

**150-C2-5144**  
**Develop a Running Estimate**  
**Status: Approved**

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**Security Classification: U** - Unclassified

**Distribution Restriction:** Approved for public release; distribution is unlimited.

**Destruction Notice:** None

**Foreign Disclosure: FD1** - This training product has been reviewed by the training developers in coordination with the Fort Leavenworth, Kansas, foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

**Conditions:** The staff officer receives an order from higher headquarters (HHQ) or the commander derives a mission which requires the staff officer to develop a running estimate. The commander issues guidance on developing a running estimate in a dynamic and complex operational environment (OE) throughout operations to shape, counter aggression, and prevail in large-scale combat operations (LSCO); consolidate gains; and achieve mission objectives. Regular, irregular, criminal, and/or terrorist threats contest the unit's objectives in all five domains (land, maritime, air, space, and cyberspace). Additionally, the threat maintains the ability to sustain all nine forms of contact (direct; indirect; non-hostile; obstacle; chemical, biological, radiological, and nuclear [CBRN]; aerial; visual; electromagnetic; and influence) with the unit. All eight operational variables (political, military, economic, social, information, infrastructure, physical environment, and time [PMESII-PT]) are present and dynamic for brigade and above; four or more variables are present for battalion and below. The order from HHQ includes all applicable overlays and/or graphics, area of operation (AO) boundaries, control measures, and criteria for subsequent tactical actions. The staff officer has communications with subordinate units, adjacent units, and HHQ. The commander has organized the four components of the command and control (C2) system to support decision making, facilitate communication, and conduct operations.

**Note:** Conduct the task using Secret/Releasable (S/REL) classified mission partner network (MPN) to enable C2, decision making, shared understanding with mission partners (collaboration and the display and sharing of relevant information), which realistically portrays a mission partner environment (MPE). The Army will likely conduct operations on an MPN, within an MPE in a combined theater. Produce orders, estimates, and other staff products on the MPN, using the secret internet protocol router (SIPR) not releasable to foreign nationals (NOFORN) by exception only.

**Environment:** Some iterations of this task should be performed with degraded C2 networks, degraded conditions in the electromagnetic spectrum, and/or with degraded, denied, and disrupted space operations environment (D3SOE). Also, enemies and/or adversaries have taken actions to create anti-access or area-denial (A2/AD) conditions. This task should not be trained in MOPP 4.

**Standards:** The staff officer develops a running estimate to provide the commander an accurate and continuous assessment of the current situation within a functional area to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. The staff officer monitors current operations and continuously considers facts, assumptions, friendly considerations (e.g., location, activity, informational considerations, and combat power of subordinate units from two echelons below them; enemy considerations, including composition, disposition, and strength; civil considerations; and conclusions and recommendations with associated risk). The staff officer assists commanders and staffs with understanding situations, assessing progress, and making decisions throughout an operation. Developing a running estimate is conducted in accordance with (IAW) FM 5-0, established timelines, the commander's intent, orders from HHQ, the Army Ethic, and standard operating procedure (SOP), while adhering to the GO / NO-GO criteria without error.

**Special Conditions:** None

**Safety Risk:** Low

**MOPP 4:** Never

<b>Task Statements</b>
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**Cue:** The staff officer receives an order from higher headquarters (HHQ) or the commander derives a mission which requires the staff officer to develop a running estimate.

## **DANGER**

Leaders have an inherent responsibility to conduct risk management to ensure the safety of all Soldiers and promote mission accomplishment.

## **WARNING**

Risk management is the Army's primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All Soldiers have the responsibility to learn and understand the risks associated with this task.

## CAUTION

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

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

**Notes:** The term 'staff officer' refers to the unit chief of staff (COS), executive officer (XO), deputy commanding officer (DCO), and/or another designated officer as directed by the commander.

## Performance Steps

1. The staff officer develops a running estimate to provide the commander with an accurate and continuous assessment of the current situation within a functional area to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable.

Note: Commanders and staff sections immediately begin updating their running estimates upon receipt of a mission. They continue to build and maintain their running estimates throughout the operations process in planning, preparation, execution, and assessment.

2. The staff officer applies the generic base running estimate format (refer to FM 5-0, Table C-1) that parallels the planning process.

- Maintains a running estimate within each specified area of expertise (e.g., intelligence, fires, logistics, or personnel).
- Monitors current operations and continuously considers the following items in the context of the operations:
  - Facts.
  - Assumptions.
  - Friendly force status, including location, activity, and combat power of subordinate units from two echelons down.
  - Enemy activities and capabilities.
  - Civil considerations.
  - Conclusions and recommendations with associated risk.

Note: The base running estimate addresses information unique to each functional area. Staff sections need to specifically tailor their estimates to their commander's information requirements and the operation that the estimate will inform.

a. Paragraph 1 - SITUATION AND CONSIDERATIONS.

(1) Area of Interest. Identifies and describes those factors of the area of interest that affect functional area considerations.

(2) Characteristics of the assigned area.

(a) Terrain. States how terrain affects a functional area's capabilities.

(b) Weather. States how weather affects a functional area's capabilities.

(c) Enemy Forces.

- Describes enemy disposition, composition, strength, and systems within a functional area.
- Describes enemy capabilities and possible courses of action (COA) and their effects on a functional area.

(d) Friendly Forces.

- Lists current functional area resources in terms of equipment, personnel, and systems.
- Identifies additional resources available for the functional area located at higher echelon, adjacent, or other units.
- Lists those capabilities from other military and civilian partners that may be available to provide support in the functional area.
- Compares requirements to current capabilities and suggests solutions for satisfying discrepancies.

(e) Civilian Considerations.

- Describes civil considerations that may affect the functional area.
- Includes possible support needed by civil authorities from the functional area and interference from civil aspects.

(3) Facts and Assumptions. Lists all assumptions that affect the functional area.

b. Paragraph 2 - MISSION. Shows the restated mission resulting from mission analysis.

c. Paragraph 3 - COURSES OF ACTION.

- Lists friendly COAs that were wargamed.
- Lists enemy actions or COAs that were templated that impact the functional area.
- Lists the evaluation criteria identified during COA analysis (all staffs use the same criteria).

d. Paragraph 4 - ANALYSIS.

- Analyzes each COA using the evaluation criteria from COA analysis.
- Reviews enemy actions that impact the functional area as they relate to COAs.
- Identifies issues, risks, and deficiencies these enemy actions may create with respect to the functional area.

e. Paragraph 5 - COMPARISON.

- Compares COAs.
- Rank orders COAs for each key consideration.
- Uses a decision matrix to aid the comparison process.

f. Paragraph 6 - RECOMMENDATIONS AND CONCLUSIONS.

- Recommends the most supportable COAs from the functional area perspective.
- Prioritizes and lists issues, deficiencies, and risks, and provides recommendations on how to mitigate them.

3. The staff officer integrates the running estimate during the operations process.

Note: Estimates are as thorough as time and circumstances permit. Commanders and staffs constantly collect, process, and evaluate information.

- a. The staff officer uses the running estimate during the planning phase.
    - Refines the running estimate based on proposed COAs to account for mission variables.
    - Uses the running estimate to support COA analysis (wargaming).
    - Refines the running estimate after the COA comparison and COA recommendation steps.
    - Updates the running estimate with key information based on the selected COA.
    - Enables commanders to use this information to determine the best task organization.
      - Facilitates the commander's intent and concept of operations.
      - Weights the main effort.
      - Creates effective combined arms teams to accomplish missions or achieve desired end-state conditions.
      - Retains flexibility to meet unforeseen events and support future operations.
      - Allocates resources with minimum restrictions on their employment.
  - b. The staff officer uses the running estimate during the preparation phase.
    - Identifies the current readiness of the unit in relationship to its mission.
    - Develops and tracks mission readiness goals and additional preparation requirements (e.g., integration of new units, training, and sustainment preparation).
  - c. The staff officer uses the running estimate during the execution phase.
    - Incorporates running estimate information into the common operational picture (COP).
    - Depicts key information from the functional area that impacts current and future operations.
    - Supports the commander's visualization and rapid decision making during operations.
    - Serves as a key assessment tool.
  - d. The staff officer uses the running estimate while continuously assessing new information during the operations process.
    - Analyzes new information during operations to create knowledge, facilitate understanding, and assess if operations are progressing according to plan.
    - Reviews measures of effectiveness (MOEs) and measures of performance (MOPS) to support the assessment.
    - Validates or rejects new information when compared to their current running estimate.
    - Applies the running estimate for assessing:
      - Friendly force capabilities with respect to ongoing and planned operations.
      - Enemy capabilities as they affect the staff element's area of expertise for current operations and plans for future operations.
      - Civil considerations as they affect the staff element's area of expertise for current operations and plans for future operations.
4. The staff officer maintains and regularly updates the running estimate.
    - Enhances mutual understanding, assessment, and decision making.
    - Enhances situational understanding, anticipates future requirements, and provides the commander with the most accurate and relevant information available to make the best decisions.

(Asterisks indicates a leader performance step.)

**Evaluation Guidance:** Score the Soldier "GO" if all steps are passed. Score the Soldier "NO-GO" if any step is failed. If the Soldier fails any step, show what was done wrong and how to perform the measure correctly.

**Evaluation Preparation:** Brief the Soldier: Explain expectations to the Soldier by reviewing the task standards. Stress to the Soldier the importance of observing all cautions and warnings to avoid injury to personnel and, if applicable, damage to equipment.

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The staff officer developed a running estimate to provide the commander with an accurate and continuous assessment of the current situation within a functional area to determine if the current operation was proceeding according to the commander's intent and if planned future operations were supportable.			
2. The staff officer applied the generic base running estimate format (FM 5-0, Table C-1) that parallels the planning process.			
3. The staff officer integrated the running estimate during the operations process.			
4. The staff officer maintained and regularly updated the running estimate.			

#### Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary	Source Information
	FM 5-0	PLANNING AND ORDERS PRODUCTION	Yes	Yes	
	LOCAL SOP	LOCAL SOP	Yes	No	

#### TADSS :

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

**Equipment Items (LIN):** None

**Materiel Items (NSN) :**

Step ID	NSN	LIN	Title	Qty
	7010-01-443-2309		Computer System, Digital: AN/TYQ-45A	1

**Environment:** Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to the current Environmental Considerations manual and the current GTA Environmental-related Risk Assessment card. Refer to GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

**Safety:** In a training environment, leaders must perform a risk assessment in accordance with current Risk Management Doctrine. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW current CBRN doctrine. Refer to GTA 05-08-012 INDIVIDUAL SAFETY CARD.

**Prerequisite Individual Tasks :**

Task Number	Title	Proponent	Status
150-C2-5115	Conduct Course of Action Analysis (Wargaming)	150 - Mission Command (Individual)	Approved

**Supporting Individual Tasks :**

Task Number	Title	Proponent	Status
150-C2-5315	Establish the Common Operational Picture	150 - Mission Command (Individual)	Approved

**Supported Individual Tasks :** None

**Supported Collective Tasks :** None

**Knowledges :**

Knowledge ID	Knowledge Name
EW-K-0121	Know the Military Decision Making Process (MDMP)
K0088	Recognize the role of the operations estimate in the military decision making process (MDMP).
EW-K-0195	Know the products required and produced during the military decision making process (MDMP)

**Skills :**

Skill ID	Skill Name
S0602	Ability to Communicate Effectively in Writing
805V-S-0033	Ability to communicate mission requirements professionally

**ICTL Data :** None