## **Training and Evaluation Outline Report**

#### Status: Approved 10 Apr 2023 Effective Date: 09 May 2024

Task Number: 71-DIV-5100

Task Title: Conduct the Operations Process for Command and Control (C2)

## 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, KS, 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	Source Information
	(DO NOT USE SUPERSEDED) ATP 6-01.1	Techniques for effective Knowledge Management	Yes	No	
	(DO NOT USE SUPERSEDED) FM 3-60	Army Targeting	Yes	No	
	ADP 5-0	The Operations Process	Yes	Yes	
	ADP 6-0	Mission Command: Command and Control of Army Forces	Yes	No	
	ATP 5-0.1	ARMY DESIGN METHODOLOGY	Yes	No	
	ATP 6-0.5	COMMAND POST ORGANIZATION AND OPERATIONS	Yes	No	
	FM 3-0	Operations	Yes	No	
	FM 3-55	Information Collection	Yes	No	
	FM 6-0	Commander and Staff Organization and Operations	Yes	No	
	LOCAL SOP	LOCAL SOP	Yes	No	

**Conditions:** The unit receives an order from higher headquarters, or the commander derives a mission that requires the unit to conduct the operations process for command and control (C2) in a dynamic and complex operational environment (OE). Hybrid threat(s) contest the unit objectives in all five domains (land, maritime, air, space, and cyberspace), all three dimensions (human, physical, and information), and the electromagnetic spectrum. Additionally, they maintain 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 of PMESII-PT are present and dynamic. The order from higher headquarters includes all applicable overlays and or graphics, area of operations (AO) boundaries, control measures, and criteria for subsequent tactical actions. The command has communications with subordinate units, adjacent units, and higher headquarters. The commander has organized the four components of the command and control system to support decision making, facilitate communication, and conduct operations.

Note 1: The conditions statement for this task reflects the training conditions required for the evaluated unit to receive a trained (T) rating. However, a unit can only receive a T rating if the task is executed under these conditions during an external evaluation.

Note 2: 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 using secret internet protocol router (SIPR) NOFORN (not releasable to foreign nationals) by exception only.

Note 3: The unit may execute some iterations of this task with a multinational (MN) component to the force. When the unit is training this task with a MN partner, evaluate all MN-related steps and measures in this T&EO. For the purpose of this requirement, the MN partner is a brigade or larger size force that reports directly to the unit and has interoperability focus area capabilities (fires, intelligence, sustainment, and mission command). When the unit is executing this task in a scenario without a multinational component, evaluators should rate steps in this task that only apply to multinational operations scenarios as N/A.

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). This task should not be trained in MOPP 4.

**Standards:** The unit conducts the operations process to organize efforts, integrate the warfighting functions across multiple domains, and synchronize forces to accomplish missions. The unit conducts the operations process for C2 in accordance with (IAW) the Army Ethic, ADP 5-0, established timelines, the commander's intent, orders from higher headquarters, and standard operating procedures (SOPs).

The Objective Task Evaluation Criteria Matrix (below) is the Army standard evaluation criteria used by commanders to objectively assess their unit collective task training conducted during collective training events. Task assessment is determined by the environment, percentages of leaders and Soldiers present at training, task performance, and external task evaluation. For example, in order to receive a fully trained (T) rating, a unit must perform this task incorporating the identified training environment; with 75% of leaders (see next paragraph) and 80% of Soldiers present for training, attaining 80% on performance measures, 100% on critical performance measures, and 85% on leader performance measures, and with an external evaluation. Failure to meet any one of these criteria will result in a lower than (T) rating.

Note: Leader is the commander; deputy commander(s); chief of staff (COS); command sergeant major (CSM); G-1; G-2; G-3; G-4; G-5; G-6; G-8; G-9; deputy fire support coordinator (DFSCOORD); knowledge management officer (KMO); cyber electromagnetic warfare officer (CEWO); air and missile defense (AMD) officer; air liaison officer (ALO); aviation officer; chemical, biological, radiological, and nuclear (CBRN) officer; operations security (OPSEC) officer; space operations officer; liaison officer (LNO); command teams of assigned/attached units; and other leaders on the unit table of organization and equipment (TO&E) that the commander deems essential to conducting the operations process.

Live Fire: No

## **Objective Task Evaluation Criteria Matrix:**

Plan	n and Prepare Execute			Eval	Evaluate					
Operation Environme BDE & Above		Training Environment (L/V/C)	% Leaders present at training/authorized	% Present at training/authorized	External evaluation	Performance measures	Critical performance measures	Leader performance measures	Evaluator's observed task proficiency rating	Commander's assessment
Dynamic and Complex (All OE Variables and Hybrid Threat)	Night		>=75%	>=80%	Yes	>=80% GO	All	>=85% GO	т	Т
Dynamic and Complex (All OE Variables and Single Threat)	Day	Live / Constructive	60-74%	60-79%	No	65- 79% GO	<all< td=""><td>75- 84% GO</td><td>Ρ</td><td>Ρ</td></all<>	75- 84% GO	Ρ	Ρ
Dynamic and Complex ( <all oe<br="">Variables and Single Threat)</all>	1y		<=59%	<=59%	0	<65% GO	- SAII	<=74% GO	U	U

 $Remarks: {\it For questions, concerns, or comments, please contact: usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ted@army.mil} {\it Concerns, or comments, please contact: usarmy.leavenworth.tradoc.list.mission-comments, please contact: usarmy.leavenworth.tradoc.list.mission-comments, please contact: usarmy.leavenworth.tradoc.list.mission-comments, please contact: usarmy.$ 

Notes: None

Safety Risk: Low

**Task Statements** 

**Cue:** The unit receives an order from higher headquarters, or the commander derives a mission that requires the unit to conduct the operations process for command and control (C2) in a dynamic and complex operational environment.

# 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
Plan			
+* 1. The commander, supported by the staff, applies mission command principles (competence, mutual trust, shared understanding, commander's intent, mission orders, disciplined initiative, and risk acceptance) throughout the operations process.			
* a. The commander develops mutual trust between themselves, subordinates, and unified action partners (UAPs).			
$^{\star}$ b. The commander creates shared understanding with subordinate commanders, the staff, and UAPs.			
<ul> <li>* c. The commander provides clear commander's intent that includes:</li> <li>The purpose of the operation.</li> <li>Key tasks.</li> <li>Conditions that clearly define the end state.</li> </ul>			
* d. The commander issues mission orders.			
* e. The commander manages acceptable risk by:			
(1) Assessing risk (including ethical risk).			
(2) Instituting measures to mitigate risk.			
(3) Deciding what risk to accept.			
* f. The commander exercises disciplined initiative.			
* g. The commander sets conditions for subordinates to exercise disciplined initiative by:			
<ol> <li>Managing risk.</li> <li>Establishing the expectation that subordinates act within their delegated authority, incorporating</li> </ol>			
commander's intent.			
<ul><li>(3) Supporting sound decisions.</li><li>(4) Underwriting good faith mistakes made when exercising initiative in uncertain situations, but fall</li></ul>			
within the commander's intent.			
+* 2. The commander, supported by the staff, commands assigned and attached forces.			
* a. The commander delegates authority to subordinates (orally, in orders, or in standard operating procedures [SOPs]) to accomplish a mission or assist in fulfilling their responsibilities, where the delegated authority is appropriate to their role, their capabilities, the situation, and are delegated in a legal and ethical manner.			
* b. The commander designates a succession of command appropriate to the situation.			
<ul> <li>* c. The commander prioritizes resources, considering:</li> <li>Effective mission accomplishment.</li> <li>Protecting Soldiers' lives.</li> <li>The principles of mass and economy of force.</li> <li>Posturing the force for subsequent operations.</li> </ul>			
* d. The commander directs subordinate units and the staff to accomplish tasks that lead to the end			
<ul> <li>state.</li> <li>* e. The commander determines personal location during operations considering: <ul> <li>The need to understand the situation.</li> <li>The need to make decisions.</li> <li>The need to communicate.</li> <li>The need to motivate subordinates.</li> </ul> </li> </ul>			
* f. The commander empowers subordinate decision making to enable decentralized execution.			
+* 3. The commander, supported by the staff, controls operations through the elements of control (direction, feedback, information, and communication).			
+* 4. The commander, supported by the staff, drives the operations process (planning, preparing, executing, and assessing) through the activities of understanding, visualizing, describing, directing, leading, and assessing operations.			
* a. Leads personnel in the unit team throughout the operations process.			
* b. Motivates and inspires subordinate commanders, the staff, and Soldiers to give maximum effort to accomplish the mission.			
* c. Receives recommendations from subordinate commanders, the staff, and Soldiers to encourage collaboration and dialogue that increase understanding.			
+* 5. The commander and staff frame the operation by conducting the Army design methodology (ADM) in accordance with (IAW) ATP 5-01, Army Design Methodology, to gain greater understanding of the operational environment (OE) and the problems the unit must address.			
Note: Depending on the time available, familiarity with the OE, and the complexity of the operation, the commander may abbreviate the ADM, conduct ADM in concert with conducting the military decision-making process (MDMP), or may elect not to conduct ADM at all. Should the commander decide not to conduct ADM, evaluate this step as "N/A."			
a. The design team frames the OE.			
b. The design team frames the problem(s).			

c. The design team frames solutions.		
<ul> <li>d. The design team reframes the OE, problems, or solutions as conditions change or understanding improves.</li> </ul>		
e. The commander includes ADM outcomes in planning guidance.		
+* 6. The staff, led by the COS, takes actions upon receipt of mission.		
+ a. The current operations cell alerts the staff and other key participants of the pending planning		
requirement.		
b. The staff gathers needed tools.		
c. The staff updates running estimates.		
d. The commander and staff conduct initial assessment to determine:		
<ul> <li>The time needed to plan and prepare for the mission for both headquarters and subordinate units.</li> </ul>		
<ul> <li>Guidance on conducting ADM and abbreviating the MDMP, if required.</li> </ul>		
<ul> <li>Which outside agencies and organizations to contact and incorporate into the planning process.</li> </ul>		
The staff's experience and cohesion.		
<ul> <li>* e. The commander provides initial guidance following receipt of mission, which may include:</li> <li>Initial operational time allocations for planning and preparing.</li> <li>Determining to initiate ADM or go straight into the MDMP.</li> <li>Abbreviating the MDMP, if required.</li> <li>Necessary liaison officer (LNO) coordination.</li> <li>Authorized movements, including initiation of information collection.</li> </ul>		
<ul> <li>Collaborative planning times and locations.</li> <li>Initial information requirements.</li> </ul>		
<ul> <li>Additional staff tasks.</li> <li>f. The COS establishes the battle rbythm to assist in integrating and synchronizing activities.</li> </ul>		
f. The COS establishes the battle rhythm to assist in integrating and synchronizing activities, meetings, and reports within the headquarters and with subordinate units.		
+* 7. The commander and staff conduct mission analysis.		
+* a. The commander and staff analyze the higher headquarters' plans or orders.		
+ b. The staff, led by the G-2, conducts intelligence preparation of the battlefield (IPB).		
+ c. The staff, led by the G-3, accomplishes the following tasks:.		
<ul> <li>Determines specified, implied, and essential tasks.</li> <li>Reviews available assets.</li> </ul>		
<ul> <li>Identifies resource shortfalls.</li> </ul>		
Determines constraints.		
<ul> <li>Identifies critical facts.</li> <li>Develops assumptions.</li> </ul>		
<ul> <li>Begins risk management by identifying and assessing hazards.</li> </ul>		
<ul> <li>Develops initial commander's critical information requirements (CCIR) and essential elements of friendly information (EEFI).</li> </ul>		
Develops the initial information collection plan.		
o Updates plan for available time use. o Develops initial themes and messages.		
o Develops a proposed problem statement.		
o Develops a proposed mission statement.		
d. The staff, led by the COS, conducts a mission analysis briefing.		
* e. The commander and staff develop the course of action (COA) evaluation criteria.		
<ul> <li>+ f. The staff, led by the COS, analyzes COAs:</li> <li>Ensures each COA meets the screening criteria: o Feasible. o Acceptable.</li> </ul>		
o Suitable.		
o Distinguishable. o Complete.		
Identifies the decisive operation.		
<ul> <li>Identifies how shaping operations create and preserve the conditions for decisive operation success.</li> </ul>		
<ul> <li>Explains how sustaining operations support the decisive and shaping operations.</li> <li>Accounts for required offensive, defensive, and stability or defense support of civil authorities (DSCA) considerations.</li> </ul>		
<ul><li>Identifies tasks to be performed.</li><li>Identifies conditions to be achieved.</li></ul>		
g. The commander arrays forces to provide sufficient combat power during decisive and shaping operations to accomplish assigned tasks.		
+* h. The commander develops a broad concept of the operation.		
* i. The commander assigns subordinate headquarters to groupings of forces.		
+ j. The staff, led by the COS, develops COA statements and sketches.		
k. The staff, led by the COS, conducts a COA briefing to the commander.		
* I. The commander selects and/or refines COAs for continued development and analysis.		
+ m. The staff, led by G-3, refines COAs per commander's guidance.		
n. The staff, led by the G-3, plans military deception (MILDEC) as directed by the commander.		
+* 8. The staff, led by the COS, analyzes COAs through war-gaming and produces a synchronization matrix leading to a decision support matrix (DSM) based on CCIR.		
a. The staff gathers tools.	<u> </u>	
b. The commander and staff consider all units that can be committed to the operation, paying		
special attention to support relationships and constraints.		
Pogo 6		

e. The G-3 selects the war-gaming method.			
f. The G-3 selects a technique to record and display results.			
Note: The staff may conduct a war-gaming brief for review and to ensure it captures all relevant p XO.	oints of the war-	game for preser	ntation to the
+* g. The commander and staff wargame the operation and assess the results.			
9. The staff conducts COA comparison.			
<ul> <li>a. The staff identifies advantages and disadvantages of each COA, considering:</li> <li>Pose the minimum risk to the force and mission accomplishment.</li> <li>Place the force in the best posture for future operations.</li> <li>Provide maximum latitude for initiative by subordinates.</li> <li>Provide the most flexibility to meet unexpected threats and opportunities.</li> <li>Provide the most secure and stable environment for civilians in the AO.</li> <li>Best facilitate information themes and messages.</li> </ul>			
b. The staff compares COAs.			
+ 10. The staff, led by the COS, conducts a COA decision briefing to obtain commander approval. The			
<ul> <li>staff:</li> <li>Reviews higher's and next higher's commander's intent.</li> <li>Reviews status of the force and its components.</li> <li>Reviews the current IPB.</li> <li>Reviews the COAs considered.</li> </ul>			
<ul> <li>+* 11. The commander approves a COA to accomplish the mission and issues:</li> <li>Final planning guidance.</li> <li>Refined commander's intent (if necessary).</li> <li>Refined CCIR to support execution (if necessary).</li> <li>Additional guidance on priorities for the warfighting functions (WfF), orders preparation, rehearsal, and preparation.</li> </ul>			
<ul> <li>+ 12. The staff produces an operation order (OPORD).</li> <li>The commander broadly describes the operation through clear commander's intent.</li> <li>The G-3 and G-2 collaborate to finalize the information collection plan drafted during COA development and refined during war-gaming.</li> <li>The staff, led by the fire support officer, conducts targeting to finalize fires products drafted during COA development and refined during war-gaming.</li> <li>The staff, led by the G-3, incorporates risk assessment and risk controls into the plan/order per commander's guidance.</li> <li>The staff, led by the knowledge management officer (KMO), refines the unit KM plan (KMP) (including foreign disclosure [FD] requirements) to set conditions for relevant information and knowledge to reach the commander, staff sections/cells, and UAPs that need it once the operation commences.</li> </ul>			
+ 13. The staff, led by the G-3, integrates operational security (OPSEC) control measures.			
<ul> <li>+ 14. The staff, led by the COS and G-3, accomplishes the following tasks:</li> <li>• Prepares requisite annexes.</li> <li>• Reconciles plans and orders to ensure the plan or order and all annexes are complete and in</li> </ul>			
<ul> <li>e Crosswalks plans and orders with higher and adjacent command orders to ensure unity of</li> </ul>			
• Publishes the order.			
Prepare		-	
+* 15. The commander and staff conduct activities to improve the unit's ability to execute the operation		1	1
by: • Improving situational understanding.			

- The proving structure inderstanding.
  Developing a common understanding of the plan.
  Training/rehearsing critical tasks.
  Task organizing.
  Integrating the force.
  Proving force and resources.

- Positioning forces and resources.

\* 16. The commander receives subordinate commander and key staff confirmation briefs to ensure shared understanding of:
 Commander's intent, mission, and concept of operations (CONOPS).

c. The commander and staff review previous assumptions for continued validity and necessity.

d. The staff reviews the list of known critical events and decision points (DPs).

- · Their unit's tasks and associated purpose.
- The relationship between the unit's mission and the mission of other units in the operation.
- + 17. The COS establishes liaisons internally, with external headquarters, and UAPs.

18. The G-3, supported by the G-2, initiates information collection in accordance with (IAW) the information collection plan.

19. Subordinate units initiate (and the staff battle-tracks) security operations (screen, guard, cover, area security, and local security).

20. Subordinate units initiate (and the staff battle-tracks) troop movements, including permissible route reconnaissance and assembly areas.

21. Subordinate units complete (and the staff battle-tracks) task organization.

- 22. The staff and subordinate units integrate new units and Soldiers into the force, including:
  - Receiving and introducing new units to the force and the AO.
  - Exchanging SOPs.
  - · Conducting briefs and rehearsals.
  - Establishing communications links.
  - Exchanging liaison teams (if required).

* 23. The commander, supported by the staff, builds teams, inside and outside their organizations,		
<ul> <li>throughout the operations process.</li> <li>The team, including applicable UAPs, develops confidence in the character, integrity, professional competence, commitment, and abilities of one another while engaging in the first principle of</li> </ul>		
<ul> <li>mission command, "build cohesive teams through mutual trust."</li> <li>Team members share resources and expertise to achieve shared understanding and common</li> </ul>		
goals. • The commander develops shared confidence by consistently employing interpersonal tact to		
<ul> <li>foster effective communication.</li> <li>The team, led by the commander, completes its assigned or designated end state with all team</li> </ul>		
<ul> <li>members contributing in their designated roles and responsibilities.</li> <li>The commander establishes and maintains liaison teams between elements of military forces or</li> </ul>		
other agencies to ensure mutual understanding and unity of purpose and action.		
<ol> <li>The G-3 directs training of tasks critical to the operation.</li> <li>Staff and subordinate units conduct pre-operations checks and inspections (PCI), including</li> </ol>		
reporting PCI completion.		
26. All staff sections and subordinate units prepare to conduct operations in the cyber electromagnetic environment:		
<ul> <li>Verify current versions of software and security patches when performing preventive maintenance checks and services (PMCS) of electronic equipment.</li> </ul>		
<ul> <li>Include execution of cyber electromagnetic activities (CEMA) tasks per the OPORD when conducting rehearsals.</li> </ul>		
27. Subordinate units, under the direction of the G-4, initiate sustainment preparation.		
28. The G-6 and supporting signal units/Soldiers initiate network preparations by:		
<ul> <li>Managing available bandwidth.</li> <li>Providing availability and location of data and information.</li> </ul>		
<ul> <li>Positioning and structuring network assets.</li> <li>Tracking status of key network systems.</li> </ul>		
29. The G-3 manages terrain.		
30. Subordinate units prepare terrain (e.g., prepare fighting positions, reduce or reinforce obstacles).		
<ol> <li>Engineer units build/improve roads, trails, airfields, bridges, etc. to prepare the terrain for the operation.</li> </ol>		
+* 32. The commander, subordinate units, and staff conduct rehearsals by:		
a. Participating in directed higher headquarters rehearsals.		
+ b. Conducting internal rehearsals in accordance with the commander's final planning guidance to:		
<ul> <li>Practice essential tasks.</li> <li>Identify weaknesses or problems in the plan.</li> </ul>		
<ul> <li>Coordinate subordinate element actions.</li> <li>Improve Soldier understanding of the CONOPS.</li> </ul>		
Foster confidence among Soldiers.		
Note: The unit should prioritize the combined arms rehearsal (CAR); however, time may constrain which rehearsals the unit conducts.		
+ 33. The staff, led by the COS, conducts plans-to-operations transition to ensure the current operations integration cell (COIC) fully understands the plan prior to execution by:		
<ul> <li>The plans cell briefing members of the COIC before the CAR.</li> <li>Reviewing decision support products (execution matrixes, decision support templates (DSTs),</li> </ul>		
DSMs, and risk assessment matrixes).		
<ul> <li>Analyzing how to mitigate known friction points.</li> <li>Reviewing branches and sequels under consideration and their triggering criteria.</li> </ul>		
<ul> <li>Reviewing outstanding requests for information and issues.</li> <li>34. The G-3 revises and refines the plan by publishing fragmentary orders (FRAGORDs) to publicize</li> </ul>		
adjustments to the plan order that arise from increased understanding as a result of rehearsals and early information collection efforts.		
+* 35. Leaders (commanders, staff leaders, subordinate unit leaders) supervise preparation activities, ensuring:	Τ	
Situational understanding.		
<ul> <li>A common understanding of the plan.</li> <li>Proficiency in critical tasks.</li> <li>Organization and integration of the force.</li> </ul>		
<ul> <li>Organization and integration of the force.</li> <li>Positioning forces and resources.</li> </ul>		
36. Command post (CP) personnel in each CP, led by battle captains and operations sergeants major (SGM), rehearse CP SOPs, address:		
Balance of effectiveness and survivability.     Organization and setup.		
<ul> <li>Staffing and shift plans, including eating and sleeping plans.</li> </ul>		
<ul> <li>Physical security and defense.</li> <li>Priorities of work.</li> </ul>		
<ul> <li>Equipment and vehicle maintenance, including journals and maintenance logs.</li> <li>Load plans and equipment checklists.</li> </ul>		
<ul> <li>Orders production and dissemination procedures.</li> <li>Plans for handling, storing, and cleaning up hazardous materials.</li> </ul>		
<ul> <li>Battle rhythm.</li> <li>Use of information systems (e.g., Command Post Computing Environment [CPCE)]).</li> </ul>		
<ul> <li>CP battle drills.</li> <li>Shift-change briefings.</li> </ul>		
<ul> <li>Reports and returns.</li> <li>Operations update and assessment briefings.</li> </ul>		
Operations synchronization meetings.		
Procedures for transferring control between CPs.     Page 8		

+ 37. Staff and subordinate units implement control measures for risk, OPSEC, and information security.			
Execute			
+* 38. The commander and staff execute the operation by applying combat power to accomplish the mission and adjusting operations based on changes in the situation by:			
a. Seizing and retaining the initiative.			
<ul> <li>Taking action.</li> <li>Creating and exploiting opportunities.</li> </ul>			
<ul> <li>Accepting risk</li> <li>Building and maintaining momentum.</li> </ul>			
Maintaining focus and pressure.			
<ul> <li>Controlling the tempo.</li> <li>Anticipating transitions.</li> <li>Moving rapidly between types of operations.</li> </ul>			
c. Exploiting success.			
<ul> <li>Acting within the higher commander's intent to achieve objectives and accomplish the mission.</li> </ul>			
Understanding the impact of operations on sustainment and the impact of sustainment on operations.			
* 39. The commander:			
* a. Locates where to best exercise command of the operation.			
* b. Maintains shared understanding across the force and with partners.			
* c. Directs changes to the operation based on variances from the plan, experience, and judgment.			
+* 40. The commander, staff, and subordinate units assess the operation by:			
a. Monitoring conditions relevant to the current operation.			
b. Evaluating progress of the current operation.			
c. Analyzing variances from the plan to identify significance and whether a decision is required to			
alter the plan.			
Note: Variances may represent opportunities to exploit or threats to the force or mission accomplishment to mitigate.			
Note: Variances may represent opportunities to exploit or threats to the force or mission accomplish	nment to mitigat	e.	
* 41. The commander and leaders make anticipated decisions, such as those indicated on the DSM and			
<ul> <li>based on unforeseen circumstances.</li> <li>The commander and delegated leaders make execution decisions to implement planned actions under circumstances anticipated in the plan (e.g., committing the reserve).</li> </ul>			
<ul> <li>The commander makes adjustment decisions to implement unanticipated actions in response to unanticipated opportunities or threats.</li> <li>The staff, led by the commander, COS, or G-3, conducts the rapid decision-making and</li> </ul>			
synchronization process (RDSP) to: o Reallocate resources. o Change the CONOPS.			
o Change the mission.			
<ul> <li>+* 42. The commander and staff implement changes:</li> <li>The commander describes changes to the situation, which in turn require changes to the</li> </ul>			
<ul> <li>operation (visualization).</li> <li>The commander issues changes to the mission, intent, or CONOPS.</li> <li>The staff prepares and issues FRAGORDs to implement the changes.</li> </ul>			
+ 43. The staff supports the commander during execution by:			
Anticipating events.			
<ul> <li>Synchronizing forces and WfFs.</li> <li>Coordinating and directing execution.</li> </ul>			
<ul> <li>Maintaining and sharing running estimates.</li> </ul>			
<ul> <li>Assessing operations to identify variances from the plan, relevant information, and exceptional information.</li> </ul>			
<ul> <li>Coordinating support requests from subordinates.</li> </ul>			
<ul> <li>Solving problems.</li> <li>Acting with authority delegated by the commander and within commander's intent.</li> </ul>			
Planning follow-on operations.			
+ 44. The staff conducts operations.			
45. The staff conducts operations synchronization meetings, per the unit battle rhythm and SOP.			
<ul> <li>+ 46. The staff conducts CP operations by:</li> <li>Displaying a common operational picture (COP).</li> <li>Continuously updating IPB.</li> </ul>			
<ul> <li>Conducting targeting to synchronize the application of combat power IAW the battle rhythm.</li> <li>Conducting KM to update the KMP as the situation evolves.</li> <li>Managing the command and control (C2) system.</li> </ul>			
<ul> <li>Managing information and data.</li> <li>Conducting information protection.</li> <li>Integrating space capabilities.</li> </ul>			
Processing relevant information.			
<ul> <li>Maintaining continuity of C2.</li> <li>Displacing the CP as directed or as required by the situation.</li> </ul>			
+ 47. The battle captain in each CP, supported by the operations SGM, supervises the CP's support to			
the operations process and decision making by:			

+ a. Supervising CP functions.		
<ul> <li>Supervising CP functions.</li> <li>Maintaining running estimates.</li> </ul>		
<ul> <li>Developing and disseminating orders.</li> </ul>		
<ul> <li>Coordinating with higher, lower, and adjacent units.</li> <li>Conducting network operations.</li> </ul>		
<ul> <li>Providing a facility for the commander to control operations, issue orders, and conduct</li> </ul>		
<ul> <li>rehearsals.</li> <li>Maintaining the COP.</li> </ul>		
Performing CP administration.		
<ul> <li>Supporting the commander's decision-making process.</li> <li>Monitoring and controlling current operations.</li> </ul>		
<ul> <li>Receiving and cataloguing reports.</li> <li>o Filing reports required by higher headquarters and supported/supporting units.</li> </ul>		
o Adjusting control measures.		
o Monitoring and assessing the progress of higher and adjacent units. o Performing short-range planning.		
o Providing input to targeting and future operations planning.		
o Maintaining analog battle tracking in the event of denied or degraded communications.		
b. Directing execution of the KMP to analyze information and data and create and disseminate knowledge inside the CP and to other authorized users.		
c. Maintaining the CP battle rhythm.		
d. Training CP personnel on SOPs, battle drills, and functions.		
<ul> <li>e. Managing CCIR:</li> <li>Maintaining CCIR status.</li> </ul>		
<ul> <li>Monitoring information collection efforts to answer CCIR.</li> </ul>		
<ul> <li>Notifying the commander and executing unit SOP/drills when CCIR are met.</li> </ul>	 	
<ul><li>f. Managing the DSM:</li><li>Maintaining status of criteria.</li></ul>		
<ul> <li>Monitoring information collection efforts in named areas of interest (NAIs) that support</li> </ul>		
anticipated decisions.		
g. Facilitating planning, operations, briefings, meetings, and the COP.		
<ul> <li>h. Leading operations synchronization meetings, situation updates, and shift change briefs.</li> <li>48. The staff executes CP battle drills appropriate to the CP and situation, and that may include but</li> </ul>		
are not limited to:		
<ul> <li>React to an air, ground, or chemical, biological, radiological, or nuclear (CBRN) attack.</li> <li>React to indirect fire.</li> </ul>		
<ul> <li>React to jamming or suspected communications compromise.</li> <li>Evenute diversities to reacting (including time constitute to reacts and to reacts of expective).</li> </ul>		
<ul> <li>Execute dynamic targeting (including time sensitive targets and targets of opportunity).</li> <li>React to immediate air support requests.</li> </ul>		
<ul> <li>Execute a close air support (CAS) mission or joint fires mission.</li> <li>React to a cyber-intrusion or attack.</li> </ul>		
<ul> <li>React to a mass casualty incident (including suspected civilian casualties).</li> </ul>		
<ul> <li>React to a civil riot or incident.</li> <li>React to a natural disaster.</li> </ul>		
<ul> <li>React to an outbreak of epidemic disease.</li> </ul>		
<ul> <li>React to significant collateral damage.</li> <li>React to disinformation or propaganda affecting an OE.</li> </ul>		
<ul> <li>React to a degraded network.</li> </ul>		
<ul> <li>React to lost communications with friendly units.</li> <li>React to a Soldier or unit isolating event.</li> </ul>		
<ul> <li>React to fratricide.</li> <li>React to friendly positions being overrun by hostile forces.</li> </ul>		
<ul> <li>Execute emergency evacuation and relocation of a CP.</li> </ul>		
<ul> <li>React to downed aircraft.</li> <li>Execute personnel recovery.</li> </ul>		
<ul> <li>React to unauthorized cross-border or boundary intrusion.</li> </ul>		
<ul> <li>+ 49. The staff conducts shift-change briefings, informing the incoming shift of:</li> <li>Current unit status.</li> </ul>		
<ul> <li>Significant activities that occurred during the previous shift.</li> </ul>		
Significant decisions and events anticipated during the next shift.	 	
+ 50. The staff, led by the G-3, coordinates CEMA in order to seize, retain, and exploit advantages over threats in both cyberspace and across the electromagnetic spectrum while simultaneously denying and		
degrading the threat's use of the same.		
Assess		
+* 51. The commander and staff adapt the 6-step assessment process to the current operation to answer six general questions:		
How has the OE changed?		
<ul><li>Where are we?</li><li>Why do we think the change happened?</li></ul>		
<ul> <li>Is the current plan still suitable to achieve the objectives?</li> <li>Do changes in the OE impose additional risk or provide additional opportunities?</li> </ul>		
• Do changes in the OE impose additional risk of provide additional opportunities? • What do we need to do?		
a. Step 1: Develop the assessment approach during planning by identifying specific information		
needed to monitor and analyze conditions associated with attaining the operation's end state, achieving objectives, and accomplishing tasks.		
b. Stop 2: Dovelop the associate plan to manifer and collect passes information and		

b. Step 2: Develop the assessment plan to monitor and collect necessary information and intelligence to inform decision making.

c. Step 3: Collect relevant information through routine procedures and reporting, such as maintaining running estimates, through directed information collection, and through recognition of exceptional information.

+ d. Step 4: Analyze information and intelligence to identify positive or negative movement toward
achieving objectives or attaining end state conditions, identify the causes for the changes, and to
generate recommendations.

+ e. Step 5: Communicate feedback and recommendations to the commander.

\* f. Step 6: The commander directs changes to operations according to visualization and recommendations to improve operations or take advantage of opportunities.

 $^{\ast}$  52. The staff, led by the COS, implements changes directed by the commander by issuing orders and coordinating with all UAPs.

Note: When time permits following the operation, the commander leads an after action review (AAR) to learn from the experience and improve future operations. Unit SOPs should be updated as applicable.

Task Performance Summary Block									
Training L	ITERATION								
			1		2	3		4	
Date of Training p	er Iteration:								
Day or Night T	raining:	Day /	/ Night	Day /	/ Night	Day / Night		Day / Night	
		#	%	#	%	#	%	#	%
Total Leaders Authorized	% Leaders Present								
Total Soldiers Authorized	% Soldiers Present								
Total Number of Performance Measures	% Performance Measures 'GO'								
Total Number of Critical Performance Measures	% Critical Performance Measures 'GO'								
Live Fire, Total Number of Critical Performance Measures	% Critical Performance Measures 'GO'								
Total Number of Leader Performance Measures	% Leader Performance Measures 'GO'								
MOPP LEV	/EL								
Evaluated Rating p T, P, U	Evaluated Rating per Iteration T, P, U								

### Missions(s) supported:

Mission ID	Mission Title	Frequency	<b>Recommended Interval</b>
*CONDUCT CBRN OPERATIONS*	Conduct CBRN Operations	0	Not Selected

## MOPP 4: Never

#### MOPP 4 Statement: None

NVG: Never

#### NVG Statement: None

### Prerequisite Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-DIV-5111	Conduct the Military Decision-Making Process	71 - Mission Command (Collective)	Approved
	71-DIV-5200	Conduct Command Post Operations	71 - Mission Command (Collective)	Approved

## Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
4.	71-DIV-5001	Conduct Army Design Methodology	71 - Mission Command (Collective)	Approved
4.		Conduct Rapid Decision-Making and Synchronization Process (RDSP)	71 - Mission Command (Collective)	Approved

#### OPFOR Task(s): None

## Supporting Individual Task(s):

Step Number Task Number		Title	Proponent	Status
	150-C2-5131	Assist the Commander in Executing Operations	150 - Mission Command (Individual)	Approved

#### Supporting Drill(s):

Step Number	Drill Number			Proponent	Status
	71-DIV-D6320	React to a Degraded Network	Staff	71 - Mission Command (Collective)	Approved

#### Supported AUTL/UJTL Task(s):

Task ID	Title
OP 1.2.5	Conduct Offensive Operations

#### TADSS

TADSS ID	Title	Product Type	Quantity
	Joint Land Component Constructive Training Capability - Multi-Resolution Federation - Standard Configuration	DVC	1
71-20	Common Hardware Platform (CHP)	DVC	1

#### 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. 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.