul style="list-style-type: none"> Develop Cohesive Teams Through Mutual Trust 150-LDR-5001 Create Shared Understanding 150-LDR-5007 Provide the Commander’s Intent 150-LDR-5004 Conduct Disciplined Initiative 150-LDR-5006 Use the Mission Order Technique 150-LDR-5003 Identify Prudent Risk 150-LDR-5002 	Outputs <ul style="list-style-type: none"> Commander’s mission command system assessment and guidance
Inputs <ul style="list-style-type: none"> Table VIII Inputs & Outputs 	Table IX: Mission Command WFF Validation Exercise Rehearsal^{***} <ul style="list-style-type: none"> Drive the operations process (<i>Lead The Operations Process</i>) 150-LDR-5100 Conduct the RDSP (<i>Lead The RDSP</i>) 150-LDR-5014 Conduct AARs (<i>Conduct a Formal AAR</i>) 150-MC-5133 	Outputs <ul style="list-style-type: none"> FRAGORD AAR results (headquarters and subordinate units) Final refinements of SOPs, orders, systems for the validation exercise
Inputs <ul style="list-style-type: none"> Table IX Inputs & Outputs External Evaluators 	Table X: Mission Command WFF Validation Exercise^{****} <ul style="list-style-type: none"> Drive the operations process (<i>Lead The Operations Process</i>) 150-LDR-5100 Lead the unit in completion of assigned tactical tasks Evaluate METL tasks 	Outputs <ul style="list-style-type: none"> Validated mission command system
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander trains the mission command system, including the staff, unit command posts, and the digital crew in tables VII through IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.</p> <p>Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the commander is prepared to lead their mission command system in the conduct of unified land operations. The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>^{***} Table is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables.</p> <p>^{****} Table is executed as part of an externally evaluated culminating exercise.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 3-3. Mission Command Training Tables VII through X for the BCT Commander

SECTION III – BRIGADE COMBAT TEAM STAFF TRAINING TABLES

3-109. Section III discusses the mission command training tables for the BCT staff.

MISSION COMMAND TRAINING TABLES FOR THE BCT STAFF

3-110. This section guides the commander and XO through the tables used to train, certify, and validate the staff. The principal staff officers consist of officers that lead coordinating and special staff sections, and personal staff officers. The staff consists of the principal staff officers and the officers, noncommissioned officers, and Soldiers that work in their sections.

3-111. This section does not cover every aspect of training, nor pinpoint exactly how to train each collective or individual task. Commanders and leaders wanting more information on training the force will reference the T&EOs for each task, the available training support packages, and FM 7-0 for assistance.

3-112. The complexities of a BCT staff can make training the staff challenging. The commander, XO, and principal staff officers are always trying to balance daily operational requirements with training opportunities. The XO will leverage the principal staff officers and section and cell NCOICs to conduct many aspects of the below tables independent of each other. However, at a minimum, tables V and VI must be performed as a unit to achieve the desired level of training proficiency. Once the staff is certified, it can proceed to unit training in Tables VII through X. During Tables VII – X, the staff in all the unit's command posts function as one mission command system to conduct the operations process and support the commander's decision making. To do this successfully, all staff members should understand the roles and functions of not just their section and command post, but of all sections and command posts in the mission command system. The commander signs a memorandum for record with the event results and the unit training officer will upload this memorandum to DTMS.

3-113. Tables I through V are designed to train the BCT staff at the individual, section, and cell levels. Tables I-II occur on an on-going basis as Soldiers and officers join the unit. Table V is the rehearsal, as the headquarters elements come together to work as a collective unit. The commander certifies the staff on Table VI, certification. There are no external attachments or liaisons required when executing Tables I through VI. The XO is the authority, as determined by the commander, to transition the staff through tables I through V. The commander certifies the staff using Table VI for transitioning to the more advanced Tables VII through X.

3-114. The tables are written to allow the commander to retrain the staff during an upcoming training event. For example, the commander can use an upcoming STAFFEX or STX to retrain the staff on Tables III through V to achieve a greater level of proficiency before the upcoming CPX. The tables are meant to be flexible for the commander to train the staff to a proficiency level necessary to conduct unified land operations.

3-115. Once the commander certifies the staff at Table VI, the staff receives an OPORD/FRAGORD for the BCT's EXEVAL. This order is used throughout tables VII-X to drive training. Furthermore, the unit begins at Table VII to incorporate multinational partners and other unified action partners present for Table X and the EXEVAL.

3-116. Upon completing the mission command warfighting function validation (Table X), commanders validate the staff and sign a memorandum for record to document the results of the validation event. One memorandum is sufficient to record the validation for the commander, the staff, the command posts, and the digital crew. The unit training officer will upload the memorandum into the unit's DTMS and maintain a local copy. Training atrophy level can be determined using Table requirements. Overall training deficiency is based on Army collective training atrophy and a dialog between the commander and the evaluating commander. Figure 3-5 shows an overview of BCT staff tables I through VI.

<i>I</i>	<i>II</i>	<i>III</i>
<i>Organize and Acclimate Staff to Organization</i>	<i>Develop MDMP Skills at the Section Level</i>	<i>Establish Staff / Cell Processes and Integrate Warfighting Functions</i>
<ul style="list-style-type: none"> • Understand unit doctrine applications, staff duties, responsibilities, and SOPs • Conduct warfighting function and CP organization • Organize the staff • Build staff relationships • Develop NCOs and Soldiers 	<ul style="list-style-type: none"> • Conduct the MDMP • Conduct RDSP • Develop running estimates • Review commander's decision support template and decision support matrix • Establish framework for formal assessment • Conduct section rehearsals • Verify section outputs • Develop section training plans • [OPTIONAL] Conduct the Army design methodology 	<ul style="list-style-type: none"> • Establish functional and integrating cells • Validate warfighting functions • Conduct MDMP <ul style="list-style-type: none"> ▪ Conduct mission analysis ▪ Conduct a risk assessment ▪ Engage in COA development ▪ Conduct COA analysis ▪ Recommend CCIR ▪ Conduct COA decision briefing ▪ Prepare an OPORD • Develop KM plan
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
<i>IV</i>	<i>V</i>	<i>VI</i>
<i>Synchronize Command Post Operations</i>	<i>Conduct Staff Rehearsals</i>	<i>Conduct Staff Certification</i>
<ul style="list-style-type: none"> • Integrate staff cells for operations • Synchronize staff boards and processes • Establish a battle rhythm • Conduct rehearsals • Practice staff battle drills • Refine the plan • Perform planned actions, sequels, and branches • Establish the CP and alternate CPs • Formalize shift crews • Verify command post SOP functionality 	<ul style="list-style-type: none"> • Review staff organization • Establish the COP • Conduct the operations process • Prepare an operation order • React to a FRAGORD • Finalize the battle rhythm • Finalize decision support matrix • Finalize CP crews, roles, and responsibilities • Employ the mission command system • Conduct CP operations • Conduct SCIF operations • Conduct section/cell AARs 	<ul style="list-style-type: none"> • Transfer mission command between CPs • Conduct the operations process • Execute working groups/ boards/ meetings supporting decision-making • Execute the battle rhythm • Conduct CP operations • Create shared understanding • Displace the command post • Conduct SCIF operations
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event (CPX) Facility: TBD
AAR after action review CCIR commander's critical information requirements COA course of action COP common operational picture CP command post FRAGORD fragmentary order	KM knowledge management MDMP military decision-making process NCO noncommissioned officer RDSP rapid decision-making and synchronization process SCIF sensitive compartmentalized information facility SOP standard operating procedure	

Figure 3-5. BCT Staff Tables I-VI Overview

TABLE I: ORGANIZE AND ACCLIMATE STAFF TO ORGANIZATION

3-117. This table introduces the staff to the operations process. This table assumes all officers, warrant officers, NCOs, and Soldiers will come to the unit with basic proficiency in their individual military occupational specialty (MOS) skills. Principal staff officers can use programmed training time to retrain job skill deficiencies. In Table I, and under the XO's and principle staff officer's supervision, the staff section leaders develop initial staff training by emphasizing duties, responsibilities, and the mission. Table I-II tasks are considered perishable skills and must be performed frequently to maintain basic proficiency within the staff. Table I-II can also be used to integrate new personnel to the unit during the unit/commander orientation program.

UNDERSTAND UNIT DOCTRINE APPLICATIONS, STAFF DUTIES, RESPONSIBILITIES, AND STANDARD OPERATING PROCEDURES

3-118. All staff members familiarize themselves on all command policies, procedures, and current staff section SOPs. BCT staff officers and NCOs familiarize themselves with the doctrine relevant to the BCT conducting large scale ground operations, including FM 3-0, *Operations*, and FM 3-96, *Brigade Combat Team*. They also familiarize themselves with their specific branch/functional area responsibilities at the BCT level. The staff section leader develops a basic understanding of upcoming unit missions and how those requirements translate into the section member's basic skills. Section leaders further define the roles and responsibilities of each section member and determine current and future expectations. Staff section leaders study and refine individual and section battle drills relating to their duty positions and the current organization; they train their Soldiers using individual and section collective tasks as defined by the appropriate proponent. For example, the S-2 conducts intelligence preparation of the battlefield training using Collective Task 34-SEC-3180, *Conduct Intelligence Preparation of the Battlefield (IPB)*; provided by the Intelligence Center of Excellence. Refer to Individual Task 150-LDR-5007, *Create a Shared Understanding*.

CONDUCT WARFIGHTING FUNCTION AND COMMAND POST ORGANIZATION

3-119. The principal staff officers and section and cell NCOs ensure all members of their staff element understand their roles within the command post, as well as how their section interacts with other staff entities. This applies to staff elements in all CPs, not just the main CP (TAC or any other alternate command post the commander establishes). Furthermore, each staff member should develop an understanding of the roles and responsibilities of other staff cells and unit command posts. The spatial arrangement of staff elements within a CP can greatly promote or inhibit staff integration. The officers and NCOs in charge of the BCT command posts consider manning, maturity, subject matter expertise or specialty, collaboration frequency, coordination requirements, facilitation for rapid exchange of information, inputs and outputs, and mission requirements for presentation to the XO with recommendations for command post organization. See Individual Task 150-LDR-5013, *Organize the Staff for Operations*.

ORGANIZE THE STAFF

3-120. The XO and principal staff officers, after consultation and guidance from the commander, will organize or reorganize the BCT staff. The commander dictates and the XO and principal staff officers clearly define all extra duties. See Individual Task 150-MC-0000, *Organize the Staff as the COS/XO/DCO*. (See ATP 6-0.5 for additional information.)

BUILD STAFF RELATIONSHIPS

3-121. The XO conducts basic team building among the staff and nests staff team building with the commander's program and the higher headquarters. Due to the complexity and size of the BCT staff, the XO employs the principal staff officers in this effort. For example, the S-4, after coordinating with the headquarters company commander, conducts internal teambuilding within the sustainment warfighting function by ensuring all sustainment members conduct morning physical training together.

The S-4 also ensures the Soldiers and officers who participate in working groups or planning teams have the time needed to build relationships within these additional organizations.

3-122. Typically, senior level staff members conduct team building events independently of most of the staff. Additionally, senior level staff members build unity among staff sections by holding combined relationship building events. For example, the BCT current operations cell challenges the sustainment section to a team obstacle course contest for an upcoming physical training session.

3-123. Brigade level relationship building events will consistently employ professionalism and interpersonal skills that foster effective open communication and build unity within the command. Using a variety of venues and techniques, which allow team members to contribute through observable means, is essential to relationship building. Feedback mechanisms are established to promote interaction or prevent conflict within the staff. See Individual Task 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*, and Collective Task 71-TM-5004, *Develop Cohesive Teams Through Mutual Trust*.

DEVELOP NONCOMMISSIONED OFFICERS AND SOLDIERS

3-124. Section leaders will ensure NCOs and Soldiers are developed to accomplish their mission and can provide their expertise and input to the operations process. NCO and Soldier development is grounded in the unit professional development program. The program must combine developmental expectations with the projected mission requirements the organization will experience. The section leader will use every opportunity to seek appropriate technical/skill qualification schools, standardized training with proficiency assessments, as well as any additional training opportunities that may benefit the NCO, each Soldier, and the organization. Refer to Individual Task 150-LDR-8003, *Conduct Initial Assessment for a New Leadership Position*.

TABLE II: DEVELOP MDMP SKILLS AT THE SECTION LEVEL

3-125. The XO continues to supervise the principal staff officers as they refine the basic and intermediate skills within their sections and with their members. Principal staff officers have primary responsibility for this table, but the XO can bring the staff together, as needed, to begin staff integration during rehearsals. This table is conducted in a garrison environment.

CONDUCT THE MILITARY DECISION-MAKING PROCESS

3-126. Principal staff officers review their roles and contributions to the MDMP with their sections. Leaders run their sections through drills using the operational environment selected by the commander. Leaders ensure the training enhances the section's thoroughness, clarity, judgment, logic, and professional knowledge to understand situations, develop problem solving options, and make recommendations.

3-127. Once the section gains basic MDMP proficiency, the principal staff officer or section leader will run abbreviated MDMP drills and scenarios based on a time constrained environment. The leader will use the collective tasks listed here to ensure the section understands and fulfills their duties and responsibilities within the MDMP. It is not intended for the XO to integrate all the sections into a full MDMP at this time. Principal staff officers use Collective Task 71-BDE-5111, *Conduct the Military Decision-Making Process for Brigades*. Staff personnel participating in MDMP refer to Individual Tasks 150-MC-5110 through 150-MC-5121 for detailed guidance on conducting each step in the process. Individual staff sections also refer to their proponent training products for more tailored training.

CONDUCT THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

3-128. The rapid decision-making and synchronization process is a technique that commanders and staffs commonly use during execution. While identified here with a specific name and method, the approach is not new; its use in the Army is well established. Commanders and staffs develop this capability through training and practice. The rapid decision-making and synchronization process facilitates continuously integrating and synchronizing the warfighting functions to address ever-changing situations. The rapid decision-making and synchronization process is based on an existing order and the commander's priorities as expressed in the order. The most important of these control measures are the commander's intent, concept of operations, and

commander's critical information requirements (CCIRs). Refer to FM 6-0, *Commander and Staff Organization and Operations*, and Collective Task 71-BDE-5002, *Conduct Rapid Decision-making and Synchronization Process*.

DEVELOP RUNNING ESTIMATES

3-129. As part of each staff section understanding their roles within the headquarters, the principal staff officer or section leader will train the section on the purpose behind developing running estimates: to record information, provide expert analysis/opinions, and to provide recommendations. Leaders use Collective Task 71-BDE-5144, *Develop Running Estimates*, as well as tasks from their corresponding warfighting function proponent.

REVIEW COMMANDER'S DECISION SUPPORT TEMPLATE (DST) AND DECISION SUPPORT MATRIX (DSM)

3-130. The DST and DSM provide a projection of where and when a decision must be made based on expected events at a specified location, with stated criteria and planned friendly actions in a narrative form. The BCT's SOP includes standard formats for decision support materials and tailors products to the situation at hand.

3-131. The DST graphically represents decision points, projected situations, and indicates when and where and under what conditions a decision is most likely required to initiate a specific activity or event. It contains time phase lines, named areas of interest, target areas of interest, and decision points.

3-132. A DSM is a written record of a war-gamed course of action that describes decision points and associated actions at those decision points. It lists decision points, decision point locations, criteria 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. Refer to Collective Task, 71-BDE-5111, *Conduct the Military Decision-Making Process for Brigades*, and Individual Task, 150-MC-5111, *Conduct the Military Decision-Making Process*.

3-133. BCT leaders can use DST and DSM from earlier missions as training aids while conducting Table II. During this table and as part of the MDMP instruction, the principal staff officers will:

- Run their sections through internal wargaming drills.
- Instruct how their wargaming inputs result in outputs to feed the DST and DSM in COA development.
- Instruct how the DST and DSM inform the commander for COA selection.
- Train procedures their sections take once a COA is selected including—
 - Refining DST graphics over space and time as the operational situation develops.
 - Refining the DSM written record, to include decision points, over space and time as the operational situation develops.

3-134. In addition to the DST and DSM, 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. An execution matrix is 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. Each principal staff officer and section leader will train and incorporate tools specific to their warfighting function to assist the commander in decision-making. For a listing of these tools, see ATP 6-0.5, appendix D.

ESTABLISH FRAMEWORK FOR FORMAL ASSESSMENTS

3-135. The S-5 leads the staff in preparing a formal collection plan that includes—

- Measures of performance (MOPs) to assess task accomplishment.
- Measures of effectiveness (MOEs) to assess progress towards the desired end state.
- Indicators that support the MOP and MOE.

- Inputs to the information collection plan to ensure indicators are collected and disseminated.
- Inputs to the knowledge management plan to ensure MOP, MOE, indicators, and analysis are available to appropriate staff elements.

3-136. Each warfighting function has its own type of formal assessment. For example, the fires cell will typically use—

- Combat assessment.
- Battle damage assessment.
- Tactical warning and attack assessment.

3-137. The principal staff officer/section leader will use the proponent T&EOs for assessment tasks to manage and train their section on the use and application of these assessments. For example, the air defense section uses Collective Task 44-EAC-2111, *Distribute Tactical Warning Information and Attack Assessment*, and Individual Task 150-MC-5130, *Assess the Current Situation*, to train on formal assessments.

CONDUCT SECTION REHEARSALS

3-138. Table II rehearsals begin at the section level. Principal staff officers ensure their sections thoroughly understand their role rehearsals, as well as how and when their section collaborates with other staff sections in preparation for these rehearsals. Refer to Collective Task 71-BDE-5122, *Perform a Rehearsal for Brigades*, and Individual Task 150-MC-5122, *Perform a Rehearsal*.

VERIFY SECTION OUTPUTS

3-139. The XO, with direction from the commander, ensures all sections account for respective, predetermined outputs. These outputs come in all types and serve various purposes, including those that provide direction to subordinate units, serve as inputs to other staff processes/procedures within the brigade, and work to inform or drive processes for higher, adjacent, supporting, and supported headquarters. All outputs must lead to a better understanding of a situation and should facilitate steps towards a decision. Examples of these can include: a daily threat update from the S-2 that serves as an input to various boards and working groups, a sustainment forecast over space and time that includes friendly losses from the sustainment cell further informing the unit DSM, and an incoming personnel listing from the S-1 that influences unit allocations in various working groups and supports the division personnel replacement process. Refer to Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

DEVELOP SECTION TRAINING PLANS

3-140. Section leaders must have a comprehensive understanding of their respective section requirements and inputs/outputs, and have identified the training required for their section to support the commander's decision-making process. The section leader, in coordination with the S-3 and the headquarters company, develops a training plan focusing on the section's needs, its designed capabilities, the mission, and the commander's requirements. The S-3 ensures these training plans are captured within the overall BCT training plan. Once all sections have formalized their internal training plans, the S-3 develops a unit training plan to present to the commander. The commander provides guidance and the S-3 will adjust until approval is received and the training plan is published. Refer to Individual Task 150-COM-7170, *Write the Unit Training Plan OPORD*.

CONDUCT THE ARMY DESIGN METHODOLOGY [OPTIONAL]

3-141. Army design methodology tools and techniques are applicable to a wide range of commander and staff activities to include the military decision-making process, targeting, intelligence preparation of the battlefield, and assessments. The potential benefits for using the Army design methodology include—

- Enhanced dialogue between commanders, staffs, and unified action partners.
- Deeper (and earlier) understanding of an operational environment.
- Better understanding of the problem and its root causes.
- Better guidance to drive detailed planning.

- Shared visualization of the purpose of the operation.
- Expanded role of the assessment process.

3-142. Commanders at the brigade level may not have sufficient time, staff, or other resources to conduct the design methodology, making this is an **optional** element of Table II.

3-143. If the commander wants the design methodology benefits but does not have sufficient time to participate, the commander can give the XO (as their representative) general guidance for this table and the XO can drive the design methodology based on the commander’s design preferences. See Collective Task 71-DIV-5001, *Conduct Army Design Methodology*.

TABLE III: ESTABLISH STAFF/CELL PROCESSES AND INTEGRATE WARFIGHTING FUNCTIONS

3-144. Table III begins with the XO integrating the staff and forming integrating cells. This table refines section skills by the principal staff officer/section leader training their sections on more aspects of the MDMP. This table can be performed in a garrison environment.

ESTABLISH FUNCTIONAL AND INTEGRATING CELLS

3-145. The XO organizes the various sections into functional cells (see Figure 3-6). The commander directs which cells to form based on unit MTOE, capabilities, and mission.

3-146. The XO then establishes integrating cells listed in Figure 3-6, current operations, future operations, and plans. The XO refers to FM 6-0 and the doctrine for their unit on establishing these cells. The XO, principal staff officers and section leaders use Individual Task 150-MC-0000, *Organize the Staff as the COS/XO/DCO*.

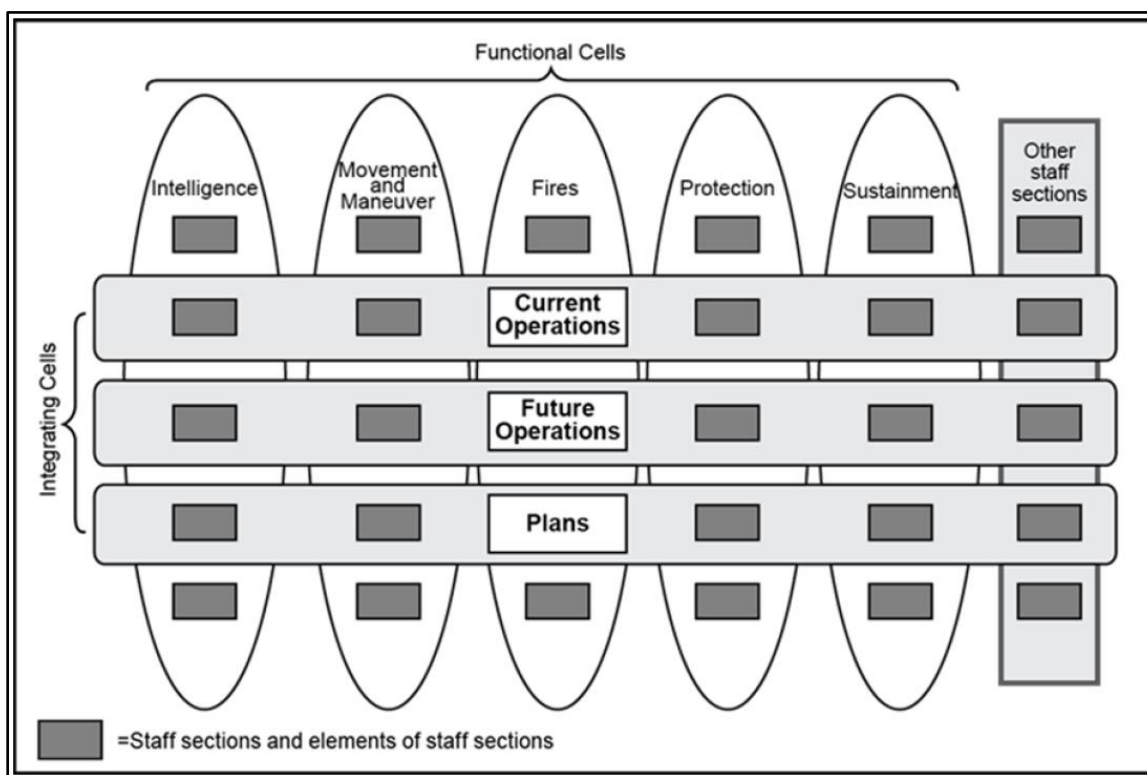


Figure 3-6. Command Post Organization

VALIDATE WARFIGHTING FUNCTIONS

3-147. As the unit receives new members to the staff or the staff realigns for operational reasons, the XO will validate each of the unit's warfighting functions. The individual tasks covering each are listed below. The XO verifies adherence to SOPs, the commander's intent, orders from higher headquarters, and operational requirements. Of note, this publication will not get into the finer details of what actions each staff section performs or how they are to perform them. For example, the commander wants the S-2 section to conduct more detailed intelligence integration training based on an influx of additional personnel. The commander refers to the unit CATS and finds task set 52-TS-8131, *Integrate Intelligence Activities in Support of Operations*, which lists several tasks to train the intelligence section, to include:

- 34-SEC-1102, *Provide Intelligence Overwatch.*
- 34-SEC-1315, *Provide Geospatial Intelligence (GEOINT) Analytic Support to Operations.*
- 34-SEC-1317, *Provide Geospatial Intelligence (GEOINT) Support to Requirements Planning.*
- 34-SEC-1320, *Conduct Signals Intelligence (SIGINT) Section Analysis.*
- 34-SEC-3040, *Provide Signals Intelligence (SIGINT) Support to Planning. Requirements.*
- 34-SEC-3041, *Assess Signals Intelligence (SIGINT) Collection.*
- 34-SEC-3042, *Develop Signals Intelligence (SIGINT) Products.*
- 34-SEC-3171, *Plan Integration Into the Intelligence Architecture.*
- 34-SEC-3173, *Provide Intelligence Support to Information Collection Planning.*

3-148. The CATS displays the number of times and hours the sections will train on the task set to gain the desired proficiency (crawl/walk/run). The XO uses the following individual tasks for validating each warfighting function:

- 150-MC-0001, *Validate the Maneuver Warfighting Function Staff.*
- 150-MC-0002, *Validate the Intelligence Warfighting Function Staff.*
- 150-MC-0003, *Validate the Fires Warfighting Function Staff.*
- 150-MC-0004, *Validate the Sustainment Warfighting Function Staff.*
- 150-MC-0005, *Validate the Mission Command Warfighting Function Staff.*
- 150-MC-0006, *Validate the Protection Warfighting Function Staff.*

CONDUCT MILITARY DECISION-MAKING PROCESS

3-149. The military decision-making process (MDMP) helps leaders apply thoroughness, clarity, judgment, logic, and professional knowledge to understand situations, develop problem solving options, and reach decisions. This process helps commanders, staffs, and others think critically and creatively while planning. In Table III, the integrating cells begin collectively training the MDMP using the scenario and higher headquarters' order used during certification in Table VI. Refer to FM 6-0, Collective Task 71-BDE-5111, *Conduct the Military Decision-Making Process for Brigades*, and Individual Tasks 150-MC-5110 through 150-MC-5121 for the steps and procedures used during MDMP.

CONDUCT MISSION ANALYSIS AND INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)

3-150. Commanders and their staffs (informed by subordinate and adjacent commanders and by other partners) gather, analyze, and synthesize information to orient themselves to the current conditions of the operational environment. The commander and staff conduct mission analysis to better understand the situation and problem, and identify what the command must accomplish, when and where it must be done, and most importantly, why—the purpose of the operation. IPB is the systematic process of analyzing the mission variables of enemy, terrain, weather, and civil considerations in an area of interest to determine their effects on operations. The IPB process identifies critical gaps in the commander's knowledge of an operational environment. Training time spent conducting thorough mission analysis and IPB at this stage of the training tables will pay great dividends later. Refer to FM 6-0, ATP 2-01.3, *Intelligence Preparation of the Battlefield*, and Collective Tasks 71-BDE-5112, *Conduct Mission Analysis*, and 34-SEC-3180, *Conduct Intelligence Preparation of the Battlefield (IPB)*, for detailed execution guidance. Each contributing staff officer should

refer to 150-MC-2210, *Provide Input for Intelligence Preparation of the Battlefield*, when preparing their input to the IPB.

CONDUCT A RISK ASSESSMENT

3-151. Cell leaders begin risk management by conducting a risk assessment in conjunction with mission analysis. Throughout the operations process, commanders, in conjunction with their staff, use risk assessments to manage risks associated with all hazards that have the potential to injure or kill friendly and civilian personnel, damage or destroy equipment, or otherwise impact mission effectiveness. See Individual Tasks 150-MC-5145, *Conduct Risk Management*, and 012-000-0002, *Conduct a Risk Assessment Using Deliberate Risk Assessment Worksheet* (DD Form 2977, *Deliberate Risk Assessment Worksheet*, <https://www.esd.whs.mil/Portals/54/Documents/DD/forms/dd/dd2977.pdf>); and Collective Task 71-BDE-5145, *Conduct Risk Management for Brigade*. See ATP 5-19, *Risk Management for further description*.

ENGAGE IN COURSE OF ACTION DEVELOPMENT

3-152. The XO or S-3 leads the staff through COA development drills, ensuring each functional cell contributes to planning efforts within its functional responsibilities. The XO also designates the COA development roles and responsibilities of the special staff. The commander's planning guidance for this step is important in COA development. Commander's guidance should reflect an appreciation of the unpredictable and uncertain nature of the operational environment, and how to cope with ambiguity. The XO leverages the Table II step above on the DST and DSM. The XO and staff members use Individual Task 150-MC-5114, *Engage in Course of Action Development*.

3-153. Integrating cells establish evaluation criteria. The commander and staff use these criteria to measure the relative effectiveness and efficiency of one COA relative to other COAs. Evaluation criteria address factors that affect success and those that can cause failure. Criteria change from mission to mission and must be clearly defined and understood by all staff members before starting the war game to test the proposed COAs. Normally, the XO establishes weights based on the assessment of each criterion's relative importance, and the commander's guidance.

CONDUCT COURSE OF ACTION ANALYSIS

3-154. COA analysis enables commanders and staffs to identify difficulties or coordination problems, as well as probable consequences of planned actions for each considered COA. It helps them think through the tentative plan. COA analysis not only appraises the quality of each COA, but it also uncovers potential execution problems, decisions, and contingencies. Section leaders train their personnel to contribute analysis for their designated function during the wargaming process. For example, the air defense section will contribute analysis regarding enemy air capabilities and how the enemy aviation assets might be employed during the action/reaction/counteraction of the wargame. Refer to Individual Task 150-MC-5115, *Conduct Course of Action Analysis (Wargaming)*, for detailed execution guidance.

RECOMMEND COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

3-155. As the staff begins work as a cohesive unit and prepares for the staff rehearsal, the XO leads the BCT in recommending CCIR to the commander within each warfighting function. CCIR are information requirements, identified by the commander and considered critical to facilitating timely decision-making. The staff identifies and recommends PIR and FFIR to the commander to designate as the CCIR.

3-156. CCIR are established as part of the military decision-making process and refined throughout operations. The XO uses Individual Task 150-MC-5113, *Recommend the Commander's Critical Information Requirements*.

CONDUCT A COURSE OF ACTION DECISION BRIEFING

3-157. After completing its analysis and comparison, the staff identifies its preferred COA and makes a recommendation. The staff then delivers a decision briefing to the commander. The XO highlights any changes to each COA resulting from the war game. At the end of the briefing, the commander (or the XO

acting as the commander for training purposes) selects a COA that will carry the staff through Table VI; approves the mission statement and CCIR; and provides commander's intent. Refer to Individual Task 150-MC-5009, *Conduct a Course of Action Decision Briefing*, for evaluating this event.

PREPARE AN OPERATION ORDER

3-158. The BCT is required to publish an OPORD as part of the operations process. The staff must be proficient in conducting the MDMP, and the OPORD reveals that proficiency. The order length and detail can vary due to time and the mission. Once the order is approved by the commander or S-3, the staff prepares and executes an OPORD brief based on commander's guidance and distributes the order to higher, adjacent, lower/subordinate, supporting, and supported units. Adhere to the basic standards, as written in Individual Task 150-MC-5119, *Prepare an Operation Order*, and Collective Task 71-BDE-5119, *Prepare an Operation Order*.

DEVELOP KNOWLEDGE MANAGEMENT PLAN

3-159. The ability to efficiently manage information and knowledge is essential to effective mission accomplishment. The volume of available information at the BCT level makes it difficult to identify and use relevant information. Knowledge management (KM) provides the means to efficiently share knowledge, thus enabling shared understanding and learning. During Table III, the staff, led by the S-6/ knowledge management officer (KMO), conducts the first 3 steps of the knowledge management process (Assess, Design, and Develop) and drafts the knowledge management plan (KMP). Later in the training tables, the KMO will implement the KMP, and lead the KM working group to continuously assess and update the KMP, leading to the Validation Exercise in Table X. The staff will use Collective Task 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*.

TABLE IV: SYNCHRONIZE COMMAND POST OPERATIONS

3-160. Table IV begins the process of fully integrating the functional and integrating cells within the BCT. The XO begins conducting the entire operations process as well as manning the command posts. Table IV can take place during a STAFFEX or a similar training event as determined by the commander. Table IV is designed to be scenario driven in a complex and dynamic operational environment, and against a hybrid threat. The commander designates a mission essential task T&EO from the unit's METL, such as Collective Task 07-BDE-1093, *Conduct an Attack - SBCT*, for the training event. For this table, command posts train in isolation to establish internal processes and procedures, with limited or simulated interactions between the unit's command posts and those of higher, adjacent, lower, supporting, and supported units.

INTEGRATE STAFF CELLS FOR OPERATIONS

3-161. The XO uses the training exercise in Table IV to fully integrate the warfighting functions and integrating cells in the headquarters to enable synchronization for decision-making. The XO can use the battle rhythm for this event to conduct this integration. For this step within the table, the XO ensures inputs and outputs by integrating and warfighting functional cells are integrated and not acting as independent bodies. The cells complement and feed the proper cell or working group for rapid and informed decision-making. The XO will make adjustments to the organization as needed or directed by the commander. See Individual Task 150-MC-5126, *Integrate Staff Cells for Operations*.

SYNCHRONIZE STAFF PROCESSES

3-162. The XO, with assistance from the principal staff officers and cell NCOs, synchronizes staff working groups, planning teams, and processes. When the synchronized process or activity leads to a command decision, a board is the appropriate forum. These working groups, boards, and processes take place throughout the operations process and as the mission and commander require. Working groups and boards typically take place within functional and integrating cells and assist in battle rhythm development. The XO allows adequate time within the battle rhythm for working groups, boards, and

processes to run their course so outputs can achieve the desired affects. See Individual Task 150-MC-5128, *Synchronize Boards and Processes*.

ESTABLISH A BATTLE RHYTHM

3-163. The battle rhythm provides structure and synchronization for managing a headquarters' most important internal resource – time (commander and staff). As part of this synchronization, the XO establishes a staff battle rhythm forming the framework for a deliberate cycle of command, staff, and unit activities, intended to synchronize current and future operations. The battle rhythm should include all unit command posts, and account for the battle rhythm requirements from higher, subordinate, and supported units. The staff will also participate in and provide input to the boards, working groups, and processes of the higher headquarters. However, the battle rhythm is not static. An effective battle rhythm is modified as the situation evolves to include the types or series of meetings with expected staff representation, outcomes, and delegated decision authority for particular purposes or functions. Considerations for an effective battle rhythm:

- Facilitates commander-centric requirements for touch points.
- Leads to timely decisions by the commander.
- Addresses daily, weekly, and monthly requirements.
- Balances time allotted for discussion, synchronization, and production.
- 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.

3-164. Various battle rhythm events exist throughout the BCT—boards, working groups, and planning teams. Each commander and staff tailor their battle rhythm to their decision-making style, the needs of the mission, and requirements from higher headquarters. Efficient meetings help build and maintain shared understanding, facilitate decision-making, and coordinate action. The commander and the XO also identify staff members to participate in higher, supported, and supporting headquarters meetings. The XO manages all meetings to include the sequence and timings of meetings in the unit's battle rhythm. To ensure meetings are well organized and achieve intentions, staff leads develop instructions for each meeting (sometimes referred to as “Seven Minute Drills”) 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 (such as updated collection plan).
- Expected outputs (such as approved target nominations).
- Agenda.

3-165. Commanders and XOs allow white space in the battle rhythm and avoid inundating the staff with too many meetings. The BCT events help build the battle rhythm. The XO uses Individual Task 150-MC-5123, *Establish a Battle Rhythm*. Refer to ATP 6-0.5, *Command Post Organization and Operations*.

CONDUCT REHEARSALS

3-166. Rehearsals are the commander's tool to ensure staffs and subordinates understand the commander's intent and the concept of operations. The primary purpose for rehearsals is to generate shared understanding regarding the commander's visualization of the upcoming operation. They allow commanders, staffs, and subordinate unit commanders to identify shortcomings in the plan. Rehearsals also contribute to external and internal coordination, as the staff identifies additional coordinating requirements. During Table IV, the executive officer will lead the staff in rehearsing the planned operation to perform the mission associated with the MET selected for the training scenario. Following the rehearsal, the S-3 will publish the results and refinements to the plan in a FRAGORD. Refer to FM 6-0 and Collective Task 71-BDE-5122, *Perform a Rehearsal for Brigade*.

PRACTICE STAFF BATTLE DRILLS

3-167. A battle drill is a collective action rapidly executed without applying a deliberate decision-making process. A battle drill or SOP rehearsal ensures all participants understand a technique or a specific set of procedures. While the BCT establishes its own battle drills in the SOP, FM 6-0 has a list of suggested battle drills for the BCT headquarters.

REFINE THE PLAN

3-168. The commander and staff continuously refine the plan during all phases (plan, prepare, execute, assess) of the operation. The commander maintains a personal situational understanding of the operational environment through battlefield circulation, monitoring voice networks, and a variety of updates from the staff and subordinate leaders. The commander provides direction on key activities for the staff to monitor that may require additional refinement or adjustments to the plan. Refining the plan typically takes place when new information validates or invalidates assumptions made during planning, intelligence confirms or denies enemy actions, or the status of friendly forces changes and the situation develops. The XO leads the staff through a refinement of the plan and the mission objectives contained therein. The S-3 will publish approved refinements to the plan in FRAGORDs to the BCT. The XO will use Collective Task 150-MC-5124, *Refine the Plan*.

PERFORM PLANNED ACTIONS, SEQUELS, AND BRANCHES

3-169. Cell leaders, as directed by the XO and led by the S-5, develop branches and sequels to the designated COA for future or contingency operations. Planned actions, branches, and sequels exploit success or forecast opportunity, counter disruptions caused by enemy actions, enhance flexibility during operations, and retain the initiative. The staff follows commander's guidance and standard operating procedures. The XO will use Collective Task 71-BDE-5132, *Perform Planned Actions Sequels, and Branches for Brigade*, as a training aid for this portion of Table IV.

ESTABLISH THE COMMAND POST AND ALTERNATE COMMAND POSTS

3-170. A command post is the organization designed to help the commander exercising mission command. The staff is organized into functional and integrating cells and staff sections in each BCT command post, to facilitate coordination and promote efficiency. The BCT has a mobile command group. These command posts and the mobile command group provide the BCT commander flexibility in arranging the BCT's control nodes within the BCT's area of operations.

3-171. The commander determines deployment sequence, timing of moves, initial locations, and task organization for all the BCT's command posts based on the mission variables of METT-TC and the commander's visualization. The commander task-organizes functional capabilities and personnel across the main and tactical command posts to match the commander's concept for control of operations. The BCT tactical and main command posts deploy to separate locations or are consolidated based on the mission variables. Alternatively, the BCT commander creates a command post tailored from these assets to control the actions of multiple battalions operating in close proximity to one another and conducting a task or tasks, such as employing the TAC at a crossing point during a gap crossing. Each command post performs functions implied by its organizational design and those tasks assigned by the commander. In the mission command paragraph (paragraph 5) of the BCT operation order, the commander details any changes to the doctrinal authority, responsibilities, and task organization of the BCT command posts along with any special instructions.

3-172. Each BCT command post standardizes procedures associated with—

- Command post battle drills.
- Shift-change briefings.
- Operations update and assessment briefings.
- Operations synchronization meetings.
- Transferring control between command posts.

3-173. The unit will use Collective Tasks 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*, and 71-BDE-5204, *Establish an Alternate Command Post in an Operational Environment for Brigade*. Refer to ATP 6-0.5, *Command Post Organization and Operations*.

FORMALIZE SHIFT CREWS

3-174. Once the CPs are established and manned, the XO will formalize and recommend shift crews to the commander. When organizing shifts, the XO and principal staff officers must consider the duties and responsibilities inherent to an area of expertise or warfighting function required for that specific CP in relation to time, space, and other battlefield conditions. The commander adjusts or confirms the shift crews early in the MCTT so crews can gain familiarity with one another and their shift leader. The XO will ensure crews understand the inputs, outputs, and battle rhythm to support the commander. The XO will ensure the formalized shifts have ample opportunity to exercise reps and sets to build shift proficiency. Refer to Individual Task 150-MC-5205, *Lead a Shift Change*.

3-175. Unit manning documents are designed to provide two 12-hour shifts to meet the requirement for continuous operations (ATP 6-0.5). Units organize available personnel to provide effective continuous operations. Establishing shifts provides a sufficient personnel to operate the CP and the required expertise to make decisions on major issues. Units may organize shifts using the standard shift, heavy or light shift, or stagger shift techniques.

3-176. Regardless of the method used, several considerations apply. The commander and key leaders are not placed on a duty shift. Personnel who do not work in the CP permanently 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.

VERIFY COMMAND POST STANDARD OPERATING PROCEDURES AND FUNCTIONALITY

3-177. Once the shifts and CPs are established, and the staff runs through the event, the section leaders and the XO will ensure all SOPs are updated based on learning over time; the evolving needs of the commander; higher, lower, and supporting units; and the mission set. Commanders ensure comprehensive and detailed SOPs are developed, maintained, trained, and used for all aspects of operations. In this way, operations become a matter of routine, successfully executed in periods of stress and great demand. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

TABLE V: CONDUCT STAFF REHEARSAL

3-178. The XO will verify the staff is prepared to conduct Table VI certification. This rehearsal incorporates all cells and processes into a single training exercise. This rehearsal aligns with a scheduled collective training event, in accordance with the unit CATS. For example, the BCT is performing its first CPX prior to a CTC rotation. As budget and training days allow, this table is conducted in a field or simulated field environment, with 24-hour operations, whereby each shift has an opportunity to train appropriate drills, battle rhythm events, and procedures. Commanders can choose which collective tasks to perform. For example, the commander establishes that the BCT will use Collective Task 17-BDE-1094, *Conduct an Attack - ABCT*, as their primary collective task, but also uses Collective Tasks 17-BDE-1254, *Conduct a Combined Arms Breach of an Obstacle - ABCT*, and 06-BDE-5066, *Employ Fires*, as supporting tasks to perform during the exercise.

REVIEW STAFF ORGANIZATION

3-179. The XO and commander organized the staff in Table I. In consultation with the commander, the XO uses this table as a last look for staff organization. The rehearsal will give the XO time to confirm or reorganize the staff as needed based on manning and mission requirements. If changes are required, the XO makes those changes before the Table VI certification. The principal staff officers go through the same review process and make recommendations to the XO. During this table, the commander identifies and the XO defines all unassigned additional duties. See Individual Tasks 150-LDR-5013, *Organize the Staff for*

Operations; 150-MC-0000, Organize the Staff as the COS/XO/DCO; and Collective Task 71-BDE-5123, Task Organize for Operations for Brigades.

ESTABLISH THE COMMON OPERATIONAL PICTURE

3-180. This task is performed in unison with establishing the CP. The S-3 designates a battle captain and a COP manager prior to or during this event. The COP manager works for the battle captain. The COP manager is a person selected and designated to serve in this position due to their high degree of attention to detail, MCIS experience, computer skills, knowledge of FM 6-0, intelligence expertise, and experience working in a CP. The COP manager's duties include—

- Displaying all information required for the COP and decision-making.
- 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.
- Coordinating COP requirements with higher headquarters and subordinate units.

3-181. Both the COP manager and the battle captain work under the XO's authority, and both are part of the KM team. The digital master gunner assists in establishing the COP as well. Digital master gunners are the commander's subject matter experts regarding operation, maintenance, integration, and operator training for unit MCIS. 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.

3-182. While the MCDMG and the S-6 establish the framework and systems for the COP, the population of that framework and integration into the exercise is the responsibility of operators within the staff, under the guidance of the COP manager. The XO ensures the staff establishes the COP to meet mission requirements, in accordance with unit SOP and the commander's intent.

3-183. The COP displays are conspicuous, recognizable, and accessible to those attempting to gain and maintain situational awareness. Adequate COP visibility sets the conditions for effective battle tracking and decision-making. CP personnel prioritize and emplace COP displays—both digital and analog—to facilitate situational awareness. See Collective Tasks 71-BDE-5319, *Establish the Common Operational Picture for Brigades*; 71-BDE-5316, *Display the Common Operational Picture for Brigades*; and Individual Task 150-MC-5315, *Establish the Common Operational Picture*.

CONDUCT THE OPERATIONS PROCESS

3-184. The staff achieves a go in all performance and leader performance measures, and a 100% go rating on all critical performance measures on the T&EO for Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*. The staff will conduct the operations process fully supporting the commander and the mission. Each section will maintain running estimates and recommend any plan variations and changes to the commander in a timely manner. The staff will conduct the operations process while conducting tasks off the BCT's standard METL, assigned mission METL, or other tasks assigned by the higher headquarters or the commander.

PREPARE AN OPERATION ORDER

3-185. The BCT is required to publish an OPORD as part of the operations process. The staff must be proficient in conducting the MDMP, and the OPORD reveals that proficiency. The length and detail of the order can vary due to time and the mission. They also distribute the order to higher, adjacent, lower/subordinate, supporting, and supported units. The XO evaluates the OPORD against the basic

standards established in Individual Task 150-MC-5119, *Prepare an Operation Order*, and Collective Task 71-BDE-5119, *Prepare an Operation Order*.

REACT TO A FRAGMENTARY ORDER

3-186. At some point during the operation, the commander initiates either a verbal or a written FRAGORD. This FRAGORD can be for any reason as determined by the commander and following the training scenario. For example, the BCT commander has the staff react to a FRAGORD from higher, directing a hasty defense. The staff will conduct rapid decision-making and synchronization process to ascertain necessary changes to the current plan and recommend changes to the commander within the designated timeline. See Collective Task 71-BDE-5203, *React to a Fragmentary Order (FRAGORD) for Brigades*.

FINALIZE THE BATTLE RHYTHM

3-187. The XO and principal staff officers will use the commander's guidance and the staff rehearsal to finalize the battle rhythm in the unit SOP. The XO will ensure the commander has adequate time to participate (exercising command presence) during the operations process, and ample time for battlefield circulation and key leader engagements. This battle rhythm, at a minimum, will ensure all inputs and outputs are based on resources, the DSM/DST, mission, training objectives, delegated authorities, and the commander's intent, directly in support of decision-making and resource allocation. The subordinate headquarters must synchronize their battle rhythms with higher headquarters. Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

FINALIZE DECISION SUPPORT MATRIX

3-188. The DSM is an integral part of staff priorities. Here the staff refines the DSM and DST as well as the employing and updating processes. The DSM is tied to the operations process and is a product of the MDMP. The DSM and DST portray key decisions and potential actions that are likely to arise during the execution of each COA (FM 6-0, Ch. 9). The DSM is tied to resources, events, and decisions the commander needs to affect outcomes. During the event, the staff will brief the commander on any changes to the DSM and DST. Delegation authorities are stipulated within the DSM and DST for decisions that must be made in the commander's absence. Refer to Individual Task 150-MC-5111, *Conduct the Military Decision-Making Process*.

FINALIZE COMMAND POST CREWS, ROLES, AND RESPONSIBILITIES

3-189. Upon completion of the rehearsal, the XO and principal staff officers avoid changes to crews, roles, and responsibilities before the staff certification. Any changes that sections feel are needed are approved at the staff primary level. Any cross-functional position changes are elevated to the XO for approval. Refer to Individual Task 150-MC-5205, *Finalize Command Post Crews, Roles, and Responsibilities*.

EMPLOY THE MISSION COMMAND SYSTEM

3-190. The commander employs the mission command system, which includes—

- Personnel – Ensures the staff is organized and all personnel are positioned appropriately according to job skill and the needs of the command.
- Networks – Ensures the servers, wires, satellites, and networks are updated, operating, and secure.
- Information systems – Ensures the MCISs are updated, operating, and sharing information both internal and external to the command.
- Processes and procedures – Ensures all lessons learned to this point in the tables are captured in a unit SOPs. All inputs and outputs from the various cells, boards, working groups, and planning teams are updated. Information management and its display are within command guidelines.
- Facilities and equipment – Ensures all facilities are maintained, reserved, and ground cleared. All command equipment (including vehicles) are maintained and prepared to execute the mission.

3-191. Changes identified for retraining or adjusting during the Table V rehearsal are made prior to the Table VI certification. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*.

CONDUCT COMMAND POST OPERATIONS

3-192. The staff conducts command post operations to support the commander in developing a shared understanding and making decisions. They execute several routine and recurring tasks to establish, operate, and move the CP. With staff assistance, commanders develop processes and procedures for executing these tasks and capture them in the CP SOP. These processes and procedures are encapsulated into the unit's SOPs to govern CP operations. See ATP 6-0.5 and Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS

3-193. The Special Security Office (SSO) or S-2 establishes controls for the secret compartment information facility (SCIF) and the tactical secret compartmented information facility (T-SCIF). The SSO or S-2 manages, ensures appropriate accreditation, and reviews/maintains SCIF and T-SCIF emergency plans. The SSO coordinates SCIF or T-SCIF access and maintains personnel clearance records and classified document registers, as well as manages special access program (SAP) access. Refer to Individual Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

CONDUCT SECTION/CELL AFTER ACTION REVIEWS

3-194. Staff section and cell leaders conduct internal AARs to identify SOP adjustments and retraining requirements prior to conducting Table VI certification. Refer to 150-MC-5133, *Conduct a Formal AAR* for additional information.

3-195. Graphic 3-4 on page 3-42 crosswalk the inputs, tasks, and outputs for Tables I through V for the BCT staff. Each staff section refines the inputs and outputs in their section SOP.

Mission Command Training Tables I through V for Brigade Combat Team Staff ¹		
<p>Inputs</p> <ul style="list-style-type: none"> • SOPs • Policies • Drills • TC 6-0 • FM 3-0 • FM 3-96 • ATP 6-0.5 • ADP 6-0 • ATP 6-22.1 • ATP 6-22.6 • MTO&E • Unit manning roster 	<p>Table I: Organize and Acclimate Staff to Organization*</p> <ul style="list-style-type: none"> • Understand unit doctrine applications, staff duties, responsibilities and SOPs (<i>Create Shared Understanding</i>) 150-LDR-5007 • Conduct WFF and CP organization (<i>Organize The Staff For Operations</i>) 150-LDR-5013 • Organize the Staff as the COS/XO/DCO 150-MC-0000 • Build staff relationships (<i>Develop Cohesive Teams Through Mutual Trust</i>) 150-LDR-5001 (<i>Develop Cohesive Teams through Mutual Trust</i>) 71-TM-5004 • Develop NCOs and Soldiers (<i>Conduct Initial Assessment For A New Leadership Position</i>) 150-LDR-8003 	<p>Outputs</p> <ul style="list-style-type: none"> • Staff duties and responsibilities refined in SOP • Staff organization • Records of initial counseling
<p>Inputs</p> <ul style="list-style-type: none"> • Table I Inputs & Outputs • Order or plan from higher HQ • Commander's initial planning guidance • ADP 5-0 • FM 6-0 • ATP 5-0.3 • FM 7-0 • Commander's training guidance 	<p>Table II: Develop MDMP Skills at the Section Level*</p> <ul style="list-style-type: none"> • Conduct the MDMP (<i>Conduct The MDMP For Brigade</i>) 71-BDE-5111, individual MDMP tasks 150-MC-5110 thru 150-MC-5121 • Conduct RDSP 71-BDE-5002 • Develop Running Estimates 71-BDE-5144 • Review commander's decision support template & decision support matrix (<i>Conduct The MDMP For Brigades</i>) 71-BDE-5111 / (<i>Conduct the MDMP</i>) 150-MC-5111 • Establish framework for formal assessment (<i>Assess the Current Situation</i>) 150-MC-5130 • Conduct section rehearsals (<i>Perform A Rehearsal</i>) 150-MC-5122 • Verify section outputs (<i>Establish Boards and Working Groups</i>) 150-LDR-5011 • Develop section training plans (<i>Write The Unit Training Plan OPORD</i>) 150-COM-7170 • [OPTIONAL] Conduct the Army Design Methodology 150-BDE-5001 [conducted at discretion of the commander; conduct in conjunction with Commander Table III] 	<p>Outputs</p> <ul style="list-style-type: none"> • Staff section MDMP inputs • Staff cell running estimates • Formal assessment • Section level proficiency • Section outputs for working groups, boards, briefings, or procedures • Training plan • Refined planning SOP • Army design methodology products
<p>Inputs</p> <ul style="list-style-type: none"> • Table II Inputs & Outputs • Commander's estimate & planning guidance • ATP 6-01.1 	<p>Table III: Establish Staff / Cell Processes and Integrate WFFs*</p> <ul style="list-style-type: none"> • Establish functional and integrating cells (<i>Organize the Staff as the COS/XO/DCO</i>) 150-MC-0000 • Validate WFFs 150-MC-0001/0002/0003/0004/0005/0006 • Conduct MDMP for Brigade 71-BDE-5111 <ul style="list-style-type: none"> ▪ Conduct Mission Analysis 71-BDE-5112 and intelligence preparation of the battlefield ▪ Conduct a risk assessment (<i>Conduct Risk Management</i>) 150-MC-5145 ▪ Engage in Course of Action Development 150-MC-5114 ▪ Conduct Course of Action Analysis (<i>War-Gaming</i>) 150-MC-5115 ▪ Recommend CCIR 150-MC-5113 ▪ Conduct a Course of Action Decision Brief 150-MC-5009 ▪ Prepare an OPORD 71-BDE-5119 • Develop KM Plan (<i>Integrate Shared Understanding Through Knowledge Management</i>) 71-BDE-5330 	<p>Outputs</p> <ul style="list-style-type: none"> • Integrating Cell structure with WFF representation • Functional cell validations • Operational planning team (OPT) portion of unit SOP • MDMP products • OPORD/FRAGORD/ OPLAN <ul style="list-style-type: none"> ▪ Mission statement ▪ Commander's intent ▪ Concept of the operation ▪ CCIR/EEFI • KM plan
<p>Inputs</p> <ul style="list-style-type: none"> • Table III Inputs & Outputs • Higher headquarters battle rhythm • Draft command post portion of unit SOP • Battle drills 	<p>Table IV: Synchronize Command Post Operations*</p> <ul style="list-style-type: none"> • Integrate Staff Cells for Operations 150-MC-5126 • Synchronize Staff Boards and Processes 150-MC-5128 • Establish a Battle Rhythm 150-MC-5123 • Conduct Rehearsals (<i>combined arms, fires, intelligence, etc.</i>) 71-BDE-5122 • Practice staff battle drills (<i>see FM 6-0</i>) • Refine the Plan 150-MC-5124 • Perform Planned Actions Sequels, and Branches 71-BDE-5132 • Establish the CP and alternate CPs 71-BDE-0050 (<i>Establish a CP in an Operational Environment</i>) / 71-BDE-5204 (<i>Establish an Alt. CP in an Operational Environment</i>) • Formalize shift crews (<i>Lead A Shift Change</i>) 150-MC-5205 • Verify command post SOP functionality (<i>Conduct CP Operations</i>) 71-BDE-5200 	<p>Outputs</p> <ul style="list-style-type: none"> • Battle rhythm • Board/working group 7-minute drills • Branch and sequel plans • FRAGORD for OPORD refinements • Initially operational primary and alternate command posts • Refined battle drills and battle rhythm portion of SOP

Graphic 3-4. Mission Command Training Tables I through V for BCT Staff

Mission Command Training Tables I through V for Brigade Combat Team Staff ¹ (Cont.)		
Inputs	Table V: Conduct Staff Rehearsal**	Outputs
<ul style="list-style-type: none"> Table IV Inputs & Outputs Commander's COP guidance (Commander's Training Table IV) 	<ul style="list-style-type: none"> Review staff organization (<i>Organize the Staff for Operations</i>) 150-LDR-5013 / (<i>Organize the Staff as the COS/XO/DCO</i>) 150-MC-0000 / (<i>Task Organize for Operations for Brigades</i>) 71-BDE-5123 Establish the COP 150-MC-5315 / 71-BDE-5319 / (<i>Display the COP</i>) 71-BDE-5316 Conduct the Operations Process (<i>Conduct the MC Operations Process</i>) 71-BDE-5100 Prepare an Operation Order 71-BDE-5119 React to a FRAGORD 71-BDE-5203 Finalize the battle rhythm (<i>Establish a Battle Rhythm</i>) 150-MC-5123 Finalize decision support matrix (DSM) (<i>Conduct the MDMP</i>) 150-MC-5111 Finalize CP Crews, Roles, and Responsibilities 150-MC-5205 Employ the mission command system (<i>Establish a Mission Command System</i>) 150-LDR-5252 Conduct Command Post Operations 71-BDE-5200 Conduct sensitive compartmented information facility (SCIF) operations (<i>Manage Special Security Office (SSO) Functions</i>) 34-TM-3090 Conduct section/cell AARs (<i>Conduct a Formal AAR</i>) 150-MC-5133 	<ul style="list-style-type: none"> Refined staff organization Commander-approved COP OPORD FRAGORDs Finalized battle rhythm Refined DSM /other decision support products AAR results Refined staff SOP
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The executive officer validates that the staff has met all the training criteria for Tables I through V and is prepared to conduct Certification (Table VI) under conditions established by the commander.</p>		
<p>* Tables consist of tasks that prepare the staff personnel and sections for collective training.</p> <p>** Table is conducted as part of a larger exercise and is supported by the commander, command posts, and digital crew tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 3-4. Mission Command Training Tables I through V for BCT Staff (continued)

TABLE VI: CONDUCT STAFF CERTIFICATION

3-196. This table is conducted during a CPX or FTX (see the unit CATS). As budget and training days allow, this table is ideally conducted in a field environment with 24-hour operations. Certification is an internally evaluated event. The externally evaluated event is Table X.

3-197. Commanders choose which tactical tasks to perform. The commander certifies the staff has met all Table VI training criteria by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the staff is certified, it can proceed to unit training in Tables VII through X. The commander signs a memorandum for record with the event results. The unit training officer will upload this memorandum to DTMS.

3-198. This table is a culmination of all previous tables and the commander can use any of the above collective tasks for training as necessary. Any retraining occurs prior to Table VI.

3-199. Commanders organize their mission command system to support decision-making and facilitate communication. The XO manages the mission command system—the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct operations.

3-200. The outcome of Tables I through VI is the staff work as a cohesive unit, led by the commander. Each staff section/cell and command post understands and operates within their designed capabilities and the mission. Individual and section competency meets the Army design and the commander's intent. The staff performs the operations process seamlessly, without outside augmentation.

TRANSFER MISSION COMMAND BETWEEN COMMAND POSTS

3-201. The unit will displace each CP at least once during this training event. While doing so, the commander and XO will ensure they maintain continuity of mission command. The staff will successfully transfer mission command from the main CP to another CP per unit SOP, and then back to the main CP upon completion of the displacement. The XO works with the operations SGM on which systems get shut down, and in what order to ensure mission command is maintained throughout the process. The XO will use Collective Task 71-BDE-5250, *Maintain Continuity of Mission Command for Brigades*.

CONDUCT THE OPERATIONS PROCESS

3-202. The staff achieves a go in all performance measures and a 100% go rating on all critical performance measures under Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*. The staff will conduct the operations process, fully supporting the commander and the mission. Each section will maintain running estimates and recommend any plan variations and changes to the commander in a timely manner. The staff will conduct the operations process while conducting tasks off their standard METL, assigned METL, or other tasks assigned by the higher headquarters or the commander.

EXECUTE WORKING GROUPS, BOARDS, AND MEETINGS SUPPORTING DECISION MAKING

3-203. The XO will ensure the meetings taking place within the BCT footprint have outcomes that directly support the decisions the command must make to achieve the desired end state. The meetings outlined above is nested within the unit battle rhythm and support the higher command's decision making. Refer to Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

EXECUTE BATTLE RHYTHM

3-204. The XO will ensure the established battle rhythm is executed in support of the mission and the commander's intent. See Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT COMMAND POST OPERATIONS

3-205. CP personnel execute several routine and recurring tasks to establish, operate, and displace the CP. With the staff's assistance, commanders develop processes and procedures for executing these tasks and

capturing them in the CP SOP. See ATP 6-0.5 and Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

CREATE SHARED UNDERSTANDING

3-206. The XO and principal staff officers will use running estimates, MCIS, and meetings to ensure shared understanding is achieved across the staff. This shared understanding encapsulates the commander's vision, guidance, intent, desired end state, and the operational environment. The shared understanding is displayed in the common operational picture by the unit mission command system. Staff members use Individual Task 150-LDR-5007, *Create a Shared Understanding*, as a reference for this task.

DISPLACE THE COMMAND POST

3-207. The main CP displaces in either a single or phased move. The method selected depends on METT-TC, distance 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 operation. All other CPs will displace at least once during the Certification event (TAC and any other CPs the command has established) per unit SOP. The TAC displaces in accordance with unit SOP and as the tactical situation requires (at least once). Refer to Collective Task 71-BDE-5201, *Displace the Command Post for Brigade*.

CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS

3-208. The Special Security Office (SSO) or S-2 establishes controls for secret compartment information facility (SCIF) and tactical secret compartmented information facility (T-SCIF). The SSO or S-2 manages, ensures appropriate accreditation, and reviews/maintains SCIF and T-SCIF emergency plans. The SSO coordinates SCIF or T-SCIF access and maintains personnel clearance records and classified document registers, and manages special access program (SAP) access. Refer to Individual Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

3-209. Graphic 3-5 on page 3-46 provides a cross-walk of the inputs, tasks, and outputs that the staff will execute and evaluate during Table VI.

Mission Command Training Table VI for Brigade Combat Team Staff ¹		
Inputs	Table VI: Conduct Staff Certification**	Outputs
<ul style="list-style-type: none"> Table V Inputs & Outputs 	<ul style="list-style-type: none"> Transfer mission command between CPs (<i>Maintain Continuity of MC</i>) 71-BDE-5250 Conduct the operations process (<i>Conduct the MC Operations Process</i>) 71-BDE-5100 Execute WG/boards/meetings supporting decision-making (<i>Establish Boards and Working Groups</i>) 150-LDR-5011 Execute battle rhythm (<i>Establish a Battle Rhythm</i>) 150-MC-5123 Conduct Command Post Operations 71-BDE-5200 Create shared understanding 150-LDR-5007 Displace the command post 71-BDE-5201 Conduct sensitive compartmented information facility operations (<i>Manage Special Security Office (SSO) Functions</i>) 34-TM-3090 	<ul style="list-style-type: none"> AAR results Staff certifications
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander certifies that the staff has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the command posts are certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p>		
<p>** Table is conducted as part of a larger exercise and is supported by the commander, command posts, and digital crew tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 3-5. Mission Command Training Table VI for BCT Staff

3-210. Upon completion of Table VI and the certification of the staff, the staff, led by the XO and principal staff officers, and under the guidance of the commander, transitions to Tables VII through X. These tables are a more graduate level of the mission command warfighting function. In them the staff integrates external elements such as liaisons and unified action partners, the CPs train as one unit mission command system to conduct the operations process and support the commander’s decision making, and conduct more interactions with higher, lower, adjacent, supported, and supporting headquarters. To do this successfully, all staff members should understand the roles and functions of not just their section and command post, but of all sections and command posts in the mission command system. The tables lead the command to the culminating training event of the headquarters. Tables VII through X are listed in Figure 3-7, which provides an overview of how the staff progresses through Tables VII through X.

VII	VIII
<i>Integrate the Mission Command System</i>	<i>Synchronize Operations</i>
<ul style="list-style-type: none"> • Receive and integrate liaisons and attachments • Task organize for operations • Conduct the MDMP • Coordinate efforts with higher, lower, adjacent, and supporting units • Integrate MOE and MOP • Manage mission command information systems • Conduct knowledge management 	<ul style="list-style-type: none"> • Exercise battle rhythm • Conduct the operations process • Share relevant information • Conduct rehearsals
Venue: Commander Directed Facility: Locally	Venue: Training event aligned with unit CATS Facility: Training area
IX	X
<i>Mission Command Warfighting Function Validation Exercise Rehearsal</i>	<i>Mission Command Warfighting Function Validation Exercise</i>
<ul style="list-style-type: none"> • Conduct the operations process • Conduct knowledge management • Revise the plan • Emplace and displace the CP • Conduct command post operations • Conduct SCIF operations • Conduct AARs 	<ul style="list-style-type: none"> • Conduct the operations process • Conduct knowledge management • Revise the plan • Displace the command post • Conduct command post operations • Conduct SCIF operations • Execute the battle rhythm
Venue: Training event aligned with unit CATS Facility: Training area	Venue: Training event aligned with unit CATS Facility: Training area
AAR after action review CATS combined arms training strategy CP command post MDMP military decision-making process	MOE measure of effectiveness MOP measure of performance SCIF sensitive compartmentalized information facility

Figure 3-7. BCT Staff Tables VII-X Overview

TABLE VII: INTEGRATE THE MISSION COMMAND SYSTEM

3-211. Table VII begins with receipt of an order from higher headquarters for the unit’s external evaluation or Warfighter Exercise (ARNG BCT’s). The unit will begin receiving liaisons and building the larger team with subordinate units and unified action partners. The XO, under the direction of the commander, will lead the command through the MDMP with the inclusion of the liaisons and attachments. Cells and sections will also identify and establish reporting requirements through the correct channels, and the XO will ensure the headquarters can report these requirements to higher. The command will task organize based on mission requirements. The venue and facility locations are determined by the commander in accordance with the unit CATS and mission requirements. For example, the BCT commander holds a CPX and combines tables VII through IX based on an abbreviated timeline for an upcoming mission.

RECEIVE AND INTEGRATE LIAISONS AND ATTACHMENTS

3-212. As the mission requires and in accordance with unit capabilities, the unit receives liaisons and attachments from unified action partners. The XO and principal staff officers will ensure the additional personnel have the network and other requirements in place, assisting the commander in conducting unified land operations. The XO will determine the extent each cell/staff leader will participate in the reception and integration of these liaisons and attachments. Once the liaisons or attachments are set, the command will conduct staff tailoring and task organizing. The unit will complete Collective Tasks:

- 71-BDE-5018, *Receive Liaisons and Attachments for Brigades.*
- 71-BDE-5019, *Integrate Liaisons and Attachments for Brigades.*

TASK ORGANIZE FOR OPERATIONS

3-213. With the possible addition of units and personnel in preparation for either a training exercise or unified land operations, the staff will recommend a operational task organization coinciding with the array of forces in the course of action the commander decides to implement during MDMP. The command will use Collective Task 71-BDE-5123, *Task Organize for Operations for Brigades.*

CONDUCT THE MILITARY DECISION-MAKING PROCESS

3-214. Once liaisons and attachments are received and integrated, the XO will lead the staff through the MDMP. The XO will use the higher headquarters' order for the external evaluation in Table X. Special care and training are given to multinational force partners attached to the command. The XO and principal staff officers will work with multinational force partners on overlaying similarities of processes and focus on requirements the partner officers or NCOs will perform. The staff will use Collective Task 71-BDE-5111, *Conduct the Military Decision-Making Process for Brigades.*

COORDINATE EFFORTS WITH HIGHER, LOWER, ADJACENT, AND SUPPORTING UNITS

3-215. As part of conducting the scenario-driven MDMP, the XO will ensure the cells and sections are properly leveraging and tasking higher, lower, adjacent, supported, and supporting units as appropriate. The XO will further ensure the battle captains and cell leads are relaying all information to higher, lower, adjacent, supported, and supporting units based on mission requirements (understanding that the relaying of information may be notional for training purposes). As part of this table, the XO and principal staff officers will ensure unified action partners are in direct coordination with their higher, lower, or adjacent organizations. For example, the XO ensures intelligence agency representatives are in daily communication with their reachback headquarters. The XO further directs all relevant information shared throughout the staff. See Individual Task 150-MC-5134, *Establish Coordination and Liaison*, and Collective Task 71-BDE-5121, *Establish Coordination and Liaison for Brigades.*

INTEGRATE MEASURES OF EFFECTIVENESS AND MEASURES OF PERFORMANCE

3-216. The commander established MOE/MOP in the Commander Table VII. The staff integrates these measures with training objectives, the commander's DSM, DST, and the desired end state. The XO ensures all command posts and staff sections contribute to assessment. The XO informs the commander of any overlaps, conflicts, or issues. The XO and principal staff officers use Collective Task 71-BDE-5130, *Assess Tactical Situation and Operations for Brigades.*

MANAGE MISSION COMMAND INFORMATION SYSTEMS

3-217. The BCT manages command, control, and communications systems to support reliable and timely information flow in support of unified action in the BCT AO. The command plans, engineers, installs, operates, maintains, and protects Department of Defense Information Network – Army (DODIN-A). The command supports operations by executing enterprise management, network assurance, and content management, as directed. The command supervises network operations, network transport and information services, spectrum management, visual information operations, and communications security (COMSEC) to ensure the transport, security, storage, display, management,

integration, and maintenance of information, communications systems, and networks. Refer to Collective Task 71-BDE-5118, *Manage Command, Control, and Communications Systems*.

CONDUCT KNOWLEDGE MANAGEMENT

3-218. The commander ensures the staff conducts knowledge and information management correctly. The staff, led by the S-6 and knowledge management officer (KMO), revise the KMP. The KM working group assesses new information requirements for attachments and unified action partners, and updates the KMP, leading to the Table X Validation Exercise. All command posts/staff sections contribute to KMP development. See Collective Task 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*.

TABLE VIII: SYNCHRONIZE OPERATIONS

3-219. Once the liaisons and attachments are set, the XO will begin synchronizing warfighting functions. The table is event and scenario driven, allowing the unit to work towards MET proficiency with collective tasks T&EOs, as determined by the commander. The venue and facility location are determined by the commander in accordance with the unit CATS and mission requirements. If the training scenario for Table X EXEVAL calls for the BCT to work closely with unified action partners, the brigade staff will incorporate partner operations and information requirements into the BCT's plans, orders, and procedures during this table.

EXERCISE BATTLE RHYTHM

3-220. With the inclusion of liaisons and attachments (including unified action partners if the training scenario includes them), the XO will integrate their requirements into the battle rhythm and battle drills. Both the battle rhythm and the battle drills are based on unit capabilities, mission requirements, and the commander's intent. With the staff is working with other live units instead of simulating their interactions, the XO may have to adjust the battle rhythm to meet the needs of higher, lower, supported, and supporting units, and unified action partners. Commands take the battle rhythm built in tables IV through VI as the basis. Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT THE OPERATIONS PROCESS

3-221. With all attachments, liaisons, and supporting units participating in the exercise, the commander directs the XO to lead the command through the operations process. The XO will use Collective Task 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*, in connection with the collective tasks performed during the training event. The Commander directs the staff to run through all aspects of the operations process in conjunction with performing METL tasks during the training event.

SHARE RELEVANT INFORMATION

3-222. The staff will display and share relevant information based on security and mission requirements. The display is tied to the common operational picture and nested with the commander's DSM. If unified action partners are present, the command will ensure security and foreign disclosure policies and procedures are met. See Collective Task 71-BDE-5317, *Share Relevant Information for Brigades*.

CONDUCT REHEARSALS

3-223. Conducting the operations process includes the XO leading the staff to conduct a combined arms rehearsal. The rehearsal nests all warfighting functions with unit, attachment, available support, or unified action partner capabilities. Staff leaders will conduct functional rehearsals (for example, the fires rehearsal) in accordance with commander's guidance and the BCT SOP. The commander's DSM and the plan are updated based on the outcomes of the rehearsals. See Collective Task 71-BDE-5122, *Perform a Rehearsal for Brigades*.

TABLE IX: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

3-224. The validation exercise rehearsal is conducted in accordance with unit CATS and the commander's intent. This event is conducted in a real or simulated operational environment, which the unit is allocated against for a given contingency. The exercise is conducted using 24-hour operations and lasts more than two days. The exercise is based on the Table X order issued by the evaluating headquarters prior to Table VII. The intent is to match the training circumstances and requirements anticipated in Table X, the mission command warfighting function validation exercise, as closely as possible. At the conclusion of Table IX, functional and integrating cell chiefs conduct informal internal AARs prior to the commander's unit AAR.

CONDUCT THE OPERATIONS PROCESS

3-225. The staff conducts the operations process while conducting MET collective tasks. See Collective Tasks 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*; and 71-BDE-5002, *Conduct the Rapid Decision-Making Process (RDSP) for Brigades*.

CONDUCT KNOWLEDGE MANAGEMENT

3-226. The XO ensures the staff is conducting knowledge and information management to standard. Both knowledge management and information management are tied to running estimates and common operational picture display. Knowledge and information management reflect the commander's intent, the DSM, the mission, and orders from higher headquarters. See Collective Task 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigades*.

REVISE THE PLAN

3-227. During the exercise, the BCT will have to react to opportunities and unforeseen challenges. The staff re-synchronizes the operation and revises the plan, ensuring the revised plan complies with commander's guidance and intent, and accurately reflects updated circumstances. Refer to Collective Task 71-BDE-5124, *Revise the Plan*.

EMPLACE AND DISPLACE THE COMMAND POST

3-228. The unit displaces all CPs at least once each during this table (main, TAC, and any alternate CPs). The command maintains continuity of mission command during the CP displacement. The command, led by the XO and under the direction of the commander, completes Collective Tasks:

- 71-BDE-5201, *Displace the Command Post for Brigades*.
- 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*.
- 71-BDE-5250, *Maintain Continuity of Mission Command for Brigades*.

CONDUCT COMMAND POST OPERATIONS

3-229. CP personnel execute several routine and recurring tasks to establish, operate, and move the CP. With the staff's assistance, commanders develop processes and procedures in executing these tasks and encapsulates them into the CP SOPs to govern CP operations. See ATP 6-0.5 and Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS

3-230. The Special Security Office (SSO) or S-2 establishes controls for secret compartment information facility (SCIF) and tactical secret compartmented information facility (T-SCIF) operations. The SSO or S-2 manage, ensures appropriate accreditation, and reviews/maintains SCIF and T-SCIF emergency plans. The SSO coordinates SCIF or T-SCIF access and maintains personnel clearance records and

classified document registers, and manages special access program (SAP) access. Refer to Individual Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

CONDUCT AFTER ACTION REVIEWS

3-231. The commander conducts a formal AAR at the conclusion of Table IX and provides guidance to the staff on final adjustments to make prior to executing the Table X Validation Exercise. Refer to Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

3-232. This is the culmination exercise for all four training audiences in the BCT headquarters. The validation exercise typically takes place at the unit EXEVAL for METL proficiency and reporting. This exercise is driven by the evaluating commander and mission requirements.

CONDUCT THE OPERATIONS PROCESS

3-233. The staff conducts the operations process while the unit performs tasks on their unit Standardized METL, or other tasks as directed by the commander. The XO and staff will use Collective Tasks 71-BDE-5100, *Conduct the Mission Command Operations Process for Brigades*, and 71-BDE-5002, *Conduct the Rapid Decision-Making Process (RDSP) for Brigade*, to evaluate the staff, who achieve a Trained ('T-') proficiency rating or above.

CONDUCT KNOWLEDGE MANAGEMENT

3-234. The XO and principal staff officers will use the COP, running estimates, MCIS, and meetings to maintain shared understanding across the force. The KMO will lead the KM working group to update and implement the BCT KMP as changes to the situation drive changes in information requirements. Shared understanding is based on the commander's vision, guidance, intent, desired end state, and the operational environment. Refer to Collective Task 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigades*.

REVISE THE PLAN

3-235. The staff will use the battle rhythm and the DST to make and implement execution decisions during the course of Table X. If variances are detected, the staff will use RDSP to enable adjustment decisions and re-synchronize the operation. The XO will ensure the boards, working groups, and meetings have outcomes that directly support decisions the command must make to achieve the desired end state. The meetings outlined above are nested within the unit battle rhythm and support the higher command's decision-making. Refer to Individual Tasks 150-MC-5128, *Synchronize Boards and Processes*, and 150-LDR-5011, *Establish Boards and Working Groups*, and Collective Tasks 71-BDE-5124, *Revise the Plan*, and 71-BDE-5002, *Conduct the Rapid Decision-Making Process (RDSP) for Brigades*.

DISPLACE THE COMMAND POST

3-236. The unit is required to displace each CP at least once during this training event (main, TAC, and any alternate CP). While doing so, the commander and XO will ensure they maintain continuity of MC. The staff will successfully transfer MC from the main CP to the alternate CP, and then back to the main CP upon completion of the displacement. The battle captain and operations SGM direct the staff on when to relinquish responsibilities to counterparts in another CP, and to begin preparation for movement. The staff will use Collective Tasks 71-BDE-5201, *Displace the Command Post for Brigade*, and 71-BDE-5250, *Maintain Continuity of Mission Command for Brigades*.

CONDUCT COMMAND POST OPERATIONS

3-237. The staff executes routine and recurring tasks to establish, operate, and move the CPs in accordance with the unit SOP, helping support the commander's decision-making. The staff executes SOP-based battle drills during exercise events (for example, the main command post receives incoming artillery fire). See ATP 6-0.5, *Command Post Organization and Operations* and Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS

3-238. The Special Security Office (SSO) or S-2 establish controls for secret compartment information facility (SCIF) and tactical secret compartmented information facility (T-SCIF) operations. The SSO or S-2 manage, ensures appropriate accreditation, and reviews/maintains SCIF and T-SCIF emergency plans. The SSO or S-2 coordinates SCIF and T-SCIF access and maintains personnel clearance records and classified document registers, and manages special access program (SAP) access. Refer to Individual Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

EXECUTE THE BATTLE RHYTHM

3-239. The XO ensures the staff executes the established battle rhythm and makes battle rhythm adjustments as exercise events interfere with its execution (for example, the fires personnel in the TAC have to run the information operations working group while the main CP is displacing). Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

3-240. The outcome of Tables VII through X is validating the staff in each CP, with external augmenters and liaisons, is prepared to support the BCT commander's decision-making and execution of command and control during large scale ground combat operations. Each staff section/cell and CP understands and operates according to their assigned roles and responsibilities. The staff performs the operations process seamlessly. The training shortfalls identified in Table IX are corrected before Table X.

3-241. Completing Table X indicates the command is prepared to conduct METL tasks at or above the T- level and is prepared, at an advanced level, to conduct unified land operations (ULO). The Table X outcome is the evaluating commander validates the BCT staff as prepared to support the BCT commander in the execution of mission command during large scale ground combat operations. The commander signs a memorandum for record with the even results and the unit training officer uploads the memorandum to DTMS.

3-242. Graphic 3-6 provides a cross-walk of the inputs, tasks, and outputs the staff will execute and evaluate during Tables VII through X.

Mission Command Warfighting Function Training Tables – Brigade Combat Team (BCT)

Mission Command Training Tables VII through X for Brigade Combat Team Staff¹		
Inputs	Table VII: Integrate the Mission Command System	Outputs
<ul style="list-style-type: none"> • Table VI Inputs & Outputs • Higher headquarters FRAGORD • Draft KM plan 	<ul style="list-style-type: none"> • Receive and integrate liaisons and attachments (<i>Receive Liaisons and Attachments</i>) 71-BDE-5018 / (<i>Integrate Liaisons and Attachments</i>) 71-BDE-5019 • Task Organize for Operations 71-BDE-5123 • Conduct the MDMP 71-BDE-5111 • Coordinate efforts with higher, lower, adjacent and supporting units (<i>Establish Coordination And Liaison</i>) 150-MC-5134 • Integrate MOE and MOP (<i>Assess Tactical Situation and Operations</i>) 71-BDE-5130 • Manage mission command information systems • Conduct knowledge management (<i>Create Shared Understanding Through Knowledge Management</i>) 71-BDE-5330 	<ul style="list-style-type: none"> • FRAGORD • Liaison structure • Refined staff structure • Updated running estimates • Reporting portion(s) of SOP • Revised CCIR / EEFI • Refined MOE and MOP • Refined KM plan
Inputs	Table VIII: Synchronize Operations	Outputs
<ul style="list-style-type: none"> • Table VII Inputs & Outputs 	<ul style="list-style-type: none"> • Exercise battle rhythm (<i>Establish a Battle Rhythm</i>) 150-MC-5123 • Conduct the operations process (<i>Conduct the Mission Command Operations Process</i>) 71-BDE-5100 • Share Relevant Information 71-BDE-5317 • Conduct rehearsals (<i>Perform a Rehearsal</i>) 71-BDE-5122 	<ul style="list-style-type: none"> • Refined rehearsal battle rhythm • Refined SOPs
Inputs	Table IX: Mission Command WFF Validation Exercise Rehearsal^{***}	Outputs
<ul style="list-style-type: none"> • Table VIII Inputs & Outputs 	<ul style="list-style-type: none"> • Conduct the Operations Process 71-BDE-5100 / (<i>Conduct the Rapid Decision Making Process (RDSP)</i>) 71-BDE-5002 • Conduct knowledge management (<i>Integrate Shared Understanding Through Knowledge Management</i>) 71-BDE-5330 • Revise the Plan 71-BDE-5124 • Emplace and displace the command post (<i>Establish a Command Post in an Operational Environment</i>) 71-BDE-0050 / (<i>Displace the Command Post</i>) 71-BDE-5201 / (<i>Maintain Continuity of Mission Command</i>) 71-BDE-5250 • Conduct Command Post Operations 71-BDE-5200 • Conduct sensitive compartmented information facility (SCIF) operations (<i>Manage Special Security Office (SSO) Functions</i>) 34-TM-3090 • Conduct After Action Reviews (<i>Conduct a Formal After Action Review</i>) 150-MC-5133 	<ul style="list-style-type: none"> • FRAGORD • Finalized SOPs / staff structure / battle rhythm • AAR results
Inputs	Table X: Mission Command WFF Validation Exercise^{****}	Outputs
<ul style="list-style-type: none"> • Table IX Inputs & Outputs 	<ul style="list-style-type: none"> • Conduct the Operations Process 71-BDE-5100 / (<i>Conduct the Rapid Decision Making Process (RDSP)</i>) 71-BDE-5002 • Conduct knowledge management (<i>Integrate Shared Understanding Through Knowledge Management</i>) 71-BDE-5330 • Revise the Plan 71-BDE-5124 • Displace the Command Post 71-BDE-5201 / transfer mission command between command posts (<i>Maintain Continuity of Mission Command</i>) 71-BDE-5250 • Conduct Command Post Operations 71-BDE-5200 • Conduct sensitive compartmented information facility (SCIF) operations (<i>Manage Special Security Office (SSO) Functions</i>) 34-TM-3090 • Execute battle rhythm (<i>Establish a Battle Rhythm</i>) 150-MC-5123 	<ul style="list-style-type: none"> • MET assessment • Staff validations • Validated SOPs • AAR results
<p>Proficiency for each task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander trains the mission command system in tables VII through IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.</p> <p>Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including the staff) is fully prepared to support the commander in the conduct of unified land operations. The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>^{***} Table is conducted as part of a larger exercise that is supported by the commander, command post, and digital crew tables.</p> <p>^{****} Table is executed as part of an externally evaluated culminating exercise.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 3-6. Mission Command Training Tables VII-X for BCT Staff

SECTION IV – BRIGADE COMBAT TEAM COMMAND POST TRAINING TABLES

3-243. Section IV discusses the mission command training tables for the BCT command post(s).

MISSION COMMAND TRAINING TABLES FOR THE BCT COMMAND POST

3-244. The BCT employs the main CP, the TAC CP, and may establish an alternate command post with a subordinate battalion command post (such as the fires battalion). Commanders will ensure all CPs are trained in accordance with unit TOE design, manning, and design capabilities. This training ensures all command post personnel understand: command post roles and responsibilities, command post interaction when conducting the operations process, and ways each command post interacts with higher, lower, adjacent, supported, and supporting headquarters.

3-245. For the purpose of this training circular, the ‘command post’ consists of the junior staff officers and NCOs in each CP, conducting routine functions that keep the CPs functioning during 24-hour operations. Also, for this chapter, we use ‘operations SGM’ referring to the senior NCO in a given command post. For some units or command posts, this NCO will be a lower grade than E-9. This section walks the commander, XO, battle captains, and operations SGM through the tables needed to train, certify, and validate CPs. This section does not cover every aspect of training, nor will it pinpoint exactly how one trains each collective or individual task. Commanders and leaders wanting additional training will reference the T&EOs for each task and FM 7-0 for assistance in conducting training management.

3-246. The XO and principal staff officers ensure each section NCOIC devotes a portion of their section training to CP operations under the battle captain's and operations SGM's guidance. Commanders empower the NCOs in the BCT to complete the tasks within these tables.

3-247. The operations SGM is a senior noncommissioned officer in each CP, responsible for monitoring and supervising the performance of the enlisted operations staff. The operations SGM assists the operations officer in all matters pertaining to the operations process to include planning, rehearsals, and monitoring, and controlling COIC operations. In addition, the operations SGM assists the CP officer in charge with CP administration to include the following:

- Establishing the CP.
- Displacing the CP.
- Performing security at critical sites.
- Maintaining continuity of CP operations.
- Executing sleep plans.
- Managing stress within the CP.

3-248. The operations sergeant major in each CP 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 officers to fulfill the logistics requirements, tactical employment, and CP security.

3-249. BCT CP Tables I through VI, seen in Figure 3-8, are directed at the individuals, teams, and cells, all led by the operations SGM. The culmination of this training comes in Table V rehearsal and Table VI certification, as the headquarters comes together to work as a collective unit. There are no external attachments required when executing these tables. The XO is the authority, in coordination with the battle captain and operations SGM, to transition the staff from CP Tables I through V. Tables I-II are designed to occur on a continuous basis as new personnel arrive to the unit. The XO and operations SGMs will verify CP training proficiency in Table V, the rehearsal for certification.

<i>I</i>	<i>II</i>	<i>III</i>
<i>Conduct Pre-combat Inspections (Equipment and Maintenance)</i>	<i>Identify CP Characteristics</i>	<i>Establish CP Infrastructure</i>
<ul style="list-style-type: none"> • Inventory CP equipment • Verify CP equipment readiness • Identify sustainment requirements for the CP • Schedule maintenance requirements 	<ul style="list-style-type: none"> • Identify CP requirements • Design CP configuration • Review CP SOPs • Identify functional gaps and commercial solutions 	<ul style="list-style-type: none"> • Implement the knowledge management plan • Conduct information protection • Integrate functionality • Determine CP ergonomics • Identify power generation requirements
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
<i>IV</i>	<i>V</i>	<i>VI</i>
<i>Determine CP Survivability and Sustainability</i>	<i>Conduct CP Rehearsal</i>	<i>Conduct CP Certification</i>
<ul style="list-style-type: none"> • Establish a brigade CP in an operational environment • Establish the command post MCIS construct • Establish the CP security plan • Establish a sustainment plan • Finalize shift crews • Finalize shift crew responsibilities 	<ul style="list-style-type: none"> • Displace the CP • Finalize load plans • Finalize CP architecture • Identify electromagnetic signature • Conduct battle drills • Secure the SCIF 	<ul style="list-style-type: none"> • Displace the CP • Maintain continuity of mission command • Certify shift crews • Perform security at critical sites • Secure the SCIF
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event: (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event: (CPX) Facility: TBD
CP command post	SCIF sensitive compartmentalized information facility	
CPX command post exercise	SOP standard operating procedure	
MCIS mission command information system		

Figure 3-8. BCT Command Post Tables I-VI Overview

3-250. The commander certifies each CP at Table VI allowing them to transition to the more advanced BCT CP Tables VII through X. The commander signs a memorandum for record with the event results and the unit training officer uploads this memorandum to DTMS.

3-251. Tables VII through X build on basic CP competency and require inclusion of augmentees, unified action partners, emplacement and displacement, operational security, sensitive compartmented information facility operations (as needed), and continuous 24-hour operations. Again, once the CPs are validated in Table X, the commander signs a memorandum for record to document the validation exercise results and the training officer uploads the memorandum to DTMS.

TABLE I: CONDUCT PRE-COMBAT INSPECTION (EQUIPMENT AND MAINTENANCE)

3-252. This table introduces the CP process. Section leaders can use sergeant’s time training to fill basic CP job skill deficiencies. For example, the operations SGM and intelligence NCOIC run a generator operations class for Soldiers throughout the CP during sergeant’s time. In Table I, the CP leaders develop initial CP training through basic understandings of duties and responsibilities, under the supervision of the XO and operations SGM.

INVENTORY COMMAND POST EQUIPMENT

3-253. All CP members familiarize themselves on all section equipment. Staff section leaders will train their Soldiers using individual and section collective tasks as defined by the appropriate proponent. For example, the S-6 NCOIC inventories all equipment their section is responsible for in accordance with the TOE/MTOE. Leaders take note of what equipment is required to run each CP (node) and where there are gaps if CPs must run concurrently. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

VERIFY COMMAND POST EQUIPMENT READINESS

3-254. The section leader ensures all section members understand how their assigned equipment operates both internally to their section and within the CP as a whole. Section NCOICs verify the usability and readiness of their equipment in accordance with the equipment PMCS and other equipment services found within each piece of equipment's TM. Each section NCOIC verifies all assigned equipment according to the TM and reports any shortages to higher. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

IDENTIFY SUSTAINMENT REQUIREMENTS FOR THE COMMAND POSTS

3-255. The operations SGMs work with staff section NCOICs to develop command post sustainment requirements for current and future operations. Each operations SGM works with the headquarters company to fulfill those requirements in accordance with Collective Task 71-CO-0433, *Support Command Posts for Companies*.

SCHEDULE MAINTENANCE REQUIREMENTS

3-256. The Section NCOICs will, based on operational requirements, manning constraints, and guidance from headquarters company commander, schedule PMCS activities on a routine basis. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

TABLE II: IDENTIFY COMMAND POST CHARACTERISTICS

3-257. The section NCOICs and operations SGMs continue to supervise CP Soldiers as they refine the basic and intermediate section skills. Section NCOICs have primary responsibility for this table. 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 CP administration trained personnel to complete the following:

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

IDENTIFY COMMAND POST REQUIREMENTS

3-258. Once the commander establishes the MCIS requirements (see Commander Training Table I), the operations SGMs work with the S-6, the KM team, the COIC, the security NCO, and the XO to conceptualize how the CP will look. This step is considered a tabletop drill or sketch only. The operations SGM will lead the discussion as the other attendees provide inputs. The operations SGM works within the CP systems the command has on hand. If new or replacement systems are needed, the operations SGM brings these requests to the XO. Refer to Individual Task 150-MC-5202, *Develop the Command Post Layout*.

3-259. At this point, the commander will have directed which additional CPs will be established for upcoming mission requirements. At the conclusion of Table II, each operations SGM will have a detailed configuration of all CP requirements.

DESIGN COMMAND POST CONFIGURATION

3-260. Once the operations SGM and XO get commander approval on each conceptualized CP plan, the section NCOICs configure their individual sections based on mission requirements. The operations SGM will oversee this action ensuring system and hardware power requirements are met.

3-261. 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. Refer to Individual Task 150-MC-5202, *Develop the Command Post Layout*. This arrangement may change over the course of operations and 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.
- Survivability considerations.
- Electromagnetic signature.
- The ease of displacement (setup, tear-down, and movement).

REVIEW COMMAND POST STANDARD OPERATING PROCEDURES

3-262. Section leaders and NCOICs will review and update their section CP SOPs. These SOPs are nested with CP SOPs as a whole. Section leaders will ensure SOPs are reviewed and updated as the mission, equipment fielding, commander's intent, and orders from higher headquarters dictate. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

IDENTIFY FUNCTIONAL GAPS AND COMMERCIAL SOLUTIONS

3-263. As the CP design begins to take shape, and the mission and commander needs are weighed, the operations SGM will identify parts and equipment the unit will need to obtain. Refer to Individual Task 150-MC-5202, *Develop the Command Post Layout*.

TABLE III: ESTABLISH COMMAND POST INFRASTRUCTURE

3-264. Table III begins with the command receiving a mission, whether it be an upcoming CPX, a CTC rotation, or in support of unified land operations. This table begins configuring the functionality of future mission requirements into each CP (main, TAC, and alternate CPs). This table is performed at home station with the operations SGM leading the effort, under the XO's direction. CP and MCIS requirements are fluid at this point in the tables. However, the operations SGMs and section NCOICs can still get a general idea of the infrastructure requirements based on the commander's decisions in Tables I through III.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

3-265. The XO will inform the operations SGM and section and cell leaders of the mission and related information and knowledge management requirements. *Information management* is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products (ADP 6-0). Combined, knowledge and information management enable the provision of relevant information to the right Soldier, at the right time, and in a usable format, facilitating understanding and decision-making, regardless of the command post.

3-266. The CP's knowledge management and signal staff sections 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 plan (KMP) and offers techniques for content management. The operations SGMs will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*, and 71-BDE-5310, *Manage Information and Data for Brigades*.

CONDUCT INFORMATION PROTECTION

3-267. The BCT implements directed information protection measures using operations security (OPSEC), information assurance (IA), computer network defense (CND), and electronic protection to safeguard and defend friendly information and information systems. The BCT protects information regardless of media - telephonic, paper, digital devices, or traversing networks and residing on information systems; from time collected until utilized by the users and decision makers. See Collective Task 71-BDE-5010, *Conduct Information Protection for Brigades*.

INTEGRATE FUNCTIONALITY

3-268. The majority of staff work occurs within the functional and integrating cells. Staff members must 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. The operations SGMs lead the section and cell NCOICs to recommend a CP layout. For example, the operations SGM relocates the sustainment cell closer to the intelligence cell based on reports of enemy forces targeting logistics routes across the area of operations. The XO then directs a mutual workspace for future integrating working groups and planning teams. The operations SGM further designs a separate entry control point for this new integrated workspace allowing UAP to participate. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

DETERMINE COMMAND POST ERGONOMICS

3-269. Ergonomics is defined as people's efficiency in their working environment. Each section leader and section NCOIC will ensure adequate working efficiency in the space provided. The operations SGM works with sections to help locate, re-locate, or co-locate equipment and personnel based on efficiency and the integration functionality mentioned above. Refer to Individual Tasks, 150-MC-5200, *Conduct Command Post Operations*, and 150-MC-5202, *Develop the Command Post Layout*.

IDENTIFY POWER GENERATION REQUIREMENTS

3-270. The operations SGM, assisted by section NCOICs, identifies all CP power requirements. The operations SGM balances these requirements with power generation availability, keeping in mind redundancy, fueling, and maintenance requirements, and then establishes a tailorable and portable power generation plan for the command post. The operations SGM also ensures section personnel and mechanics understand their power generation responsibilities. Refer to Individual Task, 150-MC-5200, *Conduct Command Post Operations*.

TABLE IV: DETERMINE COMMAND POST SURVIVABILITY AND SUSTAINABILITY

3-271. The CPs must be set up and operational for this table. The commander may choose to set up the CP at a particular site and in conjunction with the staff exercise performed in Table IV, or the commander can direct the table be performed in a motor pool setting. In either situation, the staff and CP personnel have roles to play in this CP table.

ESTABLISH THE COMMAND POST IN AN OPERATIONAL ENVIRONMENT

3-272. As part of the event for Table IV, the commander directs CP establishment in accordance with established unit SOP, the commander's intent, and operational variables. For example, the BCT establishes the main CP at the beginning of a STX event. See Collective Task 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*.

ESTABLISH THE COMMAND POST MISSION COMMAND INFORMATION SYSTEM CONSTRUCT

3-273. As the headquarters prepares for Table V, the commander describes the purposes of the MCIS construct within the command post based on mission requirements and the commander's intent. When refining the CP's MCIS locations, command post leaders configure each CP based on the commander's guidance, the mission, and current SOPs. See Individual Task 150-LDR-5253, *Manage Command, Control, and Communications Systems*.

ESTABLISH THE COMMAND POST SECURITY PLAN

3-274. Once CPs are operational, the commander directs the establishment of CP security. The headquarters company leadership and the operations SGM, under the guidance of the XO and protection cell, review all operational considerations and establish the security plan. The team will use Collective Task 19-CO-2204, *Perform Security at Critical Sites*.

ESTABLISH A SUSTAINMENT PLAN

3-275. Once CPs are operational, the headquarters company commander establishes CP sustainment. The operations SGMs, under the XO's guidance, will work with the headquarters company supply section and S-4 logistics section to review all operational sustainment considerations and establish sustainment plans for each CP based on mission variables (METT-TC). The team will refer to the following Collective Tasks to participate in sustainment plan development: Collective Task 71-CO-0433, *Support Command Posts for Companies*.

FINALIZE SHIFT CREWS

3-276. The operations SGMs, working with the XO, principal staff officers, battle captains, and section NCOICs, will finalize CP shifts based on operational requirements and staff strengths. Once finalized, the operations SGM and section leads maintain the shifts and allow them to begin training as a shift. See Individual Task 150-MC-5205, *Lead a Shift Change*.

FINALIZE SHIFT CREW RESPONSIBILITIES

3-277. Once the crews are established, the operations SGMs with the section NCOICs, will ensure all CP responsibilities are set. For example, all sections know they will provide one Soldier every shift to conduct security. See Individual Task 150-MC-5200, *Conduct Command Post Operations*.

TABLE V: CONDUCT COMMAND POST REHEARSAL

3-278. This table is conducted in concert with the staff Table V and in accordance with the unit CATS. The operations SGM will validate each CP is operational, meets the commander's intent and operational variables, and is ready for CP Table VI (Certification). The commander may opt to conduct Tables V and VI with all command posts simultaneously and interoperably, but the MCTT model does not require this condition until Table VII.

DISPLACE THE COMMAND POST

3-279. The commander directs displacing each CP in accordance with established unit SOP, the commander's intent, and operational variables. See Collective Tasks 71-BDE-5201, *Displace the Command Post for Brigade*, 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*, 71-BDE-5250, *Maintain Continuity of Mission Command for Brigades*.

FINALIZE LOAD PLANS

3-280. As part of each section understanding its roles within the CP, each section leader and section NCOIC will ensure all vehicles and equipment are able to emplace and displace as the mission, commander's intent, and orders from higher dictate. Refer to section SOPs and TMs for section equipment. Refer to Individual Task 150-MC-5200 *Conduct Command Post Operations*.

FINALIZE THE COMMAND POST ARCHITECTURE

3-281. The CP architecture is a dynamic, flexible structure that consists of the elements of, and interactions between, the operational environment, the CP, and the mission command system (personnel, networks, information systems, processes and procedures, and facilities and equipment). The operations SGM will, based on feedback from the commander, section leaders, and the results of Table V, finalize the CP structure based on the architecture in which it resides. This includes diagrams of all equipment and personnel. 150-MC-5202, *Develop the Command Post Layout*.

IDENTIFY ELECTROMAGNETIC SIGNATURE

3-282. Working with the S-6, the protection cell, and cyber personnel, each CP's operations SGM identifies the CP's electromagnetic signature. This includes visual as well as digital signatures. For example, the operations SGM identifies the heavy use of push to talk and cell usage within the CP and works with the commander and XO to mitigate the risks those devices represent based on threat capabilities. Once electromagnetic risks are identified, the operations SGM works to mitigate risks associated with the unit digital footprint. Refer to Individual Task 113-25E-3003, *Define the Electromagnetic Operations Environment (EMOE)*.

CONDUCT BATTLE DRILLS

3-283. Each operations SGM, in conjunction with the battle captain and XO, conducts drills for each shift. These drills are mission related and test crew functionality within each shift. See Individual Task 150-MC-5200, *Conduct Command Post Operations*. FM 6-0 lists recommended command post battle drills the brigade should develop to meet its mission requirements.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY

3-284. The special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise SCIF oversight. The security team leader develops courses of action and coordinates operations of attached or support elements as required. The security team controls access control points and implements screening and inspection procedures to prevent unauthorized access in accordance with Director of Central Intelligence Directives 6/9, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

3-285. Upon completion of Table V, the operations SGM will address all required retraining for their command post before moving on to Table VI. The operations SGM may select a single event to run the staff and CP through Tables III through V for retraining.

3-286. Graphic 3-7 provides a cross-walk of the inputs, tasks, and outputs the staff will execute and evaluate during Tables I through V.

Mission Command Warfighting Function Training Tables – Brigade Combat Team (BCT)

Mission Command Training Tables I through V for Brigade Combat Team Command Posts¹		
Inputs	Table I: Conduct Pre-combat Inspection (Equipment and Maintenance)*	Outputs
<ul style="list-style-type: none"> • Equipment TMs • Unit SOP • MTO&E • FM 3-96 • ATP 6-0.5 	<ul style="list-style-type: none"> • Inventory command post equipment (<i>Conduct Command Post Operations</i>) 150-MC-5200 • Verify command post equipment readiness (<i>Conduct Command Post Operations</i>) 150-MC-5200 • Identify sustainment requirements for the command post(s) (<i>Support Command Posts</i>) 71-CO-0433 • Schedule maintenance requirements (<i>Conduct Command Post Operations</i>) 150-MC-5200 	<ul style="list-style-type: none"> • Completed hand receipts • Requisitions for shortfalls • Maintenance records
Inputs	Table II: Identify Command Post Characteristics*	Outputs
<ul style="list-style-type: none"> • Table I Inputs & Outputs 	<ul style="list-style-type: none"> • Identify command post requirements (<i>Develop the Command Post Layout</i>) 150-MC-5202 • Design command post configuration (<i>Develop the Command Post Layout</i>) 150-MC-5202 • Review command post SOPs (<i>Conduct Command Post Operations</i>) 150-MC-5200 • Identify functional gaps and commercial solutions (<i>Develop the Command Post Layout</i>) 150-MC-5202 	<ul style="list-style-type: none"> • Command post layout design • Updated command post SOPs
Inputs	Table III: Establish Command Post Infrastructure*	Outputs
<ul style="list-style-type: none"> • Table II Inputs & Outputs • Draft KM Plan • ATP 6-01.1 • ATP 6-02.60 	<ul style="list-style-type: none"> • Implement the KM Plan (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 / (<i>Manage Information and Data for Brigades</i>) 71-BDE-5310 • Conduct Information Protection 71-BDE-5010 • Integrate functionality (<i>Integrate the Mission Command Information System</i>) 150-MC-5251 • Determine command post ergonomics (<i>Conduct Command Post Operations</i>) 150-MC-5200 / (<i>Develop the Command Post Layout</i>) 150-MC-5202 • Identify power generation requirements (<i>Conduct Command Post Operations</i>) 150-MC-5200 	<ul style="list-style-type: none"> • Command post information requirements • Refined command post portion of KM plan • Refined command post layout • Command post power generation requirements
Inputs	Table IV: Determine Command Post Survivability & Sustainability*	Outputs
<ul style="list-style-type: none"> • Table III Inputs & Outputs • Unit manning roster 	<ul style="list-style-type: none"> • Establish a Brigade Command Post in an OE 71-BDE-0050 • Establish the command post MCIS construct (<i>Manage Command, Control, and communication systems</i>) 150-LDR-5253 • Establish the command post security plan (<i>Perform Security at Critical Sites</i>) 19-CO-2204 • Establish a sustainment plan (<i>Support Command Posts</i>) 71-CO-0433 • Finalize shift crews (<i>Lead a Shift Change</i>) 150-MC-5205 • Finalize shift crew responsibilities (<i>Conduct Command Post Operations</i>) 150-MC-5200 	<ul style="list-style-type: none"> • Command post security plan • Command post sustainment plan • Command post battle roster • Refined command post shift change portion of the SOP
Inputs	Table V: Conduct Command Post Rehearsal**	Outputs
<ul style="list-style-type: none"> • Table IV Inputs & Outputs • Higher HQ order • DCID 6/9 • DIAM 50-24 	<ul style="list-style-type: none"> • Displace the command post 71-BDE-5201 / (<i>Establish a Brigade command post in an OE</i>) 71-BDE-0050 / (<i>Maintain Continuity of Mission Command</i>) 71-BDE-5250 • Finalize load plans (<i>Conduct Command Post Operations</i>) 150-MC-5200 • Finalize command post architecture (<i>Develop the Command Post Layout</i>) 150-MC-5202 • Identify electromagnetic signature (<i>Define the Electromagnetic Operations Environment (EMOE)</i>) 113-25E-3003 • Conduct battle drills (<i>Conduct Command Post Operations</i>) 150-MC-5200 • Secure the SCIF (<i>Establish Access Control Point for a SCIF</i>) 34-TM-3091 	<ul style="list-style-type: none"> • Load plans • Measures to mitigate electromagnetic signature • Refined battle drills • AAR results
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The officer in charge of each command post validates that the command post has met all the training criteria for Tables I through V and is prepared to conduct Certification (Table VI) under conditions established by the commander.</p> <p>* Tables consist of tasks that enable the command post to establish, sustain, and survive.</p> <p>** Tables are conducted as part of a larger exercise and are supported by the staff, commander, and digital crew tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 3-7. Mission Command Training Tables I through V for BCT Command Posts

TABLE VI: CONDUCT COMMAND POST CERTIFICATION

3-287. This table is conducted during a scheduled collective training event determined by the commander, using the unit CATS as a reference. As budget and training days allow, this table is conducted in a field environment with 24-hour operations. When successful, the commander certifies each CP at the conclusion of this event and signs a memorandum for record with the event results and the unit training officer uploads the memorandum to DTMS.

DISPLACE THE COMMAND POST

3-288. Each BCT command post displaces at least once for the CP certification. While displacing a command post, the XO ensures the primary functions of that command post are handed off to an alternate CP. See Collective Task 71-BDE-5201, *Displace the Command Post for Brigade*.

MAINTAIN CONTINUITY OF MISSION COMMAND

3-289. As part of displacing the Main CP and once MC is transferred to the alternate CP, the operations SGM will work closely with the XO, battle captains, and S-6 to ensure the systems are turned off in a thought-out progressive manner. The CP will still maintain situational awareness as the CP displaces. Each of the other unit command posts should also displace per unit SOP. Refer to Collective Task 71-BDE-5250, *Maintain Continuity of Mission Command for Brigades*.

CERTIFY SHIFT CREWS

3-290. As part of certifying each CP, the commander also certifies the shift crews using Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

CONDUCT COMMAND POST SECURITY

3-291. The Operations SGMs drill command post Soldiers on reacting to security threats in or around the command post, and coordinates external security requirements with the headquarters company commander. Refer to Collective Task 19-CO-2204, *Perform Security at Critical Sites*.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY

3-292. The special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise SCIF oversight. The security team leader develops courses of action and coordinates operations of attached or support elements as required. The security team controls access control points and implements screening and inspection procedures to prevent unauthorized access in accordance with Director of Central Intelligence Directives 6/9, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

3-293. The outcome of Tables I through VI is each CP works as a cohesive unit, led by the commander, and is ready to proceed to collective training in Table VII with the staff, digital crew, and other command posts (the BCT's and those of higher, lower, adjacent, supported, and supporting units). The CP operates within its designed capabilities and the mission. Individual and section competency meets the Army design and the commander's intent. Completing Table VI indicates the command is prepared to conduct command post operations at or above the P level.

3-294. Graphic 3-8 crosswalks the inputs, actions, and outputs for the BCT Command Post Certification (Table VI).

Mission Command Training Table VI for Brigade Combat Team Command Posts ¹		
Inputs	Table VI: Conduct Command Post Certification**	Outputs
<ul style="list-style-type: none"> Table V Inputs & Outputs TC 6-0.2 	<ul style="list-style-type: none"> Displace the command post 71-BDE-5201 Maintain Continuity of Mission Command 71-BDE-5250 Certify shift crews (<i>Conduct Command Post Operations</i>) 71-BDE-5200 Perform Security at Critical Sites 19-CO-2204 Secure the SCIF (<i>Establish Access Control Point for a SCIF</i>) 34-TM-3091 	<ul style="list-style-type: none"> Command post certification AAR Results Finalized command post portions of the SOP
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander certifies that each command post has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the command posts are certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p>		
<p>** Table is conducted as part of a larger exercise and that is supported by the commander, staff, and digital crew tables.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 3-8. Mission Command Training Table VI for BCT Command Posts

3-295. Upon completion of Table VI and CP certification, the headquarters, led by the XO, battle captain, operations SGM, and under the guidance of the commander, transitions to Tables VII through X. These tables are considered 'graduate level' training within the mission command warfighting function. In them, the CPs integrate external elements such as liaisons and unified action partners. The tables lead the command to the headquarters culminating training event which is typically an EXEVAL.

3-296. Figure 3-9 provides an overview of the command post progression through Tables VII through X.

<i>VII</i>	<i>VIII</i>
<i>Conduct CP operations</i>	<i>Sustain the CP</i>
<ul style="list-style-type: none"> • Integrate liaisons and attachments • Conduct CP operations • Conduct CP battle drills • Perform CP administration • Implement the KM plan 	<ul style="list-style-type: none"> • Conduct CP sustainment operations • Conduct safety programs • Conduct command post operations • Secure the command post • Secure the SCIF
Venue: Commander Directed Facility: Locally	Venue: Training event aligned with unit CATS Facility: Training area
<i>IX</i>	<i>X</i>
<i>Mission Command Warfighting Function Validation Exercise Rehearsal</i>	<i>Mission Command Warfighting Function Validation Exercise</i>
<ul style="list-style-type: none"> • Displace the CP • Maintain continuity of mission command • Conduct CP operations • Implement the KM plan • Secure the SCIF • Secure the command post • Conduct after action reviews 	<ul style="list-style-type: none"> • Displace the CP • Maintain continuity of mission command • Conduct CP operations • Implement the KM plan • Secure the SCIF • Secure the command post
Venue: Training event aligned with unit CATS Facility: Training area	Venue: Training event aligned with unit CATS Facility: Training area
CATS combined arms training strategy CP command post	KM knowledge management SCIF sensitive compartmented information facility

Figure 3-9. BCT Command Post Tables VII-X Overview

TABLE VII: CONDUCT COMMAND POST OPERATIONS

3-297. Table VII begins with receipt of an order from higher headquarters for the unit’s external evaluation. The unit will begin receiving liaisons and building the larger team with subordinate units and unified action partners. The operations SGM ensures location and equipment integration and the CP executes battle drills. The venue and facility location is determined by the commander based on the unit CATS and mission requirements.

INTEGRATE LIAISONS AND ATTACHMENTS

3-298. As the mission requires and in accordance with unit capabilities, the CP receives liaisons and attachments from U.S. military (and unified action partners in some scenarios). The XO will ensure the additional personnel have the digital and physical requirements in place while assisting the commander in conducting unified land operations. Each warfighting function cell has a role to play in this process. The XO will determine the extent each cell leader will participate in the reception and integration of these liaisons and attachments. If the command receives non-organic liaisons or attachments (based on the unit's TOE/MTOE), the XO and operations SGM will complete Collective Task 71-BDE-5019, *Integrate Liaisons and Attachments for Brigades*.

3-299. If multinational partners are participating, 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.

3-300. The operations SGM will work with the S-6 and other appropriate representatives to establish system and network requirements. The operations SGM and XO reference the multinational considerations section within ATP 6-0.5 for greater detail.

CONDUCT COMMAND POST OPERATIONS

3-301. Once the liaisons and attachments are received and integrated, the CP will conduct CP operations in accordance with the commander's intent, operational requirements, and unit SOP. Refer to Individual Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*. The tactical command post will meet the same criteria and Table VII-X standards as the unit main CP. For example, the BCT tactical CP will conduct battle drills in accordance with Table VII standards.

CONDUCT COMMAND POST BATTLE DRILLS

3-302. As part of conducting the scenario driven by a collective task, each CP's XO or OIC will initiate CP battle drills. The operations SGM will use the following doctrinal drills to develop and rehearse tailored battle drills for the BCT SOP:

- 07-BDE-D3010, *React to Duty Status and Whereabouts Unknown Incident*.
- 07-BDE-D3210, *React to Close Air Support Request*.
- 07-BDE-D5146, *React to Collateral Damage*.
- 07-BDE-D5147, *React to an Unknown Enemy Combatant Within the Perimeter*.
- 07-BDE-D5148, *React to an Indirect Fire Attack on the Command Post*.
- 07-BDE-D5210, *React to Power Outage Within the Command Post*.
- 07-BDE-D5315, *React to Incorrect Information Affecting the Operational Environment*.
- 71-BDE-D5900, *React to Cyber Attack*.
- 71-BDE-D6320, *React to a Degraded Network*.
- 71-BDE-D7176, *React to Electromagnetic Interference or Communications Compromise*.
- 71-BDE-D7658, *React to a Mass Casualty Incident*.
- 71-BDE-D7660, *React to Civil Disturbance*.
- 71-BDE-D8006, *React to Chemical, Biological, Radiological, or Nuclear Attack*.

PERFORM COMMAND POST ADMINISTRATION

3-303. The XO, S-1, S-2, S-4, battle captains, and operations SGM will ensure the CPs are staffed and the administrative CP functions are executed. These administrative functions include but are not limited to: keeping the Security Clearance Access Roster (SCAR) at access points, maintaining shift change schedules and briefing timelines, completing equipment refueling and maintenance schedules, establishing Class I timelines, and completing transportation to and from the CP schedules. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

3-304. The XO will provide the operations SGM and section and cell mission leaders information and knowledge management requirements. Combined, knowledge and information management enable the provision of relevant information to the right person, at the right time, and in a usable format, facilitating

understanding and decision-making. All staff sections and command posts contribute to developing the KMP.

3-305. The CP personnel assist the commander and other staff members in implementing effective knowledge and information management plans. ATP 6-01.1 includes doctrine on developing a knowledge management plan (KMP) and offers techniques for content management. The operations SGM will oversee the section personnel configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*, and 71-BDE-5310, *Manage Information and Data for Brigade*.

TABLE VIII: SUSTAIN THE COMMAND POST

3-306. The operations SGM, in coordination with HHC leaders and the unit logistics/sustainment officer, will ensure the CP can sustain itself for 24-hour operations. When conducting this table, the CP practices sustaining information systems and SCIF operations. This table is conducted in concert with the staff Table VIII exercise.

CONDUCT COMMAND POST SUSTAINMENT OPERATIONS

3-307. After reviewing the CP sustainment plan and making adjustments based on an increase in personnel from liaisons and attached units, the operations SGM, in coordination with the logistics/sustainment officer, conducts CP sustainment operations. The operations SGM will refer to the following Collective Task 71-CO-0433, *Support Command Posts for Companies*.

CONDUCT SAFETY PROGRAMS

3-308. The operations SGM and the BCT safety officer will ensure all risk assessments and safety protocols are met by the CP. Most safety programs are based on unit SOPs. SOPs are reviewed and updated based on current conditions. The unit will complete Collective Task 71-BDE-5145, *Conduct Risk Management for Brigade*, and all proponent safety T&EOs.

CONDUCT COMMAND POST OPERATIONS

3-309. Each operations SGM will ensure the CP is fully functional and supports the command throughout the operations process. The operations SGM will make on-the-spot corrections as needed to maintain a smooth and functioning command post. Functions for this title include—

- CP sustainment.
- SCIF operations.
- Power generation functionality.
- Electromagnetic signature mitigation.
- Multinational partner integration.
- CP security and survivability.
- Battle drill proficiency.
- Mission command system integration and sustainment.

3-310. Refer to Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

SECURE THE COMMAND POST

3-311. The Operations SGM, in coordination with the HHC leadership, drills command post Soldiers on reacting to security threats in and around the command post using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. The command post participates in rehearsals for external security threats with the headquarters company. Refer to Collective Task 71-BDE-6050, *React to Level I and Level II Attacks*.

SECURE THE SENSITIVE COMPARTMENTED INFORMATION FACILITY

3-312. The special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise SCIF oversight. The security team leader develops courses of action and coordinates operations of attached or support elements as required. The security team controls access control points and implements screening and inspection procedures to prevent unauthorized access in accordance with *Director of Central Intelligence Directive 6/9*, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

TABLE IX: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

3-313. The validation exercise rehearsal is conducted in accordance with unit CATS and the commander's intent. This event is conducted in a real or simulated operational environment in which the unit is directed to operate. The exercise is conducted using 24-hour operations over at least two days. During the exercise, the training scenario should drive all command posts to interact with one another and with higher, lower, adjacent, supported, and supporting units. The exercise will also be based on the order the unit received for the external evaluation/validation exercise. The intent is this exercise matches the training circumstances and anticipated Table X requirements, as closely as possible.

DISPLACE THE COMMAND POST

3-314. This portion of Table IX is conducted after the CP is established and during the conduct of an operation. For example, the BCT displaces each command post while the unit is beginning Phase III of conducting a defense. Each operations SGM will ensure all SOPs and policies are met as the unit displaces the CP. See Collective Task 71-BDE-5201, *Displace the Command Post in an Operational Environment for Brigade*.

MAINTAIN CONTINUITY OF MISSION COMMAND

3-315. In connection with displacing the CP, the XO and operations SGM ensure the unit maintains continuity of mission command. See Collective Task 71-BDE-5250, *Maintain Continuity of Mission Command for Brigade*.

CONDUCT COMMAND POST OPERATIONS

3-316. Each operations SGM will ensure the CP is fully functional and supports the command throughout the operations process. The operations SGM will make on-the-spot corrections as needed to maintain a smooth and functioning command post. Refer to Collective Task 71-BDE-5200, *Conduct Command Post Operations for Brigades/Groups*.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

3-317. The XO will inform the operations SGM and section and cell leaders of the mission and related information and knowledge management requirements. Combined, knowledge and information management enable the provision of relevant information to the right person, at the right time, and in a usable format, facilitating understanding and decision-making. All staff sections and command posts contribute to developing the KMP.

3-318. The CP personnel assist the commander and other staff members in implementing effective knowledge and information management plans. ATP 6-01.1 includes doctrine on developing a knowledge management plan (KMP) and offers techniques for content management. The operations SGM will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*, and 71-BDE-5310, *Manage Information and Data for Brigade*.

SECURE THE COMMAND POST

3-319. Each Operations SGM, in coordination with the HHC leadership, drills command post Soldiers on reacting to security threats in and around the command post using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. Each command post participates in rehearsals for external security threats with the headquarters company. Refer to Collective Task 71-BDE-6050, *React to Level I and Level II Attacks*.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY

3-320. The special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise SCIF oversight. The security team leader develops courses of action and coordinates operations of attached or support elements as required. The security team controls access control points and implements screening and inspection procedures to prevent unauthorized access in accordance with Director of Central Intelligence Directives 6/9, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

CONDUCT AFTER ACTION REVIEWS

3-321. The commander leads an AAR of the operation conducted during Table IX training with a focus on identifying and correcting training deficiencies and/or unit procedures that must be corrected prior to the Table X external evaluation. The operations SGM and battle captain ensure changes identified during the AAR are implemented prior to beginning Table X. Refer to Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

3-322. This is the culminating exercise for the headquarters as a whole. The validation exercise typically takes place as part of a BCT EXEVAL before a CTC rotation. This exercise is driven by the evaluating commander and mission requirements. During the exercise, the training scenario should drive all command posts to interact with one another and with higher, lower, adjacent, supported, and supporting units. The exercise will culminate with a final rating for readiness reporting. The outcome of Table X is the evaluating commander has validated the BCT command posts as prepared to support the BCT commander and staff in the execution of mission command during large scale ground combat operations, to include the ability to displace as the tactical situation requires. The commander signs a memorandum for record with the event results and the unit training officer uploads the memorandum to DTMS.

DISPLACE THE COMMAND POST

3-323. The BCT will relocate all CPs at least once during this table. For example, the BCT displaces the main CP while the unit is conducting a defense and then displaces the tactical CP while transitioning to a movement to contact. The operations SGM will ensure all SOPs and policies are met as the unit displaces the CP. See Collective Task 71-BDE-5201, *Displace the Command Post in an Operational Environment for Brigade*.

MAINTAIN CONTINUITY OF MISSION COMMAND

3-324. In connection with displacing each CP, the XO and operations SGM ensure the unit maintains continuity of mission command. See Collective Task 71-BDE-5250, *Maintain Continuity of Mission Command for Brigade*.

CONDUCT COMMAND POST OPERATIONS

3-325. The operations SGM will ensure the CP is fully functional and supports the command throughout the operations process in accordance with Collective Task 71-BDE-5200, *Conduct Command Post*

Operations for Brigades/Groups. The operations SGMs will make on-the-spot corrections as needed to maintain a smooth and functioning command post. Certification of this table includes but not limited to—

- CP sustainment.
- SCIF operations.
- Power generation functionality.
- Electromagnetic signature mitigation.
- Multinational partner integration.
- CP security and survivability.
- Battle drill proficiency.
- Mission command system integration and sustainment.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

3-326. The CP personnel assist the commander and other staff members in implementing effective knowledge and information management plans. ATP 6-01.1 includes doctrine on developing a knowledge management plan (KMP) and offers techniques for content management. The operations SGM will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*, and 71-BDE-5310, *Manage Information and Data for Brigade*.

SECURE THE COMMAND POST

3-327. Each operations SGM, in coordination with the HSC leadership, reacts to security threats to the command post using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. The command post participates in rehearsals for external security threats with the headquarters company. Refer to Collective Task 71-BDE-6050, *React to Level I and Level II Attacks*.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY

3-328. The special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise SCIF oversight. The security team leader develops courses of action and coordinates operations of attached or support elements as required. The security team controls access control points and implements screening and inspection procedures to prevent unauthorized access in accordance with the *Director of Central Intelligence Directive 6/9*, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

3-329. The outcome of Tables VII through X is the CPs work as a cohesive mission command system, led by the commander, with external augmenters and liaisons. Each CP section understands and operates within their designed capabilities and the mission. Individual and section competency meets the Army design and the commander's intent. The CP performs the command post operations seamlessly. Training shortfalls were identified by Table IX and corrected before Table X. The commander validates the command posts at the end of Table X to indicate that the command is prepared to conduct unified land operations. The commander signs a memorandum for record with the event results and the unit training officer uploads the memorandum to DTMS.

3-330. Graphic 3-9 on page 3-70 crosswalks the inputs, activities, and outputs of Tables VII through X for the command posts.

Mission Command Training Tables VII through X for Brigade Combat Team Command Posts ¹		
Inputs	Table VII: Conduct Command Post Operations	Outputs
<ul style="list-style-type: none"> Table VI Inputs & Outputs Higher headquarters FRAGORD 	<ul style="list-style-type: none"> Integrate Liaisons and Attachments 71-BDE-5019 Conduct Command Post Operations 71-BDE-5200 Conduct command post battle drills (See FM 6-0 for recommended battle drills) Perform command post administration (<i>Conduct Command Post Operations</i>) 150-MC-5200 Implement the KM Plan (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 	<ul style="list-style-type: none"> Updated command post SOP and KM plan
Inputs	Table VIII: Sustain the Command Post	Outputs
<ul style="list-style-type: none"> Table VII Inputs & Outputs ATP 5-19 	<ul style="list-style-type: none"> Conduct command post sustainment operations (<i>Support Command Posts</i>) 71-CO-0433 Conduct safety programs (<i>Conduct Risk Management</i>) 71-BDE-5145 Conduct Command Post Operations 71-BDE-5200 Conduct SCIF operations (<i>Establish Access Control Point for a SCIF</i>) 34-TM-3091 Secure the command post (<i>React to Level I and Level II Attacks</i>) 71-BDE-6050 / (<i>Perform Security at Critical Sites</i>) 19-CO-2204 	<ul style="list-style-type: none"> Refined command post SOP
Inputs	Table IX: Mission Command WFF Validation Exercise Rehearsal**	Outputs
<ul style="list-style-type: none"> Table VIII Inputs & Outputs 	<ul style="list-style-type: none"> Displace the Command Post 71-BDE-5201 Maintain Continuity of Mission Command 71-BDE-5250 Conduct Command Post Operations 71-BDE-5200 Implement the KM Plan (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 Secure the SCIF (<i>Establish Access Control Point for a SCIF</i>) 34-TM-3091 Secure the command post (<i>React to Level I and Level II Attacks</i>) 71-BDE-6050 / (<i>Perform Security at Critical Sites</i>) 19-CO-2204 Conduct AARs (<i>Conduct A Formal AAR</i>) 150-MC-5133 	<ul style="list-style-type: none"> Finalized SOPs / staff structure / battle rhythm AAR results
Inputs	Table X: Mission Command WFF Validation Exercise***	Outputs
<ul style="list-style-type: none"> Table IX Inputs & Outputs 	<ul style="list-style-type: none"> Displace the Command Post 71-BDE-5201 Maintain Continuity of Mission Command 71-BDE-5250 Conduct Command Post Operations 71-BDE-5200 Implement the KM Plan (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 Secure the SCIF (<i>Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)</i>) 34-TM-3091 Secure the command post (<i>React to Level I and Level II Attacks</i>) 71-BDE-6050 / (<i>Perform Security at Critical Sites</i>) 19-CO-2204 	<ul style="list-style-type: none"> Command post validations Validated SOPs AAR results
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander trains the mission command system, including all unit command posts, in tables VII through IX. The commander leads an AAR following Table IX and directs final changes to the command posts prior to entering the Table X Validation Exercise.</p> <p>Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including each command post) is fully prepared to support the commander in the conduct of unified land operations. The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and digital crew tables. *** Table is executed as part of an externally evaluated culminating exercise.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 3-9. Mission Command Training Tables VII through X for BCT Command Posts

SECTION V – BRIGADE COMBAT TEAM DIGITAL CREW TRAINING TABLES

3-331. Section V discusses the mission command training tables for the BCT digital crew.

MISSION COMMAND TRAINING TABLES FOR THE BCT DIGITAL CREW

3-332. This chapter is designed to enable the commander and staff to train and evaluate the staff's and MCIS operator's abilities to integrate systems and generate the COP. The COP is a single display of relevant information tailored to unit requirements that simultaneously creates shared understanding horizontally and vertically across an organization. This shared understanding is measured by the commander's ability to make timely decisions.

3-333. The digital crew consists of the unit MCDMGs, the COP managers, and the individual MCIS operators in all shifts and in all CPs. This table assumes the individual MCIS operators are certified to operate their MCIS according to the appropriate proponent manuals. TC 6-0.1 is the reference manual for collective digital crew performance measures and training tables, not operator training. The MCDMG serves as the MCIS integrator, not the MCIS operator or expert of each MCIS. Training table execution occurs concurrently with other planned training to support organizational training requirements.

3-334. The digital crew integrates mission command information systems to display information that enables the commander in the decision-making process. Led by the MCDMG, the digital crew is responsible for advising the staff on the most effective techniques to integrate their MCIS. The digital crews coordinate with the COP manager to integrate critical information from each war-fighting function into the COP, to help support the commander's visualization.

3-335. The digital crew composition at the BCT echelon is adjusted to support commander's guidance. Considerations for guidance include training, education, experience of available personnel, and their abilities to integrate their MCIS. The MCDMG and COP manager provide the XO MCIS composition and disposition recommendations, tailored to the operational environment. Planning factors include: shift changeover, CP relocation, requirements for split operations, and mobile CP operations.

3-336. The MCDMG is responsible for training the digital crew on executing the digital training tables. The digital crew and staff execute the training tables to support the commander's guidance and training objectives, based on recommendations from the MCDMG and COP manager. Training considerations include: digital crew stability, equipment availability, training calendar, and operational need. The digital training tables are designed to be executed sequentially as each table builds on skills learned in previous tables. Tables I through VI focus on the digital crew with some requirements from the staff. Tables VII through X focus on employing and integrating the staff supported by the digital crews.

3-337. Digital crews are rated as fully qualified, qualified, or unqualified with a maximum and minimum performance standard within each rating. The intent is for the digital crew to participate in the tables simultaneously as an organization. Figure 3-10 on page 3-72 provides an overview of Tables I through VI for the digital crew:

- Fully qualified – All assigned crew members have completed Tables III-VI; at minimum, every member of the digital crew has completed these tables individually.
- Qualified – 80% of the digital crew have collectively completed Tables III-VI; at minimum, every member of the digital crew has completed these tables individually.
- Unqualified – 1 or more crew members have not completed Tables I-II or more than 20% of the digital crews in the organization's headquarters have not completed Tables III-VI.

<i>I</i>	<i>II</i>	<i>III</i>
<i>Execute Basic MCIS Operations</i>	<i>Integrate CP Systems</i>	<i>Develop Common Operational Picture</i>
<ul style="list-style-type: none"> • Set up the MCIS for operations • Prepare the MCIS for transit and operations • Employ the MCIS for operations • Organize CPOF data • Exercise mission command under degraded conditions 	<ul style="list-style-type: none"> • Share data products with the MCIS/MCWS • Create notifications for data changes • Implement appropriate permissions on MCIS • Access data through Databridge 	<ul style="list-style-type: none"> • Establish the common operational picture • Communicate using the MCWS/CPOF/ MCIS • Implement the COP-related portion of the KM plan
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
<i>IV</i>	<i>V</i>	<i>VI</i>
<i>Synchronize Operations</i>	<i>MCIS Rehearsal</i>	<i>Digital Crew Certification</i>
<ul style="list-style-type: none"> • Manage SIGACTs • Execute battle drills • Produce a collaborative mission plan • Produce a shared plan using MCIS • Present a CP update briefing • Create digital archives 	<ul style="list-style-type: none"> • Establish the COP • Conduct MCIS operations 	<ul style="list-style-type: none"> • Establish the COP • Conduct MCIS operations
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event: (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event: (CPX) Facility: TBD
COP common operational picture CP command post CPOF command post of the future CPX command post exercise KM knowledge management	MCIS mission command information systems MCWS mission command work station SIGACT significant activity STAFFEX staff exercise	

Figure 3-10. BCT Digital Crew Tables I-VI Overview

3-338. Once a crew is fully qualified, commanders are advised to maintain digital crew integrity, similar to battle-rostering weapons systems. When replacing crew members, the new crew member must have individually qualified on Tables I and II for the crew to maintain a qualified rating. If more than two crew members are replaced from the original fully qualified crew, the digital crew is considered unqualified until the new crew conducts Tables III through VI as a collective unit.

Note. This section was written based on the MCIS (CPOF) the preponderance of Army units are currently using. For greater detail concerning the training with legacy MCIS, see TC 6-0.1. If the unit is operating CPCE, use training materials from the New Equipment Training team. This TC will be updated once CPCE is in full rate production (FRP).

TABLE I: EXECUTE BASIC MISSION COMMAND INFORMATION SYSTEM OPERATIONS

3-339. Table I is the introduction and lays the foundation of understanding for the MCIS and its operators.

SETUP THE MISSION COMMAND INFORMATION SYSTEM FOR OPERATIONS

3-340. Given the Army's variety of warfighting function systems and version updates associated with each, the MCDMG will ensure individuals within and the digital crew are operating on their MTOE authorized systems and with associated technical manuals. The commander directs which systems and configuration to use based on mission requirements, the operational environment (current and forecasted), unit capabilities, equipment/systems (outside of MTOE) through the Army fielding initiatives, and higher headquarters requirements. The operations SGM directs the MCDMG to gather materials and equipment which support the digital crews when executing the Tables. Performance of this task includes the consolidating hardware, SOPs, unit battle drills, and a scenario to synchronize the digital crew's efforts. Unit SOPs for knowledge management and system organization are approved and available for refinement during training. Once all training materials and equipment are on-hand, operators will prepare systems for operation by inspecting equipment. Refer to system technical manuals (TM) or users manuals for proper set up of digital systems.

PREPARE THE MISSION COMMAND INFORMATION SYSTEM FOR TRANSIT AND OPERATIONS

3-341. Preparation of MCIS includes allowing adequate time for the operator of each MCIS to conduct system PMCS. S-6 assistance may be required to ensure the latest compatible software versions are available and installed. The MCDMG or digital crew members will attend relevant meetings such as commanders update briefs and CP shift change briefs to maintain situational awareness and support the commander and staff. As needed, the MCDMG will instruct the digital crew, with assistance from the battle captain and the COP manager, on roles and responsibilities as an integrated crew and within the staff during operations.

EMPLOY THE MISSION COMMAND INFORMATION SYSTEM FOR OPERATIONS

3-342. The MCDMG will use Individual Task 150-DMG-2014, *Employ the Mission Command Workstation / Command Post of the Future (MCWS/CPOF) for Operations*. This task focuses on CPOF employment. CPOF is the recommended tool to generate the digital COP by integrating BCT echelon MCIS. If, based on mission and the operational environment, the commander directs the use of other systems for displaying the COP such as JCR, the MCDMG will adjust the digital training tables to support commander's guidance. If the unit is operating CPCE, use similar training materials from the New Equipment Training team.

ORGANIZE COMMAND POST OF THE FUTURE DATA

3-343. The MCDMG will use Individual Task 150-DMG-2013, *Organize CPOF Data*. The MCDMG and digital crew uses relevant unit SOPs for digital information and knowledge management to organize CPOF data. The digital crew will use the commander's approved briefing products and methods to organize information with assistance from the unit knowledge manager. Digital crews coordinate with the BCT staff, battle captains, and COP manager to ensure the organized data meets the following criteria:

- Allows quick transition into an operational picture.
- Is operationally relevant to the commander's intent and end state.
- Has SOPs in place ensuring information is relevant and updated.
- Is clear and concise.

EXERCISE MISSION COMMAND UNDER DEGRADED CONDITIONS

3-344. The MCDMG will use Collective Task 150-DMG-2020, *Exercising Mission Command Under Degraded Conditions*. Training ensures the headquarters has the abilities to sustain mission command procedures during degraded conditions such as power outage, cyber-attack, or movement of the CP. The operations SGM and MCDMG evaluate the staff and digital crew executing the degraded transition battle drill, measuring their abilities to sustain operations under degraded conditions. The staff assists the digital crew during transition by validating last known/confirmed unit locations, graphics, running estimates, and other relevant information before degraded operations began. The MCDMG

maintains digital crew oversight during transition to degraded operations and assists the digital crew when transitioning from analog to fully-capable digital systems.

3-345. The desired outcome for Table I is the digital crew understands the commander's guidance for MCIS employment and demonstrates proficiency on the respective systems. Additionally, the digital crew must be able to sustain operations throughout degraded conditions and understand analog tracking systems. Upon successful completion of this table system operators will have demonstrated proficiency in the following tasks:

- Setup the MCIS for operation (Prepare the MCIS for Operation).
- Employ the MCIS for Operation.
- Organize data on the MCWS (CPOF).
- Exercise Mission Command under degraded conditions.

TABLE II: INTEGRATE COMMAND POST SYSTEMS

3-346. The purpose of this table is to ensure all digital crew members understand the integration of their individual systems and can effectively communicate across the network. Execution validates the MCIS integration across the staff as outlined in knowledge management SOPs to include setting permissions and sharing data. This table typically requires digital triad collaboration and coordination with the appointed COP manager, S-3, and S-6. The appointed COP manager assists in managing information used in the common operating picture. Digital crew members must be proficient at sharing information through the data distribution service (DDS) at the conclusion of this table.

SHARE DATA PRODUCTS WITH THE MISSION COMMAND INFORMATION SYSTEMS/MISSION COMMAND WORKSTATION

3-347. The MCDMG will use Individual Task 150-DMG-2007, *Access Information using the Data Distribution Service (DDS) Utilizing the Mission Command Workstation/Command Post of the Future (MCWS/CPOF)*. Executing this task allows the MCIS operator associated with each warfighting function to share information through CPOF to update the common operating picture. The MCDMG will ensure each operator can publish graphics to the DDS and disseminate to all authorized users, in accordance with unit SOPs. The MCDMG evaluates the MCIS operator's ability to import and export graphics from the DDS. The operations SGM, battle captain, or battle NCO, along with the MCDMG, will confirm the digital crew's ability to import and share messages, reports, and overlays between upper tactical interface (T/I) and lower T/I systems. Units reference CALL handbook, *Mission Command Systems Integration - a technical solution handbook* to provide the staff and the commander a multi-echelon operational picture. This process allows subordinate organizations with lower T/I capability to share information with upper T/I systems, mitigating the risk of human error in reproduction of data points.

CREATE NOTIFICATIONS FOR DATA CHANGES

3-348. The MCDMG will use Individual Task 150-DMG-2010, *Produce Notifications for Data Changes*. The purpose for this task is to ensure the battle captain is notified of any changes to operational graphics enacted by an individual MCIS operator. The MCDMG and COP manager will observe and evaluate the performance measures of this task with the battle captain, who will ensure updates are provided in accordance with the digital SOP.

IMPLEMENT APPROPRIATE PERMISSIONS ON THE MISSION COMMAND INFORMATION SYSTEM

3-349. The MCDMG will use Individual Task 150-DMG-2009, *Implement Appropriate Permission / Privileges on MCIS / CPOF Data Products*. This task validates the operator's ability to set permissions for editing digital products in accordance with the unit's digital SOP. Performing this task will reduce errors in the digital COP caused by improper user access permissions and other digital platforms across the staff.

ACCESS DATA THROUGH DATABRIDGE

3-350. The MCDMG will use Individual Task 150-DMG-2011, *Access Data Through the Mission Command Workstation / Command Post of the Future (MCWS/CPOF) Databridge*. The MCDMG evaluates the CPOF operator's ability to establish position location information with JCR to enable real time battle tracking of subordinate organizations. JCR is the primary system for tracking vehicle platforms at brigade and below to include company echelons without upper T/I capability. The CPOF operator accesses JCR data through the data bridge established by the S-6 for publication on the digital COP; this reduces staff efforts in the command post.

3-351. Upon completion of Table II, individual MCIS operators are proficient in the integration of their assigned MCIS with the DDS; this includes publication (push) and subscription (pull) of data with DDS. Operators can conduct troubleshooting through the tree viewer, individual MCIS troubleshooting flowcharts, and the digital dashboard. The MCDMG will retrain operators unable to complete the performance measures.

TABLE III: DEVELOP COMMON OPERATIONAL PICTURE

3-352. Table III focuses on developing the common operating picture through collaboration with the digital crew, the COP manager, and staff operating within the commander's guidance. Each digital crew member will publish their respective digital efforts (graphics) through the network to populate the commander's COP; providing real-time situational awareness. The commander tailors the COP through guidance to the staff warfighting function representatives who provide feedback to help achieve commander's intent. The digital crew trains to support the staff and commander's situational awareness requirements through execution of battle drills, SOPs, and other battle rhythm events. The updated COP reflects the most current events tailored to CCIR to support the commander's decision-making process.

ESTABLISH THE COMMON OPERATIONAL PICTURE

3-353. The MCDMG and COP manager will use Individual Task 150-MC-5315, *Establish the Common Operational Picture*. This task is critical to the staff's and digital crew's success and may require coordination with the COP manager, battle captain, or S-3 to validate the digital crew's ability to produce the COP. The COP manager and battle captain update the COP based on the mission, relevant information imported from MCIS, and information from other sources to enable the commander's decisions making.

COMMUNICATE USING THE MISSION COMMAND WORK STATION, COMMAND POST OF THE FUTURE, AND MISSION COMMAND INFORMATION SYSTEMS

3-354. The MCDMG will use Individual Task 150-DMG-2012, *Communicate Using Mission Command Workstation / Command Post of the Future (MCWS/CPOF)*. The MCDMG is responsible for integrating efforts from all available MCIS within the command post. The MCDMG will work with the S-6 to trouble shoot any interoperability issues. The digital crew, led by the MCDMG and COP manager, will use running estimates and other information sources to keep the COP current and within the commander's guidance.

3-355. At the conclusion of the Table III, digital crews are proficient in the operation, integration, and communication of the MCIS across the network to display information on the integrated COP for the commander and staff. The digital crew will also be trained on how to vertically and horizontally exchange information between upper and lower T/I, thereby creating shared understanding.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

3-356. The KMO will inform the operations SGM, MCDMG, and section and cell leaders of the mission and related information and knowledge management requirements. The common operational picture (COP), as part of the unit's combined knowledge and information management plan, enables the provision of relevant information to the right person, at the right time, and in a usable format, facilitating shared understanding and decision-making. The MCDMG supervises the digital crew in establishing this key KMP component. The MCDMG participates in developing a KMP and digital portions of the unit SOP. The MCDMG will oversee the sections configuring their systems and equipment to conform to the

information requirements established in the KMP. Refer to Collective Tasks 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*, and 71-BDE-5310, *Manage Information and Data for Brigade*.

TABLE IV: SYNCHRONIZE OPERATIONS

3-357. This table builds on COP development skills and validates the digital crew's ability to transition from planning to current operations. This table also provides the commander opportunities to observe the staff manage digital systems and refine SOPs by validating battle drills and briefing formats.

MANAGE SIGNIFICANT ACTIVITIES

3-358. The MCDMG and COP manager will use Individual Task 150-DMG-3009, *Organize Command Post of the Future Workstation Data Products (VI3.0)*. The digital crew must be proficient in displaying SIGACTS on the COP using the tools available in CPOF. The battle captain, operations SGM, or designated representative is responsible for providing the commander updates as directed. The COP manager and S-3 ensure the digital crew is following the unit SOP for displaying information.

EXECUTE BATTLE DRILLS

3-359. The MCDMG will use Individual Task 150-DMG-2015, *Order Battle Drills Execution*. The successful unit will have an established list of approved battle drills published in the appropriate unit SOP (command post, plans, digital, and etcetera.). The staff reviews and executes battle drills in accordance with SOP and commander's guidance for training. This process is supervised by the COP manager, operations SGM, or S-3. The battle captain determines if execution of the battle drills achieves commander's information requirements outlined in the SOP. The staff verifies the battle drills support its war-fighting function through screening criteria, setting conditions for operational success.

PRODUCE A COLLABORATIVE MISSION PLAN

3-360. The MCDMG will use Individual Task 150-DMG-3007, *Develop a Collaborative Mission Plan*. The task ensures system operators develop a coherent plan with their digital crew counter-parts according to unit SOP and commander's guidance. The digital triad coordinating with the staff to account for different planning factors, to include parallel planning, is critical to collaborative planning. Proper collaborative planning training enables operational success by preparing the staff to rapidly transition from planning to operations.

PRODUCE A SHARED PLAN USING MISSION COMMAND INFORMATION SYSTEMS

3-361. The MCDMG will use Individual Task 150-DMG-3006, *Produce a Shared Plan Using the Command Post of the Future Workstation*. CPOF provides a variety of briefing templates and examples in the library. The staff assists the commander's visualization through CPOF visualization aides, including maps, charts, and tables. The MCDMG assists the COP manager, battle captain, or S-3 in selecting a briefing format that supports the commander's guidance and mission requirements.

PRESENT A COMMAND POST UPDATE BRIEFING

3-362. The MCDMG and COP manager will use Individual Task 150-DMG-2016, *Present Command Post Update Briefing*. The command post update brief integrates information to create situational and shared understanding. The commander, S-3, or battle captain validates the update briefing to ensure it meets the commander's guidance. A briefing manager is designated by the XO or S-3 to organize and control the briefing (typically the battle captain or battle NCOIC). The designated briefing manager coordinates with the COP manager and MCDMG to guide staff preparation for the update. Briefing preparation techniques traditionally focus on gaining efficiency by leveraging MCIS capabilities, including CPOF presets and efforts throughout the presentation. Briefing concludes with a rehearsal by war-fighting function.

CREATE DIGITAL ARCHIVES

3-363. The MCDMG will use Individual Task 150-DMG-3009, *Create Digital Archives*. The MCDMG works with the knowledge manager, in coordination with the COP manager, battle captain, or S-3, to archive information that no longer needs updated or modified. This information is archived to serve as an easily accessed historical reference database. Ensuring effective knowledge management procedures are used to name, manage, and store information within the tree viewer is critical to this task.

3-364. At the completion of Table IV, digital crew members are proficient in using their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements to support the decision-making process.

TABLE V: MISSION COMMAND INFORMATION SYSTEM REHEARSAL

3-365. The MCIS rehearsal presents the last opportunity in the digital training tables for commanders to refine the process before certifying their digital crews in Table VI. Table V is scenario driven and evaluates the digital crew's ability to use digital systems to support the operations process. Retraining may be required through multiple scenarios to ensure battle drill compliance and to refine unit SOPs.

3-366. Once the digital crew successfully completes all requirements of Table V, the MCDMG reports to the S-3, the operations SGM, and each battle captain, that the digital crew is prepared for the Certification event (Table VI).

ESTABLISH THE COMMON OPERATIONAL PICTURE

3-367. The COP manager will use Collective Task 71-BDE-5319, *Establish a Common Operational Picture for Brigade*. This table requires the staff to rehearse establishment of the COP prior to Table VI. The staff and digital crew will use their SOPs developed during Tables I-IV.

CONDUCT MISSION COMMAND INFORMATION SYSTEM OPERATIONS

3-368. Digital crew members will use their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate using MCWS/CPOF/MCIS*. At a minimum, the MCDMG requires the digital crew to conduct the following using assigned MCIS:

- Receive OPORD and develop running estimates.
- Support Mission Analysis with associated WARNORD distribution.
- Support COA Development.
- Support a COA Approval Brief.
- Develop and distribute an OPORD.

3-369. Graphic 3-10 on page 3-78 summarizes the inputs, actions, and outputs the digital crew executes in Tables I through V in preparation for certification.

Mission Command Training Tables I through V for Brigade Combat Team Digital Crew ¹		
Inputs <ul style="list-style-type: none"> Digital crew battle roster KM SOP ATP 6-01.1 TM 11-7010-538-13&P 	Table I: Execute Basic Mission Command Information System Operations* <ul style="list-style-type: none"> Setup the mission command information system for operation (<i>Employ a Mission Command Information System</i>) 150-MC-5250 Prepare mission command information system for transit and operations Employ the mission command information system for operations (<i>Employ the Mission Command Workstation / Command Post of the Future for Operations</i>) 150-DMG-2014 Organize Command Post of the Future Data 150-DMG-2013 Exercise MC Under Degraded Conditions 150-DMG-2020 	Outputs <ul style="list-style-type: none"> Operator certifications on their individual systems under all conditions Battle drills Scenario to drive subsequent tables
Inputs <ul style="list-style-type: none"> Table I Inputs & Outputs Draft mission command information system portion of unit SOP FM 6-0 ADP 5-0 	Table II: Integrate Command Post Systems* <ul style="list-style-type: none"> Share data products with the mission command information system / MCWS (<i>Access Information Using the Data Distribution Service (DDS) Utilizing the MCWS / Command Post of the Future</i>) 150-DMG-2007 Create Notifications for Data Changes 150-DMG-2010 Implement appropriate permissions on mission command information system (<i>Implement Appropriate Permission/Privileges on Mission Command Information System / Command Post of the Future Data Products</i>) 150-DMG-2009 Access Data through Databridge 150-DMG-2011 	Outputs <ul style="list-style-type: none"> Verified mission command information system portion of digital SOP
Inputs <ul style="list-style-type: none"> Table II Inputs & Outputs Commander's guidance (Commander Table II) COP portion of digital SOP 	Table III: Develop Common Operational Picture* <ul style="list-style-type: none"> Establish the COP 150-MC-5315 Communicate using MCWS/Command Post of the Future/Mission Command Information System 150-DMG-2012 Implement the COP related portions of the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 	Outputs <ul style="list-style-type: none"> COP Validated COP portion of digital SOP
Inputs <ul style="list-style-type: none"> Table III Inputs & Outputs Battle drills Scenario events to drive SIGACTS & drills 	Table IV: Synchronize Operations* <ul style="list-style-type: none"> Manage SIGACTS (<i>Organize Command Post of the Future Workstation Data Products</i>) 150-DMG-3009 Execute battle drills (<i>Order Battle Drills Execution</i>) 150-DMG-2015 Produce a collaborative mission plan (<i>Develop a Collaborative Mission Plan</i>) 150-DMG-3007 Produce a Shared Plan Using Mission Command Information System 150-DMG-3006 Present a Command Post Update Brief 150-DMG-2016 Create Digital Archives 150-DMG-3009 	Outputs <ul style="list-style-type: none"> Validated battle drills Mission command information system shared plan Validated briefing portion of digital SOP Archives Refined COP
Inputs <ul style="list-style-type: none"> Table IV Inputs & Outputs Staff COP input 	Table V: Mission Command Information System Rehearsal** <ul style="list-style-type: none"> Establish the COP 71-BDE-5319 Conduct mission command information system operations (<i>Communicate using MCWS/Command Post of the Future/Mission Command Information System</i>) 150-DMG-2012 	Outputs <ul style="list-style-type: none"> Finalized COP
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The Mission Command Digital Master Gunner in each command post validates that the digital crew has met all the training criteria for Tables I through V and is prepared to conduct Certification (Table VI) under conditions established by the commander.</p>		
<p>* Tables prepare the digital crew for collective training with the rest of the headquarters in Tables V on.</p> <p>** Tables may be conducted as part of a larger exercise and are supported by the commander, staff, and command post tables.</p> <p>¹Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 3-10. Mission Command Training Tables I through V for the BCT Digital Crew

TABLE VI: DIGITAL CREW CERTIFICATION

3-370. This table is the culminating event and intended to certify the digital crew. This table is conducted concurrently with the Table VI certifications for the commander, staff, and command posts. Digital crews use the MCIS to support the staff during the operations process. The staff is evaluated on creating planning products, synchronizing operations, creating storyboards, sharing information, and making recommendations to the commander. Digital crews are the experts in the integration of information and are fully prepared to support the commander and staff.

ESTABLISH THE COMMON OPERATIONAL PICTURE

3-371. The COP manager will use Collective Task 71-BDE-5319, *Establish a Common Operational Picture for Brigade*. This table is executed during events that require the headquarters staff to enable the commander's validation of the digital crew for the establishment of the COP and execution of an update brief. The digital crews will use SOPs established during Tables I through V.

3-372. Upon successful completion of Table VI, the commander certifies the digital crews. Any crew considered qualified or above is proficient at system integration, COP development, and synchronizing operations. They are able to provide integration advice to the staff during Tables VII through X and fully integrate their systems into the unit's operations process.

CONDUCT MISSION COMMAND INFORMATION SYSTEM OPERATIONS

3-373. Digital crew members will use their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate using MCWS/CPOF/MCIS*. At a minimum, the MCDMG requires the digital crew to conduct the same tasks they completed during Table V (Rehearsal).

3-374. The outcome of Tables I through VI is digital crews now operate as a cohesive unit. Each system operator understands and competently performs in their warfighting function staff role to support the mission. Completing Table VI indicates the digital crew is prepared to support the command during unified land operations. Upon completion of Table VI and the MCIS certification, the digital crew, led by the MCDMG and COP manager, transitions to Tables VII through X.

3-375. Tables VII through X are designed to train the staff and digital crew as an integrated team. The certified digital crew will assist and enhance the staff's ability to conduct the operations process. As the unit transitions into Tables VII through X, the MCDMG also transitions from controlling the certification process to serving as an advisor to the command team. The MCDMG now serves as the subject matter expert on digital training and integration.

3-376. Digital crews must be familiar with all aspects of their digital systems and understand how they add value to the commander and staff through their MCIS. While the digital crew is considered an integral part of the staff for Tables VII through X, the digital crew's proficiency and actions are evaluated separately from the staff sections. This will allow the commander to validate the digital crew's qualification ratings separate from staff for meeting training objectives or retraining purposes.

3-377. The digital crew is certified upon completion of Table VI. TC 6-0.1 does not have digital crew specific tables beyond Table VI. The tables in TC 6-0.1 become nested with the staff tables. The commander uses the tables below as a means of integrating the digital crew and the systems into the headquarters and staff functions to obtain a higher level of proficiency. The MCDMG and digital triad work with the staff to refine the digital SOP and develop a retraining plan to ensure the digital crew members operate effectively and efficiently within their staff sections. When the commander is satisfied with the digital crew meeting the Table VI requirements, they sign a memorandum for record capturing the event results and the unit training officer uploads the memorandum to DTMS

3-378. Graphic 3-11 on page 3-80 crosswalks the inputs, activities, and outputs required of the digital crew as they conduct Table VI.

Mission Command Training Table VI for Brigade Combat Team Digital Crew ¹		
Inputs	Table VI: Digital Crew Certification**	Outputs
<ul style="list-style-type: none"> Table V Inputs & Outputs 	<ul style="list-style-type: none"> Establish the COP 71-BDE-5319 Conduct mission command information system operations (<i>Communicate Using MCWS/Command Post of the Future/mission command information system</i>) 150-DMG-2012 	<ul style="list-style-type: none"> Digital crew certification Refined knowledge management portion of SOP
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander certifies that the digital crew has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the digital crew is certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p>		
<p>** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and command post tables.</p>		
<p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 3-11. Mission Command Training Table VI for the Digital Crew

3-379. Upon completing Table VI certifications, the unit will receive an order from the headquarters responsible for the BCT EXEVAL in Table X. The digital crew will use the information from this order to train during tables VII through IX. Figure 3-11 provides an overview of digital crew progression through tables VII through X.

VII	VIII
<i>Integrate the Mission Command System</i>	<i>Synchronize Operations</i>
<ul style="list-style-type: none"> • Establish a CP in an operational environment • Process relevant information • Display the COP • Disseminate COP and execution information • Implement the COP-related portion of the KM plan 	<ul style="list-style-type: none"> • Conduct synchronization actions to produce maximum effective application of military power • Develop running estimates • Synchronize fire support • Adjust resources, concept of operations, or mission • Conduct an operations synchronization meeting
Venue: Commander Directed Facility: Locally	Venue: Training event aligned with unit CATS Facility: Training area
IX	X
<i>Mission Command Warfighting Function Validation Exercise Rehearsal</i>	<i>Mission Command Warfighting Function Validation Exercise</i>
<ul style="list-style-type: none"> • Validate the digital SOP • Assist the commander in executing tactical operations • Support the CP in displacing the command post 	<ul style="list-style-type: none"> • Support the CP in displacing the command post • Conduct MCIS operations
Venue: Training event aligned with unit CATS Facility: Training area	Venue: Training event aligned with unit CATS Facility: Training area
CATS combined arms training strategy COP common operational picture CP command post	MCIS mission command information system SOP standard operating procedure

Figure 3-11. BCT Digital Crew Tables VII-X Overview

TABLE VII: INTEGRATE THE MISSION COMMAND SYSTEM

3-380. Table VII is led by the MCDMG operating under the XO's and commander's guidance and may include additional unit liaisons and attachments. It begins with establishing the command post and digital systems, to include staff coordination with horizontal and vertical elements. This table includes establishing the network, integrating the mission command system, and disseminating the COP.

ESTABLISH A COMMAND POST IN AN OPERATIONAL ENVIRONMENT

3-381. The XO will direct the S-3 and operations SGM to prepare to establish the command posts. The COP manager and MCDMG focus on establishing the command post's digital capabilities while the remaining staff focuses on establishing the command post. The command will refer to Collective Task 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*.

PROCESS RELEVANT INFORMATION

3-382. The XO and S-3 provide guidance on how the staff will support the commander's exercise of mission command. The staff provides relevant information to the commander to answer information requirements. The digital crew supports the staff in processing relevant information in accordance with the standard established in Collective Task 71-BDE-5315, *Process Relevant Information for Brigade*.

DISPLAY THE COMMON OPERATIONAL PICTURE

3-383. This task, as with all the tasks in Tables VII-X, is performed in conjunction with executing a tactical task the unit is tasked to perform in the higher headquarters order. This step can be performed in a field or garrison environment, based on training resource availability. The commander establishes requirements for information displayed on the common operational picture. The staff establishes MCIS to manage and share information based on SOPs and mission requirements. Under the XO's direction, the staff maintains continuous running estimates focused on the mission and commander's guidance. The digital crew, under the guidance of the COP manager, produces the COP using MCIS systems tailored to operational requirements and guidance. The command will use Collective Task 71-BDE-5316, *Display a Common Operational Picture for Brigade*; for the execution of this task.

DISSEMINATE COMMON OPERATIONAL PICTURE AND EXECUTION INFORMATION

3-384. The staff, led by the XO, directs the knowledge management plan and distributes to subordinate CPs to create and maintain shared understanding. The battle captain and COP manager update the common operating picture to ensure the most relevant information is displayed while the S-3 directs the COP manager and MCDMG to post and disseminate the COP across mission command networks. The COP manager and MCDMG ensure the COP is accurately disseminated to lower echelons across the network. The command will reference Collective Task 71-BDE-5318, *Disseminate Common Operational Picture and Execution Information for Brigade*. This task may be performed during unit training to maximize resources to gain efficiency.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

3-385. The MCDMG supervises the digital crew in establishing the COP – a key component of the KMP. The MCDMG participates in refining the KMP and digital portions of the unit SOP. The MCDMG will oversee the sections and MCIS operators configuring their systems and equipment to conform to the information requirements established in the KMP. Refer to Collective Tasks 71-BDE-5330, *Integrate Situational Understanding Through Knowledge Management for Brigade*, and 71-BDE-5310, *Manage Information and Data for Brigade*.

TABLE VIII: SYNCHRONIZE OPERATIONS

3-386. This table trains the staff in integrating unified action partners into mission command systems. Synchronization with higher, subordinate and supporting units, and other unified action partner information requirements, across the war fighting functions, to achieve shared understanding, is critical in Table VIII. This table is scenario driven to achieve tactical proficiency. Upon completion of Table VIII, digital crews are integrated into the staff and prepared for a validation rehearsal exercise.

CONDUCT SYNCHRONIZATION ACTIONS TO PRODUCE MAXIMUM EFFECTIVE APPLICATION OF MILITARY POWER

3-387. The digital crew employs mission command systems to conduct automated coordination with higher, adjacent, and subordinate units, and other unified action partners. For example, the ADAM/BAE cell digital system operators will use their systems to coordinate airspace with aviation units, air defense units, the air component, and host nation airspace users. The command references Collective Task 71-BDE-5134, *Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power for Brigade*.

DEVELOP RUNNING ESTIMATES

3-388. The command references Collective Task 71-BDE-5144, *Develop Running Estimates for Brigade*. The staff, led by the XO, continues to update running estimates in their MCIS throughout operations to integrate relevant information into the COP.

SYNCHRONIZE FIRE SUPPORT

3-389. The command references Collective Task 06-BDE-5066, *Employ Fires*. The fires cell prepares the fire support plan during the planning process. The FSO synchronizes fires across the operational environment and works with fire support NCO to produce fire support products. The cell's digital systems operators input appropriate information from the plan into their MCIS. As planning continues, products are disseminated digitally for feedback. Once complete, the commander's approved fire plan is added to the COP and synchronized across the staff. During execution, the fires cell operators use their systems to coordinate joint fires for the BCT and its subordinate units.

ADJUST RESOURCES, CONCEPT OF OPERATIONS, OR MISSION

3-390. The command references Collective Task 71-BDE-5133, *Adjust Resources, Concept of Operations, or Mission for Brigade*. The staff and the battle captain continually review and adjust the plan in its digital systems, as conditions change to support updated commander's guidance. This may involve the re-allocating resources and priorities to refine the course of action.

CONDUCT AN OPERATIONS SYNCHRONIZATION MEETING

3-391. The command conducts an electronic operations synchronization meeting with all command posts and relevant subordinate units using Collective Task 71-BDE-5135, *Conduct an Operations Synchronization Meeting for Brigade*, as a guide. Synchronizing staff efforts and priorities ensure productivity and unity of effort. The S-3 or designated representative, guides the staff through managing products to sustain unity of effort. The staff provides updates to unit leaders through battle rhythm events such as daily briefing and staff updates to synchronize current and future events.

TABLE IX: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

3-392. This table aligns the staff, digital crew, CP, and commander to conduct the operations process. This table is executed in a simulated operational environment. It supports the unit METL and is conducted over a continuous 48-hour period. As with previous tables, evaluating Table IX assesses staff and digital crew proficiency of their ability to integrate the MCIS. This table simulates the conditions similar to the projected Table X environment. These conditions can be tailored towards a future CTC rotation or other operational environment.

VALIDATE THE DIGITAL STANDARD OPERATING PROCEDURE

3-393. Under the commander's authority, the MCDMG will validate the digital systems portion of the unit SOP, ensuring the following critical SOP requirements are accounted for:

- Produce and disseminate mission orders through the mission command information system.
- Conduct battle hand-over: main command post to alternate command post.
- Execute update briefs.
- Display statuses.
- Operational and sustainability tracking and reporting.

ASSIST THE COMMANDER IN EXECUTING TACTICAL OPERATIONS

3-394. The headquarters conducts the operations processes by integrating, analyzing, and synthesizing data to determine relevant information for action. This commander and staff process occurs internally and externally to the headquarters and simultaneously across the MCIS to achieve shared understanding at echelon and with adjacent units. The digital crew maintains a consistent and accurate COP to enable this process. The digital crew will complete Individual Task 150-MC-5131, *Assist the Commander in Executing Operations*.

SUPPORT THE COMMAND POST IN DISPLACING THE COMMAND POST

3-395. The digital crew supports the command post during displacements by conducting battle handover for COP responsibilities to an alternate CP, preparing MCIS for transportation, moving to the new CP location, reinstalling the system, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to 71-BDE-5201, *Displace the Command Post for Brigade*.

3-396. At the end of the training event, the MCDMG will conduct an informal AAR with the digital crew to capture final refinements to the COP and conduct any required retraining prior to the Validation Exercise.

TABLE X: MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

3-397. Commanders use observations and lessons learned from Table IX to refine planning and execution of Table X, the culminating training event. Table X execution is synchronized with other unit culminating training events. During the training event, the digital crew and staff complete Collective Task 71-BDE-0050, *Establish a Brigade Command Post in an Operational Environment*, and Individual Task 150-MC-5200, *Conduct Command Post Operations*.

3-398. Tables VII through IX integrate digital crews with their supported staff, who then operate as a cohesive unit. Simultaneously, the staff and commander are synchronized with external units and liaisons. Each staff section and cell understand the commander's intent and are capable of leveraging their digital crew and MCIS to seamlessly support the mission. At the conclusion of Table IX, the commander leads an AAR and the digital crew makes any final changes to the COP and digital portions of the unit SOP. Training shortfalls identified during Table IX are corrected before beginning Table X.

3-399. The outcome of Table X is that the digital crew and staff work as a cohesive unit, led by the commander, with external augmenters and liaisons. The digital crew and MCIS perform the operations process seamlessly. Completing Table X indicates the command is prepared at an advanced level to conduct unified land operations. The commander consults with the external evaluators and the evaluating headquarters commander, and validates the digital crew as prepared to support the commander and staff to conduct the operations process during large scale ground combat operations. The commander signs a memorandum for record capturing the outcome of the validation exercise and the unit training officer uploads the memorandum to DTMS.

SUPPORT THE COMMAND POST IN DISPLACING THE COMMAND POST

3-400. The digital crew supports the CP during displacements by conducting battle handover of COP responsibilities to an alternate CP, preparing MCIS for transportation, moving to the new CP location, reinstalling the system, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to Collective Task 71-BDE-5201, *Displace the Command Post for Brigade*.

CONDUCT MISSION COMMAND INFORMATION SYSTEM OPERATIONS

3-401. Digital crew members will use their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate using MCWS/CPOF/MCIS*. At a minimum, the MCDMG requires the digital crew to conduct the following using assigned MCIS:

- Receive OPORD and develop running estimates.
- Support Mission Analysis with associated WARNORD distribution.
- Support COA Development.
- Support a COA Approval Brief.
- Develop and distribute an OPORD.

3-402. See Graphic 3-12 for a crosswalk of the inputs, actions, and outputs for Tables VII through X.

Mission Command Warfighting Function Training Tables – Brigade Combat Team (BCT)

Mission Command Training Tables VII through X for Brigade Combat Team Digital Crew¹		
Inputs	Table VII: Integrate the Mission Command System	Outputs
<ul style="list-style-type: none"> • Table VI Inputs & Outputs • ADP 6-0 	<ul style="list-style-type: none"> • Establish a command post in an Operational Environment 71-BDE-0050 • Process Relevant Information 71-BDE-5315 • Display the COP 71-BDE-5316 • Disseminate COP and Execution Information 71-BDE-5318 • Implement the COP related portions of the KM plan (<i>Integrate Shared Understanding Through Knowledge Management for Brigade</i>) 71-BDE-5330 	<ul style="list-style-type: none"> • Refined COP and digital crew portions of SOPs
Inputs	Table VIII: Synchronize Operations	Outputs
<ul style="list-style-type: none"> • Table VII Inputs & Outputs • Unified action partner information requirements 	<ul style="list-style-type: none"> • Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power 71-BDE-5134 • Develop Running Estimates 71-BDE-5144 • Synchronize Fire Support 06-BDE-1084 • Adjust Resources, Concept of Operations, or Mission 71-BDE-5133 • Conduct an Operations Synch Meeting 71-BDE-5135 	<ul style="list-style-type: none"> • Updated synchronization matrix • Digital crew running estimates • Refined operations synch meeting portion of SOP
Inputs	Table IX: Mission Command WFF Validation Exercise Rehearsal***	Outputs
<ul style="list-style-type: none"> • Table VIII Inputs & Outputs 	<ul style="list-style-type: none"> • Validate the Digital SOP (<i>Integrate Shared Understanding Through Knowledge Management for Battalion</i>) 71-BDE-5330 • Assist the Commander in Executing Tactical Operations 150-MC-5131 • Support the command post in displacing the command post (<i>Displace the Command Post</i>) 71-BDE-5201 	<ul style="list-style-type: none"> • Validated SOP • After action review results
Inputs	Table X: Mission Command WFF Validation Exercise****	Outputs
<ul style="list-style-type: none"> • Table IX Inputs & Outputs 	<ul style="list-style-type: none"> • Support the command post in displacing the command post (<i>Displace the Command Post</i>) 71-BDE-5201 • Conduct mission command information system operations (<i>Communicate Using Mission Command Workstation / Command Post of the Future (MCWS/Command Post of the Future)</i>) 150-DMG-2012 	<ul style="list-style-type: none"> • Digital crew validations
<p>Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, <i>Train to Win in a Complex World</i>. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U).</p> <p>The commander trains the mission command system, including the digital crew, in tables VII through IX. The commander leads an AAR following Table IX and directs final changes to the COP prior to entering the Table X Validation Exercise.</p> <p>Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including the digital crew) is fully prepared to support the commander in the conduct of unified land operations. The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.</p> <p>*** Table is conducted as part of a unit exercise and is supported by the commander, staff, and command post tables.</p> <p>**** Table is executed as part of an externally evaluated culminating exercise.</p> <p>¹ Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.</p>		

Graphic 3-12. Mission Command Training Tables VII through X for the BCT Digital Crew

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Appendix A

Memorandum for Record Example

This appendix provides guidance for creating a memorandum for record and includes an example.

A-1. A memorandum for record (MFR) is completed when the commander is satisfied that the requirements of Table VI, have been achieved. A signed MFR capturing the results of the certification is prepared. This is also true when the requirements of Table X have been achieved. While Table VI can be certified by the unit commander, Table X validation is different. The commander consults with the external evaluators and the evaluating headquarters commander who in-turn validates the achieved requirements to conduct the operations process in the conduct of large scale ground combat operations with a signed memorandum for record capturing the outcome of the validation exercise. The unit training officer uploads each respective memorandum to DTMS.

A-2. The example in figure A-1 provides a format and can be modified as needed when certification is achieved in Table VI, and again when validation is achieved in Table X. Refer to AR 25-50, *Preparing and Managing Correspondence*. 17 May 2013.


	DEPARTMENT OF THE ARMY 1 ST BATTALION, 73 RD FIELD ARTILLERY REGIMENT 627 JACKSON AVENUE FORT LONGSTREET, KS 66999
REPLY TO ATTENTION OF	
WCAC-DEF	26 April, 2019
MEMORANDUM FOR RECORD	
SUBJECT: Certification of 1 st Battalion, 73 rd Field Artillery Regiment Mission Command System on Mission Command Training Table VI	
<ol style="list-style-type: none">1. 1/7rd FAR conducted Battalion Mission Command Training Table VI on 23-25 April 2019 in a battalion command post exercise conducted in the unit motor pool while conducting METL tasks in a training environment with a DATE operational environment and simulated enemy conditions. Evaluation was conducted in accordance with TC 6-0.2.2. COL Maxwell Surefire, commander of 98th Field Artillery Brigade assessed and certified the performance of the battalion commander, LTC Gunner (the undersigned) using the Battalion Commander Mission Command Training Table VI.3. I certified the battalion's staff, main and field trains command posts, and digital crew in accordance with Mission Command Training Table VI for each audience.4. POC is CPT Thomas Hearty, Assistant S-3, thomas.t.hearty.mil@mail.mil, 913-684-9998.	
<i>Max Gunner</i>	
Maxwell G. Gunner LTC, FA Commanding	

Figure A-1. Example memorandum for record

Appendix B

Collective and Individual Training and Evaluation Outlines and Recommended Drills

This appendix provides a cumulative listing of collective and individual tasks as well as drills that are identified within this publication.

B-1. Army tasks are available at <https://rdl.train.army.mil/catalog/dashboard> (refer to Supporting Training Resources in the Introduction of this publication for details). Combined Arms Training Strategies are available at https://atn.army.mil/dsp_CATSviewer01.aspx.

B-2. The *training and evaluation outline* (T&EO) is the output of the development of the collective task. Leaders use T&EOs to identify other supporting collective and individual tasks that support higher level tasks. These T&EOs provide summary information concerning collective task training and individual and leader tasks that support the successful execution of collective training. The T&EO is the Army's source for individual and collective task training standards. The T&EO consists of the major procedures (steps or actions) a unit or individual must accomplish to perform a task to standard. A collective task also describes the performance required of a unit under the conditions of the training environment.

B-3. During training events, leaders and evaluators use T&EOs to measure observed tasks proficiency. Completed T&EOs form the backbone of bottom-up feedback that provide the commander the necessary objective evaluations to assess unit training proficiency and ultimately to assess training readiness. See below for the listing of the collective and individual T&EOs cited in this publication. Refer to FM 7-0, *Train to Win in a Complex World*, 5 October 2016.

B-4. Recommended drills cited in this publication are listed below after the collective and individual tasks:

- CATS 52-TS-8131. *Integrate Intelligence Activities in Support of Operations.*
- Collective Task 06-BDE-5066. *Employ Fires.*
- Collective Task 17-BDE-1094. *Conduct an Attack – ABCT.*
- Collective Task 17-BDE-1254. *Conduct a Combined Arms Breach of an Obstacle – ABCT.*
- Collective Task 19-CO-2204. *Perform Security at Critical Sites.*
- Collective Task 34-TM-3090. *Manage Special Security Office (SSO) Functions.*
- Collective Task 34-TM-3091. *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF).*
- Collective Task 34-SEC-1102. *Provide Intelligence Overwatch.*
- Collective Task 34-SEC-1315. *Provide Geospatial Intelligence (GEOINT) Analytic Support to Operations.*
- Collective Task 34-SEC-1317. *Provide Geospatial Intelligence (GEOINT) Support to Requirements Planning.*
- Collective Task 34-SEC-1320. *Conduct Signals Intelligence (SIGINT) Section Analysis.*
- Collective Task 34-SEC-3040. *Provide Signals Intelligence (SIGINT) Support to Planning Requirements.*
- Collective Task 34-SEC-3041. *Assess Signals Intelligence (SIGINT) Collection.*
- Collective Task 34-SEC-3042. *Develop Signals Intelligence (SIGINT) Products.*
- Collective Task 34-SEC-3171. *Plan Integration Into the Intelligence Architecture.*
- Collective Task 34-SEC-3173. *Provide Intelligence Support to Information Collection Planning.*
- Collective Task 34-SEC-3180. *Conduct Intelligence Preparation of the Battlefield (IPB)*

- Collective Task 44-EAC-2111. *Distribute Tactical Warning Information and Attack Assessment.*
- Collective Task 55-BDE-4800. *Conduct Expeditionary Deployment Operations at the Brigade Level.*
- Collective Task 55-BN-4800. *Conduct Expeditionary Deployment Operations at the Battalion Level.*
- Collective Task 55-BN-4802. *Conduct Home Station Mobilization Activities at the Battalion Level.*
- Collective Task 63-BN-4057. *Coordinate Battalion Physical Security Measures.*
- Collective Task 71-BDE-0050. *Establish a Brigade Command Post in an Operational Environment.*
- Collective Task 71-BDE-5002. *Conduct Rapid Decision-Making and Synchronization Process (RDSP) for Brigades.*
- Collective Task 71-BDE-5010. *Conduct Information Protection for Brigades.*
- Collective Task 71-BDE-5018. *Receive Liaisons and Attachments for Brigades.*
- Collective Task 71-BDE-5019. *Integrate Liaisons and Attachments for Brigades.*
- Collective Task 71-BDE-5100. *Conduct the Mission Command Operations Process for Brigade.*
- Collective Task 71-BDE-5111. *Conduct the Military Decision-Making Process for Brigades.*
- Collective Task 71-BDE-5112. *Conduct Mission Analysis.*
- Collective Task 71-BDE-5118. *Manage Command, Control and Communications Systems.*
- Collective Task 71-BDE-5119. *Prepare an Operation Order.*
- Collective Task 71-BDE-5121. *Establish Coordination and Liaison for Brigades.*
- Collective Task 71-BDE-5122. *Perform a Rehearsal for Brigades.*
- Collective Task 71-BDE-5123. *Task Organize for Operations for Brigades.*
- Collective Task 71-BDE-5124. *Revise the Plan.*
- Collective Task 71-BDE-5130. *Assess Tactical Situation and Operations for Brigades.*
- Collective Task 71-BDE-5132. *Perform Planned Actions Sequels and Branches for Brigade.*
- Collective Task 71-BDE-5144. *Develop Running Estimates.*
- Collective Task 71-BDE-5145. *Conduct Risk Management for Brigade.*
- Collective Task 71-BDE-5200. *Conduct Command Post Operations for Brigades/Groups.*
- Collective Task 71-BDE-5201. *Displace the Command Post for Brigade.*
- Collective Task 71-BDE-5202. *Conduct Transfer Control of Operations.*
- Collective Task 71-BDE-5203. *React to a Fragmentary Order (FRAGORD) for Brigades.*
- Collective Task 71-BDE-5204. *Establish an Alternate Command Post in an Operational Environment for Brigades.*
- Collective Task 71-BDE-5250. *Maintain Continuity of Mission Command for Brigades.*
- Collective Task 71-BDE-5310. *Manage Information and Data for Brigades.*
- Collective Task 71-BDE-5316. *Display the Common Operational Picture for Brigades.*
- Collective Task 71-BDE-5317. *Share Relevant Information for Brigades.*
- Collective Task 71-BDE-5318. *Disseminate Common Operational Picture and Execution Information for Brigade.*
- Collective Task 71-BDE-5319. *Establish the Common Operational Picture for Brigades.*
- Collective Task 71-BDE-5330. *Integrate Situational Understanding Through Knowledge Management for Brigades.*
- Collective Task 71-BDE-6050. *React to Level I and Level II Attacks for Brigades.*
- Collective Task 71-BN-0050. *Establish a Battalion Command Post in an Operational Environment.*
- Collective Task 71-BN-5002. *Conduct Rapid Decision-making and Synchronization Process (RDSP) for Battalion.*
- Collective Task 71-BN-5010. *Conduct Information Protection for Battalion.*

- Collective Task 71-BN-5100. *Conduct the Mission Command Operations Process for Battalion.*
- Collective Task 71-BN-5111. *Conduct the Military Decision-Making Process for Battalion.*
- Collective Task 71-BN-5112. *Conduct Mission Analysis.*
- Collective Task 71-BN-5119. *Prepare an Operation Order.*
- Collective task 71-BN-5121. *Establish Coordination and Liaison for Battalions.*
- Collective Task 71-BN-5122. *Perform a Rehearsal for Battalion.*
- Collective Task 71-BN-5123. *Task Organize for Operations for Battalions.*
- Collective Task 71-BN-5124. *Revise the Plan for Battalion.*
- Collective Task 71-BN-5130. *Assess Tactical Situation and Operations for Battalions.*
- Collective Task 71-BN-5133. *Adjust Resources, Concept of Operations, or Mission for Battalions.*
- Collective Task 71-BN-5134. *Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power for Battalions.*
- Collective Task 71-BN-5135. *Conduct an Operations Synchronization Meeting for Battalion.*
- Collective Task 71-BN-5144. *Develop Running Estimates for Battalions.*
- Collective Task 71-BN-5145. *Conduct Risk Management for Battalion.*
- Collective Task 71-BN-5200. *Conduct Command Post Operations.*
- Collective Task 71-BN-5201. *Displace the Command Post for Battalions.*
- Collective Task 71-BN-5202. *Conduct Transfer of Control of Operations for Battalion.*
- Collective Task 71-BN-5203. *React to a Fragmentary Order (FRAGORD) for Battalion.*
- Collective Task 71-BN-5204. *Establish an Alternate Command Post in an Operational Environment for Battalion.*
- Collective Task 71-BN-5250. *Maintain Continuity of Mission Command for Battalions.*
- Collective Task 71-BN-5310. *Manage Information and Data for Battalion.*
- Collective Task 71-BN-5315. *Process Relevant Information for Battalion.*
- Collective Task 71-BN-5316. *Display a Common Operational Picture for Battalion.*
- Collective Task 71-BN-5317. *Share Relevant Information for Battalions.*
- Collective Task 71-BN-5318. *Disseminate Common Operational Picture and Execution Information for Battalion.*
- Collective Task 71-BN-5319. *Establish the Common Operational Picture for Battalions.*
- Collective Task 71-BN-5330. *Integrate Situational Understanding Through Knowledge Management for Battalion.*
- Collective Task 71-CO-0433. *Support Command Posts for Companies.*
- Collective Task 71-DIV-5001. *Conduct Army Design Methodology.*
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- Individual Task 150-DMG-3007. *Develop a Collaborative Mission Plan (V13.0).*
- Individual Task 150-DMG-3009. *Organize Command Post of the Future Workstation Data Products (V13.0).*
- Individual Task 150-LDR-5001. *Develop Cohesive Teams Through Mutual Trust.*
- Individual Task 150-LDR-5002. *Identify Prudent Risk.*
- Individual Task 150-LDR-5003. *Use the Mission Order Technique.*
- Individual Task 150-LDR-5004. *Provide the Commander's Intent.*
- Individual Task 150-LDR-5006. *Conduct Disciplined Initiative.*
- Individual Task 150-LDR-5007. *Create a Shared Understanding.*
- Individual Task 150-LDR-5011. *Establish Boards and Working Groups.*
- Individual Task 150-LDR-5013. *Organize the Staff for Operations.*
- Individual Task 150-LDR-5014. *Lead the Rapid Decision-making and Synchronization Process.*
- Individual Task 150-LDR-5015. *Lead the Unit.*
- Individual Task 150-LDR-5016. *Practice the MC Philosophy of Command.*
- Individual Task 150-LDR-5018. *Establish a Common Vision for Framework.*
- Individual Task 150-LDR-5019. *Determine the Commander's Critical Information Requirements.*
- Individual Task 150-LDR-5100. *Lead the Mission Command Operations Process.*
- Individual Task 150-LDR-5101. *The Commander Leads the Army Methodology.*
- Individual Task 150-LDR-5252. *Establish a Mission Command System.*
- Individual Task 150-LDR-5253. *Manage Command, Control, and Communications Systems.*
- Individual Task 150-LDR-5319. *Delegate Authority.*
- Individual Task 150-LDR-5320. *Designate Succession of Command.*
- Individual Task 150-LDR-5321. *Establish Planning Guidance.*
- Individual Task 150-LDR-8000. *Transition to a New Leadership Position.*
- Individual Task 150-LDR-8001. *Prepare to Transition to a New Leadership Position.*
- Individual Task 150-LDR-8003. *Conduct Initial Assessment for a New Leadership Position.*
- Individual Task 150-MC-0000. *Organize the Staff as the COS/XO/DCO.*
- Individual Task 150-MC-0001. *Validate the Maneuver Warfighting Function Staff.*
- Individual Task 150-MC-0002. *Validate the Intelligence Warfighting Function Staff.*
- Individual Task 150-MC-0003. *Validate the Fires Warfighting Function Staff.*
- Individual Task 150-MC-0004. *Validate the Sustainment Warfighting Function Staff.*
- Individual Task 150-MC-0005. *Validate the Mission Command Warfighting Function Staff.*
- Individual Task 150-MC-0006. *Validate the Protection Warfighting Function Staff.*
- Individual Task 150-MC-5003. *Operate a MC Network.*
- Individual Task 150-MC-5009. *Conduct a Course of Action Decision Brief.*
- Individual Task 150-MC-5110. *Receive a Mission.*
- Individual Task 150-MC-5111. *Conduct the MDMP.*
- Individual Task 150-MC-5112. *Conduct Mission Analysis.*
- Individual Task 150-MC-5113. *Recommend the Commander's Critical Information Requirements.*
- Individual Task 150-MC-5114. *Engage in Course of Action Development.*

- Individual Task 150-MC-5115. *Conduct Course of Action Analysis (War-Gaming).*
- Individual Task 150-MC-5116. *Conduct Course of Action Comparison.*
- Individual Task 150-MC-5117. *Prepare a Warning Order.*
- Individual Task 150-MC-5118. *Prepare an Annex.*
- Individual Task 150-MC-5119. *Prepare an Operation Order.*
- Individual Task 150-MC-5120. *Conduct Receive the Mission.*
- Individual Task 150-MC-5121. *Conduct Course of Action Approval.*
- Individual Task 150-MC-5122. *Perform a Rehearsal.*
- Individual Task 150-MC-5123. *Establish a Battle Rhythm.*
- Individual Task 150-MC-5124. *Refine the Plan.*
- Individual Task 150-MC-5126. *Integrate Staff Cells for Operations.*
- Individual Task 150-MC-5128. *Synchronize Boards and Processes.*
- Individual Task 150-MC-5130. *Assess the Current Situation.*
- Individual Task 150-MC-5131. *Assist the Commander in Executing Operations.*
- Individual Task 150-MC-5133. *Conduct a Formal After Action Review.*
- Individual Task 150-MC-5134. *Establish Coordination and Liaison.*
- Individual Task 150-MC-5145. *Conduct Risk Management.*
- Individual Task 150-MC-5200. *Conduct Command Post Operations.*
- Individual Task 150-MC-5201. *Displace the Command Posts.*
- Individual Task 150-MC-5202. *Develop the Command Post Layout.*
- Individual Task 150-MC-5205. *Lead a Shift Change.*
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- Individual Task 150-MC-5315. *Establish the Common Operational Picture.*
- Individual Task 150-MC-8002. *Communicate Effectively.*
- Individual Task 150-MC-8005. *Conduct Self Development.*
- Individual Task 150-MC-8009. *Analyze Army Character Development.*
- Individual Task 150-MC-8012. *Employ Applied Critical Thinking.*
- Drill 07-BDE-D3010. *React to Duty Status and Whereabouts Unknown Incident.*
- Drill 07-BDE-D3210. *React to Close Air Support Request.*
- Drill 07-BDE-D5146. *React to Collateral Damage.*
- Drill 07-BDE-D5147. *React to an Unknown Enemy Combatant Within the Perimeter.*
- Drill 07-BDE-D5148. *React to an Indirect Fire Attack on the Command Post.*
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- Drill 07-BN-D3010. *React to Duty Status and Whereabouts Unknown Incident.*
- Drill 07-BN-D3210. *React to Close Air Support Request – Battalion.*
- Drill 07-BN-D5146. *React to Collateral Damage.*
- Drill 07-BN-D5147. *React to an Unknown Enemy Combatant Within the Perimeter.*
- Drill 07-BN-D5148. *React to an Indirect Fire Attack on the Command Post.*
- Drill 07-BN-D5203. *React to a Fragmentary Order.*
- Drill 07-BN-D5210. *React to Power Outage Within the Command Post.*
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- Drill 71-BDE-D5900. *React to Cyber Attack.*
- Drill 71-BDE-D6320. *React to a Degraded Network.*
- Drill 71-BDE-D7176. *React to Electromagnetic Interference or Communications Compromise.*
- Drill 71-BDE-D7658. *React to a Mass Casualty Incident.*
- Drill 71-BDE-D7660. *React to Civil Disturbance.*
- Drill 71-BDE-D8006. *React to Chemical, Biological, Radiological, or Nuclear Attack.*

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Glossary

This glossary provides a cumulative listing of acronyms and abbreviations that are identified within this publication.

SECTION I – ACRONYMS AND ABBREVIATIONS

AAR	after action review
ACOS	assistant chief of staff
ACP	access control point
ADAM/BAE	air defense airspace management / brigade aviation element
ADM	Army design methodology
A-METL	assigned mission essential task list
ATN	Army training network
BN	battalion
BCT	brigade combat team
BDE	brigade
C4I	command, control, communications, computers, and intelligence
CAC	common access card or combined arms center
CAR	central Army registry
CATS	combined arms training strategy
CCIR	commander's critical information requirement
CND	computer network defense
COA	course of action
COIC	current operations integrating cell
COMEX	communications exercise
COMSEC	communications security
COP	common operational picture
COPD	comprehensive planning directive
COS	chief of staff
CP	command post
CPCE	command post computing environment
CPOF	command post of the future
CPX	command post exercise
CTC	combat training center
CTF	combined task force
CTG	commander training guidance
DCO	deputy commanding officer
DDS	data distribution service

DEPEX	deployment exercise
DIVARTY	division artillery
DLD	digital liaison detachment
DMG	digital master gunner
DODIN-A	department of defense information network - Army
DOT	director of training
DRASH	deployable rapid assembly shelter
DSM	decision support matrix
DST	decision support template
DTMS	digital training management system
EECP	early-entry command post
EEFI	essential elements of friendly information
EMOE	electromagnetic operational environment
ETC	etcetera
EXEVAL	external evaluation
FBCB2	Force XXI Battle Command, Brigade, and Below
FFIR	friendly force information requirement
FM	field manual
FRP	full rate production
FSO	fire support officer
GEOINT	geospatial intelligence
HQ	headquarters
IA	information assurance
IPB	intelligence preparation of the battlefield
ITSP	individual training support packages
JAGIC	joint air ground integration center
JBC-P	joint battle command – platform
JCR	joint capability release
JOC	joint operations center
KM	knowledge management
KO	knowledge management officer
KMP	knowledge management plan
LPD	leader professional development
MC	mission command
MCCOE	mission command center of excellence
MCDMG	mission command digital master gunner
MCIS	mission command information system
MCTP	mission command training program
MCTT	mission command training tables
MCWS	mission command work station
MDMP	military decision making process

MEB	maneuver enhancement brigade
MEDOT	the French MDMP (processus de prise de décision militaire)
METL	mission –essential task list
MET	mission –essential task
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MN	multinational
MOE	measure of effectiveness
MOP	measure of performance
MTOE	modified table of organizational and equipment
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
OE	operational environment
OPLAN	operation plan
OPORD	operation order
OPSEC	operations security
OPT	operational planning team
PIR	priority intelligence requirement
PMCS	preventive maintenance checks and service
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, time
RDSP	rapid decision-making and synchronizing process
SACP	support area command post
SAP	special access program
SCAR	security clearance access roster
SCIF	sensitive compartmentalized information facility
SIGACT	significant activity
SIGINT	signals intelligence
SOP	standard operating procedure
SSO	special security office
STAFFEX	staff exercise
STX	situational training exercise
T&EO	training and evaluation outlines
TAC	tactical command post
TBD	to be determined
TC	training circular
TI	tactical interface
TM	technical manual
TOE	table of organization and equipment
TS	task set
T-SCIF	tactical secret compartmented information facilities

UAP	unified action partners
ULO	unified land operations
UVDDLA	understanding, visualizing, describing, directing, leading, and assessing
VMF	visual message format
VTC	video telephone conference
WARNORD	warning order
WFF	warfighting function
WFX	warfighting function exercise
WTSP	warfighter training support packages
XO	executive officer

SECTION II – TERMS

information management

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

mission command

(Army) The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. (ADP 6-0)

mission command training tables

A series of task based tables for training a unit's commander, staff, all command posts, and digital crews on individual and collective task training objectives with clear inputs and outputs. (TC 6-0.4)

positive control

The technique of regulating forces that involves commanders and staff leaders actively assessing, deciding, and directing them. (ATP 3-91)

procedural control

The technique of regulating forces that relies on a combination of doctrine, regulations, policies, operational graphics, and tactics, techniques and procedures. (ATP 3-91)

training and evaluation outline

A summary document that provides information on individual or collective task training objectives, resource requirements, and evaluation procedures. (FM 7-0)

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Index

Entries are by paragraph number.

A

Army design methodology, 2-38,
2-40, 2-141, 2-143, 3-38, 3-40,
3-141, 3-143

B

battalion, battalion command post,
1-160, 1-162, 1-227, 1-271,
1-276

battalion commander, 1-2, 1-3,
1-7, 1-12, 1-13, 1-14, 1-17,
1-18, 1-29, 1-51, 1-54, 1-61,
1-62, 1-63, 1-73, 1-74, 1-78,
1-80, 1-90, 1-91, 1-97,
1-98, 1-100, 1-104, 1-184,
1-205, 1-225, 1-299

battalion digital crew, 1-307

battalion staff, 1-78, 1-85,
1-106, 1-109, 1-110, 1-113,
1-115, 1-117,

brigade, brigade command
post, 2-170, 2-171, 2-195,
2-118, 2-241, 2-243, 2-288,
2-294, 2-322

brigade commander, 1-12,
1-63, 1-64, 2-2, 2-3, 2-7,
2-11, 2-12, 2-13, 2-14, 2-17,
2-18, 2-29, 2-54, 2-57, 2-64,
2-65, 2-66, 2-76, 2-77, 2-81,
2-83, 2-93, 2-94, 2-100,
2-101, 2-103, 2-107, 2-170,
2-171, 2-172, 2-186, 2-240,
2-241, 2-195, 2-219, 2-241

brigade digital crew, 2-331

brigade staff, 2-81, 2-88,
2-109, 2-112, 2-113, 2-116,
2-119, 2-120, 2-121, 2-343,

brigade combat team, brigade
combat team command post,
3-119, 3-172, 3-243, 3-288,
3-294, 3-322

brigade combat team
commander, 3-2, 3-7, 3-11,
3-12, 3-13, 3-14, 3-17, 3-18,
3-20, 3-29, 3-54, 3-57, 3-64,
3-65, 3-66, 3-76, 3-77, 3-81,
3-83, 3-93, 3-94, 3-100,
3-101, 3-103, 3-107, 3-186,
3-211, 3-240, 3-241

brigade combat team digital
crew, 3-331
brigade combat team staff,
3-81, 3-88, 3-109, 3-112,
3-113, 3-116, 3-118, 3-120,
3-121, 3-195, 3-241

C

certification, certify the

headquarters, 1-63, 2-66, 3-66
command post certification,
1-270, 1-276, 2-287, 2-294,
3-287, 3-294

digital crew certification, 1-346,
2-370, 3-370

staff certification, 1-71, 1-179,
2-74, 2-189, 2-196, 3-74,
3-189, 3-196

Table VI, 1-2, 1-5, 1-9, 1-12,
1-52, 1-56, 1-60, 1-61, 1-62,
1-63, 1-64, 1-100, 1-109,
1-110, 1-140, 1-168, 1-169,
1-179, 1-181, 1-183, 1-185,
1-186, 1-195, 1-197, 1-233,
1-234, 1-262, 1-270, 1-271,
1-276, 1-277, 1-299, 1-302,
1-305, 1-342, 1-345, 1-346,
1-350, 1-351, 1-353, 1-355,
2-2, 2-5, 2-9, 2-12, 2-55,
2-59, 2-63, 2-64, 2-65, 2-66,
2-67, 2-103, 2-112, 2-113,
2-149, 2-178, 2-179, 2-189,
2-191, 2-194, 2-196, 2-197,
2-207, 2-210, 2-249, 2-250,
2-278, 2-287, 2-288, 2-294,
2-295, 2-322, 2-325, 2-329,
2-366, 2-369, 2-370, 2-374,
2-375, 2-377, 2-379, 3-2,
3-5, 3-9, 3-12, 3-55, 3-59,
3-63, 3-64, 3-65, 3-66, 3-67,
3-74, 3-103, 3-112, 3-113,
3-149, 3-149, 3-178, 3-179,
3-189, 3-191, 3-194, 3-196,
3-197, 3-207, 3-210, 3-249,
3-250, 3-278, 3-287, 3-288,
3-294, 3-295, 3-322, 3-325,
3-329, 3-366, 3-369, 3-370,
3-374, 3-375, 3-377, 3-379

command post training
tables, 1-10, 1-227, 2-10, 2-243,
3-10, 3-243

commander training tables, 1-10,
1-11, 2-10, 2-11, 3-10, 3-11

control, 1-18, 1-25, 1-32, 1-34,
1-42, 1-43, 1-49, 1-84, 1-85,
1-125, 1-160, 1-161, 1-162,
1-203, 1-206, 1-224, 1-231,
1-241, 1-257, 1-338, 1-351,
2-18, 2-25, 2-32, 2-34, 2-45,
2-46, 2-52, 2-87, 2-88, 2-128,
2-170, 2-171, 2-172, 2-193,
2-208, 2-217, 2-230, 2-238,
2-240, 2-247, 2-257, 2-268,
2-273, 2-284, 2-292, 2-312,
2-320, 2-328, 2-362, 2-375,
3-18, 3-25, 3-32 3-34, 3-45,
3-46, 3-52, 3-87, 3-88, 3-128,
3-170, 3-171, 3-172, 3-193,
3-208, 3-217, 3-230, 3-238,
3-240, 3-247, 3-257, 3-268,
3-273, 3-284, 3-292, 3-312,
3-320, 3-328, 3-362, 3-375
positive control, 1-91, 2-94,
3-94
procedural control, 1-91, 2-94,
3-94

D-E-F-G-H-I-J

digital crew training tables, 1-10,
1-307, 2-10, 2-331, 3-10, 3-331

K-L

knowledge management,
1-34, 1-85, 1-150, 1-204, 1-212,
1-219, 1-249, 1-250, 1-281,
1-284, 1-295, 1-303, 1-316,
1-319, 1-322, 1-332, 1-339,
1-360, 1-361, 2-34, 2-88, 2-135,
2-159, 2-218, 2-226, 2-234,
2-265, 2-266, 2-304, 2-305,
2-317, 2-318, 2-326, 2-340,
2-343, 2-346, 2-356, 2-363,
2-384, 2-385, 3-34, 3-88, 3-135,
3-159, 3-218, 3-226, 3-234,
3-265, 3-266, 3-304, 3-305,
3-317, 3-318, 3-326, 3-340,
3-343, 3-346, 3-356, 3-363,
3-384, 3-385

Entries are by paragraph number.

- knowledge management plan,
1-150, 1-250, 1-281, 1-284,
1-296, 1-303, 1-332, 1-360,
1-361, 2-135, 2-159, 2-265,
2-305, 2-317, 2-318, 2-326,
2-356, 2-384, 2-385, 3-135,
3-159, 3-265, 3-305, 3-317,
3-318, 3-326, 3-356, 3-384,
3-385
- mission command, 1-3, 1-4, 1-5,
1-6, 1-7, 1-11, 1-28, 1-40, 1-41,
1-56, 1-72, 1-82, 1-86, 1-89,
1-90, 1-95, 1-96, 1-100, 1-101,
1-102, 1-113, 1-160, 1-174,
1-190, 1-194, 1-195, 1-207,
1-210, 1-214, 1-216, 1-218,
1-225, 1-227, 1-257, 1-272,
1-277, 1-291, 1-293, 1-299,
1-301, 1-307, 1-309, 1-314,
1-316, 1-320, 1-321, 1-326,
1-353, 1-358, 1-360, 1-367,
1-372, 2-3, 2-4, 2-5, 2-6, 2-7,
2-11, 2-35, 2-43, 2-44, 2-59,
2-63, 2-65, 2-75, 2-85, 2-89,
2-92, 2-93, 2-94, 2-97, 2-98,
2-99, 2-102, 2-103, 2-104,
2-105, 2-109, 2-116, 2-170,
2-171, 2-184, 2-191, 2-201,
2-202, 2-207, 2-221, 2-224,
2-225, 2-228, 2-232, 2-233,
2-236, 2-241, 2-243, 2-268,
2-279, 2-289, 2-295, 2-313,
2-315, 2-322, 2-324, 2-331,
2-333, 2-338, 2-344, 2-345,
2-350, 2-377, 2-382, 2-384,
2-391, 2-392, 2-396, 3-5, 3-6,
3-7, 3-11, 3-35, 3-43, 3-44,
3-59, 3-63, 3-65, 3-75, 3-85,
3-89, 3-92, 3-93, 3-94, 3-97,
3-98, 3-99, 3-102, 3-103, 3-104,
3-105, 3-109, 3-116, 3-148,
3-170, 3-171, 3-184, 3-191,
3-201, 3-202, 3-207, 3-221,
3-224, 3-225, 3-228, 3-233,
3-236, 3-241, 3-243, 3-244,
3-268, 3-279, 3-289, 3-295,
3-313, 3-315, 3-322, 3-324,
3-331, 3-344, 3-345, 3-350,
3-382, 3-384, 3-393, 3-397
- mission command information
systems, 1-21, 1-34, 1-74,
1-80, 1-85, 1-171, 1-203,
1-252, 1-257, 1-310, 1-315,
1-317, 1-318, 1-323, 1-325,
1-330, 1-337, 1-341, 1-344,
1-349, 1-368, 1-376, 2-21,
2-34, 2-77, 2-83, 2-88,
2-181, 2-217, 2-273, 2-334,
2-339, 2-340, 2-341, 2-342,
2-347, 2-349, 2-354, 2-361,
2-365, 2-368, 2-373, 2-392,
2-400, 3-21, 3-34, 3-77,
3-83, 3-88, 3-181, 3-217,
3-273, 3-334, 3-339, 3-340,
3-341, 3-342, 3-347, 3-349,
3-354, 3-361, 3-365, 3-368,
3-373, 3-392, 3-401,
- mission command philosophy,
1-18, 1-25, 1-92, 2-18, 2-25,
2-26, 2-95, 3-18, 3-25, 3-26,
3-95.
- mission command system, See
introduction, 1-2, 1-12, 1-18,
1-20, 1-31, 1-38, 1-42, 1-45,
1-46, 1-70, 1-71, 1-74,
1-109, 1-180, 1-181, 1-188,
1-193, 1-197, 1-198, 1-265,
1-288, 1-302, 1-305, 1-323,
1-356, 1-363, 2-2, 2-12,
2-18, 2-20, 2-28, 2-31, 2-41,
2-45, 2-48, 2-49, 2-73, 2-74,
2-77, 2-112, 2-190, 2-199,
2-206, 2-210, 2-211, 2-281,
2-309, 2-325, 2-329, 2-347,
2-380, 2-387, 3-2, 3-12,
3-18, 3-20, 3-28, 3-31, 3-41,
3-45, 3-48, 3-49, 3-73, 3-74,
3-77, 3-112, 3-190, 3-199,
3-206, 3-210, 3-211, 3-281,
3-309, 3-325, 3-329, 3-347,
3-380, 3-386, 3-387,
- mission command training
tables, See introduction,
1-11, 1-62, 1-71, 1-106,
1-227, 1-307, 2-11, 2-65,
2-74, 2-109, 2-243, 2-331,
3-11, 3-65, 3-74, 3-109,
3-243, 3-331
- mission command warfighting
function, See introduction,
1-5, 1-6, 1-72, 1-94, 1-99,
1-113, 1-197, 1-210, 1-217,
1-277, 1-291, 1-299, 1-309,
1-353, 1-367, 1-372, 2-5,
2-6, 2-75, 2-97, 2-102,
2-116, 2-210, 2-224, 2-232,
2-295, 2-313, 2-322, 2-333,
2-377, 2-391, 2-396, 3-5,
3-6, 3-75, 3-97, 3-102,
3-116, 3-210, 3-224, 3-232,
3-295, 3-313, 3-322, 3-392,
3-397,
- M–N–O**
- mission command philosophy,
philosophy, 1-18, 1-25, 1-26,
1-92, 2-18, 2-25, 2-26, 2-95,
3-18, 3-25, 3-36, 3-95
- mission command training tables,
command post training tables,
1-10, 1-227, 2-10, 2-243, 3-10,
3-243
- commander training tables,
1-10, 2-10, 3-10
- digital crew training tables,
1-10, 1-307, 2-10, 2-331,
3-10, 3-331
- staff training tables, 1-10,
1-106, 2-10, 2-109, 3-10,
3-109
- P–Q–R**
- permissions, command post,
1-322, 1-325, 2-346, 2-349,
3-346, 3-349
- S**
- staff training tables, 1-10, 1-106,
2-10, 2-109, 3-10, 3-109
- T**
- transferring control, 1-85, 1-162,
2-88, 2-172, 3-88, 3-172
- U**
- unified action partners, 1-8, 1-75,
1-79, 1-91, 1-93, 1-197, 1-198,
1-204, 1-205, 1-208, 1-209,
1-235, 1-277, 1-279, 1-363, 2-8,
2-38, 2-75, 2-78, 2-82, 2-94,
2-96, 2-115, 2-141, 2-210,
2-211, 2-212, 2-215, 2-218,
2-219, 2-220, 2-222, 2-223,
2-251, 2-295, 2-297, 2-298,
2-386, 2-387, 3-8, 3-38, 3-75,
3-78, 3-82, 3-94, 3-96, 3-115,
3-141, 3-210, 3-211, 3-212,
3-215, 3-218, 3-219, 3-220,
3-222, 3-223, 3-251, 3-295,
3-297, 3-298, 3-386, 3-387
- V–W–X–Y–Z**
- validation, Table X, 1-3, 1-9,
1-216, 2-3, 2-9, 2-231, 3-9,
3-231

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