

Training and Evaluation Outline Report

Status: Approved

06 Oct 2014

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Task Number: 71-8-5111

Task Title: Conduct the Military Decisionmaking Process (Battalion - Corps)

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 foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	Yes	No
	ADRP 5-0	The Operations Process	Yes	No
	ADRP 6-0 (Change 002, March 28, 2014)	Mission Command http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp6_0_new.pdf	Yes	No
	FM 6-0 (Change 002, April 22, 2016)	COMMANDER AND STAFF ORGANIZATION AND OPERATIONS	Yes	Yes

Conditions: The command receives a mission order from higher headquarters, or the commander initiates action in anticipation of a mission and conducts the military decisionmaking process (MDMP). The command establishes communications with subordinate and adjacent units, and higher headquarters. The mission command system is operational and processing information. Some iterations of this task should be performed in MOPP 4.

Standards: The staff uses the seven step military decisionmaking process to assist the commander in understanding the situation and mission, making decisions, and synchronizing those decisions into a fully developed plan or order in accordance with the operational timeline the desired end state, and the commanders intent.

Live Fire Required: No

Objective Task Evaluation Criteria Matrix:

Plan and Prepare		Execute						Assess	
Operational Environment	Training Environment (L/V/C)	Training/Authorized	% of Leaders Present at	% of Soldiers Present at	External Eval	% Performance Measures 'GO'	% Critical Performance Measures 'GO'	% Leader Performance Measures 'GO'	Task Assessment
BDE & Above									
Dynamic and Complex (All OE Variables and Hybrid Threat)	Night	IAW unit CATS statement.	>=85%	>=80%	Yes	>=91%	All	>=90%	T
			75-84%			80-90%		80-89%	T-
Dynamic and Complex (All OE Variables and Single Threat)	Day		65-74%	75-79%	No	65-79%	<All	<=79%	P
			60-64%	60-74%		51-64%			P-
Dynamic and Complex (<All OE Variables and Single Threat)			<=59%	<=59%	<=50%	U			

Remarks: None

Notes: Note 1: Task content last updated: 3 Oct 2014.

Safety Risk: Low

Task Statements

Cue: None

DANGER

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

WARNING

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

CAUTION

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

Performance Steps and Measures

NOTE: Assess task proficiency using the task evaluation criteria matrix.

NOTE: Asterisks (*) indicate leader steps; plus signs (+) indicate critical steps.

STEP/MEASURE	GO	NO-GO	N/A
+ 1. The commander initializes the military decision-making process.			
a. Identifies members of the staff who will participate in mission analysis.	N/A	N/A	N/A
b. Assembles the staff and other military, civilian, host-nation, and/or unified action partners for the planning process.	N/A	N/A	N/A
c. Issues initial guidance to include:	N/A	N/A	N/A
(1) Initial time allocations.	N/A	N/A	N/A
(2) Initiate Army design methodology or go straight to MDMP.	N/A	N/A	N/A
(3) Modify the MDMP, if necessary.	N/A	N/A	N/A
(4) Coordination to perform, to include exchange of liaison officers.	N/A	N/A	N/A
(5) Initial information requirements.	N/A	N/A	N/A
(6) Planning times and locations.	N/A	N/A	N/A
(7) Initialize movements and information collection.	N/A	N/A	N/A
(8) Identify additional staff tasks.	N/A	N/A	N/A
2. The staff conducts receipt of mission.	N/A	N/A	N/A
a. Collects necessary planning tools:	N/A	N/A	N/A
(1) Appropriate publications and documents related to the mission and area of operations.	N/A	N/A	N/A
(2) Higher headquarters and other organizations' intelligence and assessment products.	N/A	N/A	N/A
(3) Estimates and products of other military organizations, civilian agencies, and unified action partners.	N/A	N/A	N/A
(4) Standard operating procedures of higher headquarters.	N/A	N/A	N/A
(5) Current running estimates.	N/A	N/A	N/A
(6) Army design methodology products, if available.	N/A	N/A	N/A
b. Updates running estimates with:	N/A	N/A	N/A
(1) Status of friendly units and resources.	N/A	N/A	N/A
(2) Key civilian considerations that affect each warfighting functional area.	N/A	N/A	N/A
c. Conducts an initial assessment to help the commander determine:	N/A	N/A	N/A
(1) Time available to plan and prepare for the mission for both the command and subordinate units.	N/A	N/A	N/A
(2) Guidance on conducting the Army design methodology.	N/A	N/A	N/A
(3) Guidance on abbreviating the MDMP, if required.	N/A	N/A	N/A
(4) Outside agencies and organizations to contact and incorporate into the planning process.	N/A	N/A	N/A
(5) Experience, cohesiveness, level of rest and/or stress levels of the staff.	N/A	N/A	N/A
(6) Initial planning timeline.	N/A	N/A	N/A
d. Issues the initial warning order (WARNORD), in accordance with unit standard operating procedure (SOP), to subordinate headquarters that includes but is not limited to:	N/A	N/A	N/A
(1) Type of operation.	N/A	N/A	N/A
(2) General location of the operation.	N/A	N/A	N/A
(3) Initial timeline.	N/A	N/A	N/A
(4) Initial movements and information collection plan.	N/A	N/A	N/A
3. The staff conducts mission analysis upon receipt of commander's initial guidance:	N/A	N/A	N/A
a. Analyze the higher headquarters' operations order (OPORD) or operations plan (OPLAN) to understand:	N/A	N/A	N/A
(1) Commander's intent.	N/A	N/A	N/A
(2) Mission.	N/A	N/A	N/A
(3) Concept of operations.	N/A	N/A	N/A
(4) Available assets.	N/A	N/A	N/A
(5) Operational timeline.	N/A	N/A	N/A
(6) Missions of adjacent, supporting, and supported organizations and their command relationships.	N/A	N/A	N/A
(7) Missions of unified action partners that operate in the command's sector.	N/A	N/A	N/A
(8) Their assigned area of operation.	N/A	N/A	N/A
b. Perform initial intelligence preparation of the battlefield (IPB):	N/A	N/A	N/A
(1) Define the operational environment.	N/A	N/A	N/A
(2) Assess the effects of the environment on operations.	N/A	N/A	N/A
(3) Evaluate the threat.	N/A	N/A	N/A
(4) Determine threat courses of action (COA).	N/A	N/A	N/A

(5) Establish, with command approval, priority information requirements.	N/A	N/A	N/A
(6) Determines requests for information.	N/A	N/A	N/A
c. Determine specified, implied, and essential tasks.	N/A	N/A	N/A
d. Review available assets and identify resource shortfalls.	N/A	N/A	N/A
e. Determine constraints placed on the command.	N/A	N/A	N/A
f. Identify critical facts and develop assumptions.	N/A	N/A	N/A
g. Assess risk.	N/A	N/A	N/A
h. Develop the initial commander's critical information requirements.	N/A	N/A	N/A
i. Develop the initial essential elements of friendly information.	N/A	N/A	N/A
j. Develop the initial information collection plan.	N/A	N/A	N/A
k. Update the staff planning timeline.	N/A	N/A	N/A
l. Develop initial themes and messages.	N/A	N/A	N/A
m. Develop a proposed problem statement.	N/A	N/A	N/A
n. Develop a proposed mission statement.	N/A	N/A	N/A
o. Develop COA evaluation criteria for the commander's approval.	N/A	N/A	N/A
p. Brief the mission analysis to the commander:	N/A	N/A	N/A
(1) Mission and commander's intent of headquarters two echelons up.	N/A	N/A	N/A
(2) Mission, commander's intent, and concept of operations of the headquarters one echelon up.	N/A	N/A	N/A
(3) Proposed problem statement.	N/A	N/A	N/A
(4) Proposed mission statement.	N/A	N/A	N/A
(5) COA evaluation criteria.	N/A	N/A	N/A
q. *Commander develops and issues the initial commander's intent and planning guidance.	N/A	N/A	N/A
r. Issue WARNORD #2 to subordinate HQs.	N/A	N/A	N/A
4. The staff develops COAs based on the mission statement, commander's intent, planning guidance, and the products develop during mission analysis:	N/A	N/A	N/A
a. Develop valid prospective COAs that are feasible, acceptable, suitable, distinguishable, and complete.	N/A	N/A	N/A
b. Assess relative combat power by analyzing force ratios, and determining and comparing strengths and weaknesses of each force as a function of combat power to determine the feasibility of the prospective COAs.	N/A	N/A	N/A
c. Establish options for prospective COAs by:	N/A	N/A	N/A
(1) Verifying the commander's COA guidance.	N/A	N/A	N/A
(2) Reviewing the initial results of the relative combat power assessment.	N/A	N/A	N/A
(3) Conducting a brainstorming session to generate COA options.	N/A	N/A	N/A
(4) Determining doctrinal requirements for each type of operation, including tasks for subordinates.	N/A	N/A	N/A
(5) Determining the Army operational framework the commander will use to articulate the visualization of operations in terms of time, space, purpose, and resources.	N/A	N/A	N/A
(a) Deep-close-security.	N/A	N/A	N/A
(b) Main and supporting efforts.	N/A	N/A	N/A
(c) Decisive-shaping-sustaining.	N/A	N/A	N/A
(6) Verify that the selected operational framework nests within higher HQ's concept of operations by:	N/A	N/A	N/A
(a) Determining the purpose, tasks, ways, and means to achieve overwhelming combat power for the prospective COAs within the selected operational framework.	N/A	N/A	N/A
(b) Determining the basic operational task organization based on the selected operational framework.	N/A	N/A	N/A
(7) Evaluate each COA to determine if it satisfies the COA screening criteria.	N/A	N/A	N/A
d. Assess initial forces for each prospective COA by:	N/A	N/A	N/A
(1) Determining relative power required to accomplish each task.	N/A	N/A	N/A
(2) Determining the combination of tangible and intangible assets required to accomplish each task.	N/A	N/A	N/A
(3) Determining force requirements by evaluating troop density-to-inhabitants ratio for counterinsurgency operations.	N/A	N/A	N/A
(4) Determining civilian requirements and conditions that require capabilities for stability tasks.	N/A	N/A	N/A
(5) Configuring the generic friendly force units required two echelons below the command's echelon, based on the selected operational framework, and the intended offensive, defensive, and stability tasks.	N/A	N/A	N/A
(6) Identifying the friendly forces required for each prospective COA to accomplish the mission.	N/A	N/A	N/A
(7) Determining how to minimize civilian suffering by establishing civil security and providing essential services.	N/A	N/A	N/A
e. Develop a broad concept of operations for each COA, expressed in both narrative and graphic forms.	N/A	N/A	N/A
f. Designate a task organization by assigning HQs to groupings of forces.	N/A	N/A	N/A
g. Develop COA statements and sketches.	N/A	N/A	N/A

h. Conduct a COA briefing for the commander that includes:	N/A	N/A	N/A
(1) Updated intelligence preparation of the operational environment.	N/A	N/A	N/A
(2) The most likely and most dangerous threat COAs.	N/A	N/A	N/A
(3) Approved problem statement and mission statement.	N/A	N/A	N/A
(4) Commander's and higher commanders' intents.	N/A	N/A	N/A
(5) COA statements and sketches.	N/A	N/A	N/A
(6) Rationale for each COA.	N/A	N/A	N/A
i. Refine analysis if commander rejects or modifies COAs:	N/A	N/A	N/A
(1) Receive additional planning guidance.	N/A	N/A	N/A
(2) Develop new COAs if the commander rejects all COAs.	N/A	N/A	N/A
(3) Refine COA analysis if the commander accepts one or more of the COAs or wants to incorporate one or more COAs.	N/A	N/A	N/A
5. The staff conducts COA analysis to identify difficulties or coordination problems with each COA.	N/A	N/A	N/A
a. Gather the tools.	N/A	N/A	N/A
b. Identify friendly forces with an emphasis on support relationships, constraints, and assets.	N/A	N/A	N/A
c. Review previous assumptions for continued validity and necessity.	N/A	N/A	N/A
d. Identify known critical events and decision points, to include:	N/A	N/A	N/A
(1) Critical events that:	N/A	N/A	N/A
(a) Trigger significant actions or decisions, such as commitment of an enemy reserve.	N/A	N/A	N/A
(b) Complicate actions requiring detailed study, such as a passage of lines.	N/A	N/A	N/A
(c) Impact major events from the command's current position through mission accomplishment.	N/A	N/A	N/A
(d) Possible reactions by civilians that potentially affect operations or that will require allocation of significant assets to account for essential stability tasks.	N/A	N/A	N/A
(2) Decision points associated with:	N/A	N/A	N/A
(a) Friendly force.	N/A	N/A	N/A
(b) Status of ongoing operations.	N/A	N/A	N/A
(c) CCIIRs that describe what information the commander needs to make the anticipated decision.	N/A	N/A	N/A
e. Select a wargaming method	N/A	N/A	N/A
f. Select a technique to record and display wargaming results.	N/A	N/A	N/A
g. Wargame the COAs and assess the results by:	N/A	N/A	N/A
(1) Conducting action-reaction-counteraction analysis through each COAs selected events.	N/A	N/A	N/A
(2) Evaluating all possible forces, including templated threats outside the AO, that can influence the operation.	N/A	N/A	N/A
(3) Assessing actions of civilians.	N/A	N/A	N/A
(4) Correlating unfolding events and their consequences in the global media.	N/A	N/A	N/A
(5) Evaluating friendly moves to determine assets and actions required to defeat the threat or to accomplish stability tasks.	N/A	N/A	N/A
(6) Determining branches that promote success against threat counteractions or civilian reactions.	N/A	N/A	N/A
(7) Confirming assets used, while not considering any assets lower than two echelons below.	N/A	N/A	N/A
(8) Evaluate:	N/A	N/A	N/A
(a) Friendly capabilities.	N/A	N/A	N/A
(b) Threat capabilities and critical civil considerations that impact operations.	N/A	N/A	N/A
(c) Global media responses to proposed actions.	N/A	N/A	N/A
(d) Movement considerations.	N/A	N/A	N/A
(e) Closure rates.	N/A	N/A	N/A
(f) Lengths of columns.	N/A	N/A	N/A
(g) Formation depths.	N/A	N/A	N/A
(h) Capabilities of weapons systems.	N/A	N/A	N/A
(i) Desired effects of fires.	N/A	N/A	N/A
(9) Assess risk to friendly forces and develop ways to mitigate those risks.	N/A	N/A	N/A
(10) Identify assets required to support the operations and to synchronize sustainment.	N/A	N/A	N/A
(11) Recommend priorities if requirements exceed available assets.	N/A	N/A	N/A
(12) Identify situations, opportunities, or additional critical events that require further analysis.	N/A	N/A	N/A
(13) Perform any additional analysis quickly and incorporates the results into the wargaming record.	N/A	N/A	N/A
h. Review results of wargaming and:	N/A	N/A	N/A
(1) Refine or modify COAs and CCIIR.	N/A	N/A	N/A
(2) Potential decision points.	N/A	N/A	N/A
(3) Analyze potential events.	N/A	N/A	N/A
(4) Develop planning products.	N/A	N/A	N/A
(5) Update assumptions.	N/A	N/A	N/A

i. Conduct a wargame brief (OPTIONAL) on:	N/A	N/A	N/A
(1) Higher HQ mission, commander's intent, and MILDEP plan.	N/A	N/A	N/A
(2) Updated IPB.	N/A	N/A	N/A
(3) Assumptions.	N/A	N/A	N/A
(4) Friendly and threat COAs.	N/A	N/A	N/A
6. The staff compares COAs:	N/A	N/A	N/A
a. Analyze and evaluate the advantages and disadvantages of each COA from warfighting function perspective.	N/A	N/A	N/A
b. Compare the COA advantages and disadvantages using approved evaluation criteria.	N/A	N/A	N/A
c. Compare the feasibility of each COA to identify the one with the highest probability of success.	N/A	N/A	N/A
d. Recommend the COA that best accomplishes the mission.	N/A	N/A	N/A
e. Conduct a COA decision briefing.	N/A	N/A	N/A
f. Request the commander's decision.	N/A	N/A	N/A
+ 7. The commander selects a COA and the staff prepare and issue WARNORD #3.			
8. The staff produces and distributes the OPORD or OPLAN.	N/A	N/A	N/A
a. Convert the selected COA into a concept of operations.	N/A	N/A	N/A
b. Write an OPORD or OPLAN with supporting annexes and operational graphics.	N/A	N/A	N/A
c. Verify the OPORD or OPLAN is internally consistent and nested with the higher commander's intent.	N/A	N/A	N/A
d. Submit the OPORD or OPLAN to the commander for approval.	N/A	N/A	N/A
e. Distribute the approved OPORD or OPLAN; subordinate organizations acknowledge receipt.	N/A	N/A	N/A
f. Brief the OPORD or OPLAN to subordinate commanders.	N/A	N/A	N/A
+ 9. The commander conducts confirmation briefings with subordinate commanders immediately after the OPORD or OPLAN briefing.			

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL PERFORMANCE MEASURES EVALUATED							
TOTAL PERFORMANCE MEASURES GO							
TRAINING STATUS GO/NO-GO							

ITERATION: 1 2 3 4 5 M

COMMANDER/LEADER ASSESSMENT: T P U

Mission(s) supported: None

MOPP 4: Sometimes

MOPP 4 Statement: None

NVG: Never

NVG Statement: None

Prerequisite Collective Task(s): None

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-8-5113	Coordinate Commander's Critical Information Requirements (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5115	Provide Operational Law Support (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5122	Perform a Rehearsal (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5127	Conduct Military Deception (Brigade - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5134	Coordinate Actions to Produce Maximum Effective Application of Military Power (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5144	Develop Running Estimates (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5145	Conduct Risk Management (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5310	Manage Information and Data (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5314	Collect Friendly Force Information Requirements (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5900	Coordinate Cyber Electromagnetic Activities (Brigade - Corps)	71 - Combined Arms (Collective)	Approved
	71-CORP-5610	Conduct Information Operations for Corps	71 - Combined Arms (Collective)	Approved

OPFOR Task(s): None

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-LDR-5003	Use the Mission Order Technique	150 - Combined Arms (Individual)	Approved
	150-LDR-5100	Lead the Mission Command Operations Process	150 - Combined Arms (Individual)	Approved
	150-MC-2210	Provide Input for Intelligence Preparation of the Battlefield	150 - Combined Arms (Individual)	Approved
	150-MC-5110	Receive a Mission	150 - Combined Arms (Individual)	Approved
	150-MC-5111	Conduct the Military Decisionmaking Process	150 - Combined Arms (Individual)	Approved
	150-MC-5112	Conduct Mission Analysis	150 - Combined Arms (Individual)	Approved
	150-MC-5113	Recommend the Commander's Critical Information Requirements	150 - Combined Arms (Individual)	Approved
	150-MC-5115	Conduct Course of Action Analysis (War-Gaming)	150 - Combined Arms (Individual)	Approved
	150-MC-5116	Conduct Course of Action Comparison	150 - Combined Arms (Individual)	Approved
	150-MC-5117	Prepare a Warning Order	150 - Combined Arms (Individual)	Approved
	150-MC-5118	Prepare an Annex	150 - Combined Arms (Individual)	Approved
	150-MC-5119	Prepare an Operations Order	150 - Combined Arms (Individual)	Approved
	150-MC-5121	Conduct Course of Action Approval	150 - Combined Arms (Individual)	Approved
	150-MC-5122	Perform a Rehearsal	150 - Combined Arms (Individual)	Approved
	150-MC-5124	Refine the Plan	150 - Combined Arms (Individual)	Approved
	150-MC-5125	Prepare a Fragmentary Order	150 - Combined Arms (Individual)	Approved
	150-MC-5130	Assess the Current Situation	150 - Combined Arms (Individual)	Approved
	150-MC-5144	Develop a Running Estimate	150 - Combined Arms (Individual)	Approved
	150-MC-5145	Conduct Risk Management	150 - Combined Arms (Individual)	Approved
	150-MC-5315	Establish the Common Operational Picture	150 - Combined Arms (Individual)	Approved
	150-MC-6717	Plan for Possible Improvised Explosive Device Threats	150 - Combined Arms (Individual)	Approved
	150-MC-7647	Conduct Social Network Analysis	150 - Combined Arms (Individual)	Approved
	301-BWC-1032	Integrate Weather into the Military Decisionmaking Process	301 - Intelligence (Individual)	Approved
	301-BWC-1035	Identify Army Tactics, Terminology, Doctrine, Organization and Equipment	301 - Intelligence (Individual)	Approved

Supporting Drill(s): None

Supported AUTL/UJTL Task(s):

Task ID	Title
ART 5.1.1.2	Conduct the Military Decisionmaking Process

TADSS

TADSS ID	Title	Product Type	Quantity
No TADSS specified			

Equipment (LIN)

LIN	Nomenclature	Qty
No equipment specified		

Materiel Items (NSN)

NSN	LIN	Title	Qty
No materiel items specified			

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

Safety: In a training environment, leaders must perform a risk assessment in accordance with ATP 5-19, Risk Management. 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 FM 3-11.4, Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical (NBC) Protection, FM 3-11.5, Multiservice Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Decontamination. .