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

Conditions: The staff officer receives an order from higher headquarters (HHQ) or the commander derives a mission requiring the staff officer to develop a running estimate. The staff officer receives guidance on developing a running estimate in a dynamic and complex operational environment (OE) throughout operations to achieve mission objectives. Hybrid threats contest the unit's objectives in all five domains (land, maritime, air, space, and cyberspace), all three dimensions (human, physical, and information), and the electromagnetic spectrum (EMS). 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 operations (AO) boundaries, control measures, and criteria for subsequent tactical actions. All necessary personnel and equipment on the unit's modified table of organization and equipment (MTO&E) are available. The unit is task-organized with necessary units and reinforced with assets from higher to accomplish assigned tasks. The staff officer has communications with subordinate units, adjacent units, and HHQ. The staff officer 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 command and control, decision making, and shared understanding with mission partners (collaboration and the display and sharing of relevant information), which realistically portrays a mission partner environment (MPE). The Army will likely conduct operations on an MPN, within an MPE in a combined theater. Produce orders and other staff products on the MPN, utilizing SIPR NOFORN by exception only.

Environment: Some iterations of this task should be performed with degraded command and control networks, degraded conditions in the electromagnetic spectrum, and/or 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 that provides the commander and staff with a continuous assessment of the current situation within their 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 determines the effects of new information and updates: facts, assumptions, friendly force status, enemy status, civil considerations, conclusions, and recommendations. 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 higher headquarters, 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

Task Statements

Cue: The staff officer receives an order from higher headquarters (HHQ) or the commander derives a mission requiring 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

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 receives guidance from the commander to develop a running estimate.

2. The staff officer formats the running estimate.
  • Implements the generic base running estimate format (FM 5-0, Figure C-1) as the recommended base format for a running estimate that parallels the planning process.
  • Maintains the running estimate within their specified area of expertise (for example intelligence, fires, logistics, or personnel).
  • Monitors current operations and continuously considers the following items in the context of operations.
    o Facts.
    o Assumptions.
    o Friendly status, including location, activity, and combat power of subordinate units from two echelons down.
    o Enemy status, including composition, disposition, and strength.
    o Civil considerations.
    o Conclusions and recommendations with associated risk.

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1. SITUATION AND CONSIDERATIONS.

  a. Area of Interest. Identify and describe those factors of the area of interest that affect functional area considerations.

  b. Characteristics of the area of operations.

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

  (2) Weather. State how weather affects a functional area's capabilities.

  (3) Enemy Forces. Describe enemy disposition, composition, strength, and systems within a functional area. Describe enemy capabilities and possible courses of action (COAs) and their effects on a functional area.

  (4) Friendly Forces. List current functional area resources in terms of equipment, personnel, and systems. Identify additional resources available for the functional area located at higher echelon, adjacent, or other units. List those capabilities from other military and civilian partners that may be available to provide support in the functional area. Compare requirements to current capabilities and suggest solutions for satisfying discrepancies.

  (5) Civilian Considerations. Describe civil considerations that may affect the functional area, including possible support needed by civil authorities from the functional area and possible interference from civil aspects.

  c. Facts and Assumptions. List all facts and assumptions that affect the functional area.

2. MISSION. Show the restated mission resulting from mission analysis.

3. COURSES OF ACTION.

  a. List friendly COAs that were war-gamed.

  b. List enemy actions or COAs that were templated that impact the functional area.

  c. List the evaluation criteria identified during COA analysis. All staffs use the same criteria.

4. ANALYSIS. Analyze each COA using the evaluation criteria from COA analysis. Review enemy actions that impact the functional area as they relate to COAs. Identify issues, risks, and deficiencies these enemy actions may create with respect to the functional area.

5. COMPARISON. Compare COAs. Rank order COAs for each key consideration. Use a decision matrix to aid the comparison process.

6. RECOMMENDATIONS AND CONCLUSIONS.

  a. Recommend the most supportable COAs from the functional area perspective.

  b. Prioritize and list issues, deficiencies, and risks and provide recommendations on how to mitigate them.

Generic base running estimate format
FM 5-0, figure C-1

 a. Paragraph 1- Situation and considerations, which includes:

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

  (2) Characteristics of the area of operation (AO).

   (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, adjacent, or other units.
- Lists those capabilities from other military and civilian partners that may be available to provide support within 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 as well as possible interference from civil aspects.

(3) Facts and assumptions: Lists all assumptions that affect the staff officer's 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 war-gamed.
- 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:

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 (war-gaming).
- 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.
    o Facilitates the commander's intent and concept of operations.
    o Weights the decisive operation or main effort.
    o Creates effective combined arms teams to accomplish missions or achieve desired end-state conditions.
    o Retains flexibility to meet unforeseen events and support future operations.
    o 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 requirements.

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 staff officer's functional area that impacts current and future operations.
- Supports the commander's visualization and rapid decision making during operations.

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.

4. The staff officer continually updates and publishes 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 he/she passes all performance measures. Score the Soldier NO-GO if the Soldier fails any performance measure. If the Soldier scores NO-GO, show the Soldier why he/she failed and show the Soldier 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 received guidance from the commander to develop a running estimate.			
2. The staff officer formatted the running estimate.			
3. The staff officer integrated the running estimate during the operations process:			
4. The staff officer continually updated and published 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 (War-Gaming)	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