

Training and Evaluation Outline Report

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Task Title: Conduct the Military Decision-Making Process

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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
	ATP 2-01	COLLECTION MANAGEMENT	Yes	No	
	ATP 2-01.3 Chg 2	Intelligence Preparation of the Operational Environment	Yes	No	
	FM 3-55	Information Collection	Yes	No	
	FM 5-0	PLANNING AND ORDERS PRODUCTION	Yes	Yes	
	FM 6-0	Commander and Staff Organization and Operations	Yes	No	
	UNIT SOP	Unit / Unit's Standard Operating Procedure SOP	Yes	No	

Conditions: The unit receives an order from higher headquarters (HHQ) or the commander derives a mission requiring the unit to conduct the military decision-making process (MDMP). The commander issues guidance on conducting MDMP 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. 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 (MTOE) are available. The unit is task-organized with necessary units and reinforced with assets from higher to accomplish assigned tasks. The command 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 1: The conditions statement for this task determines the highest training conditions, reflected in the objective task evaluation criteria matrix, 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 C2, 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, estimates, and other staff products on the MPN using secret internet protocol router (SIPR) not releasable to foreign nationals (NOFORN) by exception only.

Note 3: The unit may execute some iterations of this task with a multinational component to the force. Exercise planners should coordinate for a multinational partner to participate in the exercise as a component of the multinational task force (MNTF) or should resource training support to role play and replicate a multinational force (MNF) in simulation. 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."

Note 4: The following organizations are available (actual or replicated in exercise) to meet the theater army (TA) planning team's information requirements for this task:

National support:

- Surface Deployment and Distribution Command (SDDC).
- Military Sealift Command (MSC).
- Air Mobility Command (AMC).

- Strategic Command (STRATCOM).
- 20th Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Command.
- Defense Logistics Agency (DLA).
- Department of State (DOS) (includes HN country-teams).
- Host nation (HN).
- Army Materiel Command (USAMC).
- Other Service components.
- Army Corps of Engineers (USACE).

TA elements:

- Theater sustainment command (TSC).
- Expeditionary sustainment command (ESC).
- Regional support group (RSG).
- Theater engineer command (TEC).
- Human resources sustainment center (HRSC).
- Contracting support brigade (CSB).
- Army field support brigade (AFSB).
- Explosive ordnance disposal (EOD) group.
- Theater liaison detachment (TLD).
- Civil affairs (CA) command.
- Military police (MP) command.
- Medical command (MEDCOM).
- Theater military intelligence brigade (TMIB).
- Theater signal command.
- Theater fires command.

Environment: Some iterations of this task should be performed with degraded C2 networks, degraded conditions in the electromagnetic spectrum (EMS), and/or with a 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 unit conducts MDMP to ensure plans contain a sufficient level of detail and direction for subordinates to effectively accomplish their assigned mission. The unit conducts MDMP in accordance with FM 5-0, the Army Ethic, established timelines, the commander's intent, orders from HHQ, and standard operating procedures (SOP).

The Objective Task Evaluation Criteria Matrix (below) is the Army's standard evaluation criteria used by commanders to objectively assess their unit's 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 T rating, a unit must perform this task incorporating the identified training environment; with 75% of leaders 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-9; fire support officer (FSO); chief of protection; cyber electromagnetic warfare officer (CEWO); air and missile defense (AMD) officer; air liaison officer (ALO); aviation officer; chemical, biological, radiological, nuclear and high-yield explosives (CBRNE) officer; engineer; functional area (FA) 30 officer; knowledge management officer (KMO); staff judge advocate (SJA); space operations officer; foreign disclosure officer (FDO); command teams of assigned/attached units (corps and divisions) and other leaders on the unit's table of organization and equipment (TO&E) that the commander deems essential to conducting MDMP.

Live Fire: No

Objective Task Evaluation Criteria Matrix:

Plan and Prepare			Execute						Evaluate		
Operational Environment			Training Environment (LV/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
BDE & Above											
Dynamic and Complex (All OE Variables and Hybrid Threat)	Night		Live / Constructive.	>=75%	>=80%	Yes	>=80% GO	All	>=85% GO	T	T
Dynamic and Complex (All OE Variables and Single Threat)	Day			60-74%	60-79%	No	65-79% GO	>All	75-84% GO	P	P
Dynamic and Complex (<All OE Variables and Single Threat)				<=59%	<=59%		<65% GO		<=74% GO	U	U

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

Notes: This training and evaluation outline (T&EO) identifies responsible staff sections for each step; however, staff responsibilities in the unit SOP should take precedence.

Safety Risk: Low

Task Statements

Cue: The unit receives an order from higher headquarters (HHQs) or the commander derives a mission requiring the unit to conduct the military decision-making process (MDMP).

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.

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m. Develops COA evaluation criteria. Examples of evaluation criteria may include:

- Limitations on casualties.
- Speed.
- Opportunity to maneuver.
- Risk.
- Logistic supportability.
- Force protection.
- Time available and timing of the operation.
- Political considerations.

Note: The staff presents the proposed evaluation criteria to the commander during the mission analysis brief for approval. Evaluation criteria must be measurable and easily and clearly defined. Well-defined evaluation criteria have five elements:

- Short title: The criterion name.
- Definition: A clear description of the feature being evaluated.
- Unit of measure: A standard element used to quantify the criterion.
- Benchmark: A value that defines the desired state, or "good" for a solution in terms of a particular criterion.

• Formula: An expression of how changes in the value of the criterion affect the desirability of the possible solution. Planners state the formula in comparative terms (for example, more is better) or absolute terms (for example, a night movement is better than a day movement).

n. Presents the mission analysis briefing (to the commander). Topics covered in the briefing may include:

- Mission and commander's intent of the headquarters two echelons higher than the unit.
- Mission, commander's intent, and concept of operations of the headquarters one echelon higher than the unit.
- Review of the commander's initial guidance.
- Initial IPOE products that impact the conduct of operations.
- Specified, implied, and essential tasks.
- Pertinent facts and assumptions.
- Constraints.
- Forces available, including known command and support relationships and resource shortfalls.
- A proposed problem statement.
- A proposed mission statement.
- Proposed CCIRs and EEFIs.
- Initial information collection plan.
- Initial risk assessment.
- Recommended collaborative planning sessions.
- Updated operational and planning timelines.
- If ready, a review of, or issued initial commander's intent and revised commander's planning guidance.

* o. The commander issues initial commander's intent and revised commanders planning guidance.

Note: See FM 5-0, Table 5-3 for example commander's planning guidance.

p. Issues a WARNORD. Immediately after the commander gives the planning guidance, the staff sends subordinate and supporting units a WARNORD which generally contains:

- Updated situation.
- Initial IPOE products.
- The approved mission statement.
- The commander's intent.
- Initial changes to task organization.
- The unit assigned areas (using a sketch, higher echelon headquarters graphic control measures, or some other description).
- Tasks to subordinate units as applicable.
- CCIRs and EEFIs.
- Risk guidance.
- Deception guidance.
- Initial information collection plan.
- Specific planning priorities.
- Updated planning and operational timelines.
- Required initial movements.

+* 5. The staff, led by the COS, conducts "Step 3: COA development."

Note: The commander's direct involvement in COA development greatly aids in producing comprehensive and flexible COAs in the time available. To save time, the commander may also limit the number of COAs staffs develop or specify particular COAs not to explore.

a. Staff planners examine each prospective COA for validity and use the following screening criteria to ensure each COA is:

- Feasible: The COA can accomplish the mission within the established time, space, and resources available.
- Acceptable: The COA must balance cost and risk with the advantage gained.
- Suitable: The COA can accomplish the mission within the commander's intent and planning guidance.

• Distinguishable: Each COA must differ significantly from the others (such as scheme of maneuver, lines of effort, phasing, use of the reserve, or task organization).

- Complete: A COA incorporates:
 - o How the main effort contributes to mission accomplishment.
 - o All units and capabilities are accounted for the entire duration of the operation.
 - o How supporting efforts set and preserve conditions for success of the main effort.
 - o How available resources enable main and supporting efforts.
 - o How actions transform current conditions to the desired end state.

b. Assessing relative combat power, including:

- Friendly capabilities that pertain to the operation.
- The types of operations possible from both friendly and enemy perspectives.
- How and where enemy forces may be vulnerable.
- How and where friendly forces may be vulnerable.
- Additional resources not previously identified that may be required to execute the mission.
- How to recommend the allocation of existing resources.

c. Generating options by:

- Beginning with the essential task and purpose identified during mission analysis.
- Focusing on enemy COAs arranged in order of their probable adoption.
- Determining the doctrinal requirements for each proposed operation, including tasks for subordinate units.
- Considering ways to mass combat power to accomplish the essential task while remaining within the commander's intent.
- Considering tasks necessary to support and sustain the successful execution of the main effort's operations, such as essential fire support tasks or information collection requirements in support of the main effort.
- Establishing a purpose for each task that is tied to setting or preserving a condition for the main effort's success.
- Connecting the purpose of each task to an enemy force, piece of terrain, or other actor on their planning sketch.

Note: Units which conduct operations to set or preserve conditions for the success of the main effort are considered supporting efforts. Supporting efforts may execute their tasks before, during, or after the main effort, and they may temporarily receive priorities of support. The commander may redesignate units as supporting efforts and the main effort, depending on what task is deemed most critical during each phase of the operation.

- Confirming or adjusting the size, composition, and planning priorities of the reserve as received in their planning guidance.
- Once staff members have explored possibilities for each COA, they examine each COA to determine if it satisfies the screening criteria (mentioned above).
- Identifying risks inherent in each COA and convey this risk to the commander. In doing so, they change, add, or eliminate COAs as appropriate.

d. Arraying forces to determine the forces necessary to accomplish the mission and to provide a basis for the scheme of maneuver, considering:

- The higher echelon commander's intent and concept of operations.
- The unit mission statement and the commander's intent and planning guidance.
- The air and ground avenues of approach.
- As many possible enemy COAs as time permits, starting with the most likely and including the most dangerous.

Note: Planners often use planning ratios as a starting point when determining the relative combat power necessary to accomplish each task. For example, historically, defenders have a much higher probability of defeating an attacking force approximately three times their equivalent strength when established in a prepared defense. Therefore, as a starting point, commanders assess and determine acceptable risk when defending an avenue of approach with less than roughly a one-to-three force ratio.

e. Developing the concept of operations, including, but not limited to:

- The purpose of the operation.
- A statement of where the commander will accept operational or tactical risk.
- Identification of critical friendly events and transitions between phases (if the operation is phased).
- Unit's assigned area.
- Assigned areas of subordinate units (Area of operation (AO), zone, or sector).
- Designation of deep-close-rear operations.
- Designation of the main effort and how its task and purpose are most critical to accomplishment of the unit's mission.
- Designation of supporting efforts, along with their tasks and purposes, linked to how they support the main effort and the accomplishment of the unit's mission.
- Designation of the reserve, including its location and composition.
- Reconnaissance and security activities.
- Identification of maneuver options that may develop during an operation.
- Location of engagement areas, attack objectives, or counterattack objectives.
- Scheme of fires.
- Scheme of sustainment.
- Scheme of protection.
- Integration of obstacle effects with maneuver and fires.
- Priorities for each WFF.
- Informational considerations.
- Themes, messages, and means of delivery.
- Military deception (MILDEC) operations (on a need-to-know basis).
- Key control measures.
- Essential stability tasks as necessary.

f. Assigning headquarters, creating a task organization (TASKORG) to groupings of forces.

Note: Consider the types of units to be assigned to a headquarters and the ability of that headquarters to control those units. Generally, a headquarters controls at least two subordinate maneuver units and generally no more than five for fast-paced offensive or defensive operations common during large-scale combat operations (LSCO). The number and type of units assigned to a headquarters for stability tasks vary based on factors of the mission variables of mission, enemy, terrain & weather, troops & support available, time available, civil considerations and informational considerations (METT-TC[1]).

g. Preparing (COA) statements and sketches which clearly portrays how the unit accomplishes the mission.

Note: Planners should ensure that identifying features (such as cities, rivers, and roads) are included to quickly orient users. While the sketch may be on any medium, what it portrays is more important than its form, so the medium must be suited for the intended audience, and it is often part of unit SOPs.

- (1) The COA sketch depicts the array of forces and control measures. It generally includes:
- Assigned areas, including unit boundaries and support areas by phase, as necessary.
 - Friendly unit and organization symbols (at least one level down).
 - The line of departure (LD) or line of contact and phase lines (PLs), if used.
 - Reconnaissance and security graphics.
 - Movement and maneuver control measures.
 - Ground and air axes of advance.
 - Assembly areas (AAs), battle positions, strong points, engagement areas (EAs), and objectives
- (OBJ).
- Obstacle control measures.
 - Tactical mission tasks and operation symbols.
 - Essential direct fire control measures.
 - Fire support coordination (FSCMs) and airspace coordination measures (ACMs).
 - Designation of main effort, supporting efforts, and reserve.
 - Location of command posts (CPs) and critical communications nodes.
 - Known or templated enemy locations.
 - Population concentrations.
 - Other applicable tactical control measures.

Note: See FM 5-0, Figure 5-8 for example COA sketch.

- (2) A finalized COA statement describes the selected COA in detail. It generally includes:
- Mission.
 - Commander's intent.
 - Concept of operations.
 - If the operation is phased, main effort, supporting efforts, and reserve as appropriate, by phase.
 - Scheme of maneuver.
 - Scheme of intelligence.
 - Scheme of information collection.
 - Scheme of fires.
 - Scheme of air and missile defense.
 - Scheme of protection.
 - Scheme of engineering.
 - Scheme of sustainment.
 - Task and purpose of subordinate units, including priorities for employment of the reserve.
 - Scheme of command and control.
 - Risks to mission with identified mitigation.
- * h. Conducting a COA briefing (to the commander), which should include:
- An updated IPOE (if there are significant changes).
 - As many threat COAs as necessary (or specified by the commander). Ideally, it includes the most likely and most dangerous threat COAs and highlights those areas where the friendly force can confirm or differentiate between threat COAs.
 - The approved problem statement and mission statement.
 - The commander's and higher echelon's commander's intents.
 - Updated facts and assumptions.
 - Results from the relative combat power analysis.
 - Each COA statement and sketch includes:
 - o Task organization.
 - o Concept of operations briefed using selected operational framework models.
 - o Scheme of maneuver.
 - o Scheme of intelligence.
 - o Scheme of information collection.
 - o Scheme of fires.
 - o Scheme of protection.
 - o Scheme of sustainment.
 - o Scheme of engineering.
 - o Scheme of command and control.
 - o Risk to mission.
 - The rationale for each COA, including:
 - o Considerations that might affect enemy COAs.
 - o Critical events for each COA.
 - o The reason units are arrayed as shown on the sketch.
 - o How the COA accounts for minimum essential stability tasks, as required.
 - o COA evaluation criteria.
 - o Initial decision support matrix (DSM) and decision support template (DST).
 - Commander's comments, decisions, or guidance.

* i. The commander selects or modifies COAs for continued analysis and issues updated planning guidance.

Note: The commander further revises and issues planning guidance prior to beginning COA analysis. If a commander rejects all COAs, the staff begins again, unless the commander provides a directed COA. If a commander accepts one or more of the COAs, staff members begin COA analysis. The commander may create a new COA by incorporating elements of one or more COAs developed by the staff. The staff then must create a COA statement and sketch for the commander-directed COA and use that to prepare for COA analysis. The staff incorporates those modifications and ensures that all staff members understand the new COA.

+* 6. The staff, led by the COS, conducts "Step 4: COA analysis."

Note: COA analysis is a method for commanders and staffs to evaluate and refine COAs prior to execution. COA analysis should result in a refined and completed COA, and a synchronization matrix, DST, and DSM for each COA.

- * a. Issues guidance: The commander issues guidance to the staff that enables them to gather the proper tools and complete preparations.
- Developing a time estimate for COA analysis.
 - Providing additional guidance which may include:
 - o Expected participants.
 - o Number of COAs to analyze.
 - o Objective of the analysis, such as synchronize action at the decisive point, main effort's critical event, decision point, phase of the operation, or as time allows, the entire operation.
 - o Designation and necessary shifting of the main effort.
 - o Type of visual representation and responsible staff to develop it.
 - o Method used for analysis.
 - o Units or capabilities used.
 - o Roles and responsibilities of participants.
 - o Initial friendly dispositions.
 - o COA and COA analysis assumptions.
 - o Time period covered.
 - o Turn length, number of turns, and each turn's focus.
 - o Any other specific guidance necessary for staff members to prepare.

- (1) The commander determines the COA analysis technique. There are three techniques from which to choose when conducting COA analysis:
- War gaming.
 - Key leader discussion
 - Modeling and simulation.

Note: Each technique has its advantages and disadvantages which the commander must consider when choosing which technique to use. Variables commanders should consider when choosing a COA analysis technique include:

- Time available.
- Planning experience of the staff.
- Resources available to the staff.
- Level of synchronization required for the operation.
- Whether the planning effort is in support of a new operation (producing an OPORD) or an ongoing operation (producing a fragmentary order [FRAGORD]).
- Staff's familiarity with the OE and operation.

- (2) The commander determines the COA analysis method. There are three methods from which to choose when conducting COA analysis:
- Belt.
 - Avenue-in-depth.
 - Box.

Note: Each considers the area of interest and all enemy forces that can affect the outcome of the operation. Planners cause these methods separately or in combination and modify them as appropriate for long-term operations dominated by stability.

- (3) The commander selects a method for the staff to record and display results. Two methods commonly used to record and display results are the:
- COA synchronization matrix method.
 - Sketch note method.

Note: In both methods, personnel are identified to capture and record results during the wargame so valuable analysis is not lost. The amount of detail depends on the time available. Information recorded during the wargame should include, but is not limited to:

- Enemy actions.
- Friendly WFF specific information.
- Wargame actions.
- Decisions.
- Threats and opportunities.
- Discoveries.
- Information relating to specific COA evaluation criteria.

- b. Gather the tools. The COS directs the staff to gather tools, materials, and data for the wargame including, but not limited to:

- Sequence of events and briefing order.
- Running estimates.
- Threat templated COAs and models.
- Civil considerations overlays, databases, and data files.
- MCOOs and terrain effects matrices.
- Materials for recording the results.
- Completed COAs, including graphics.
- The problem statement.
- Draft synchronization matrices and DSTs and DSMs.
- A means to post or display enemy and friendly unit symbols and other organizations.
- A map or sketch of the assigned area.
- Relevant WFF information specific to each COA.

- c. List friendly forces. The planning team lists all units two levels below its echelon and any critical or key assets and capabilities that can be committed to the operation, paying special attention to support relationships and constraints. This list includes assets from all participants operating in the assigned area.

- * d. List assumptions. The commander and staff review previous assumptions for continued validity and necessity for each COA.

Note: Any changes resulting from this review are captured. It is common for each COA to have assumptions which differ from other COAs.

- e. List known critical events and decision points:
- A critical event is an event that directly influences mission accomplishment.
 - A decision point is a point in time and space when the commander or staff anticipates making a key decision concerning a specific COA.

- f. Execute COA analysis and assess the results. The planning team examines many areas during the COA analysis including, but not limited to:
- All friendly capabilities.
 - All enemy capabilities and critical civil considerations that impact operations.
 - Informational considerations.
 - Movement considerations.
 - Closure rates.
 - Lengths of columns.
 - Formation depths.
 - Ranges and capabilities of weapons systems.
 - Direct fire control measures and fire support coordination measures.
 - Desired effects of fires.
 - Templated enemy forces outside the assigned area.
 - Sustainment.
 - Time and space, to include sequencing, phasing, time distance analysis, and boundaries.
 - Branches and sequels.
 - Triggers.
 - Required conditions.
 - Command and control considerations.

- g. Conduct a COA analysis briefing (optional). The staff conducts an internal briefing to ensure everyone understands the results of the COA analysis. Typically, this briefing is not given to the commander. A COA analysis brief generally includes:
- Higher echelon headquarters' mission, commander's intent, and brief overview of scheme of maneuver.
 - Updated IPOE.
 - COA analysis method used.
 - Friendly and enemy COAs that were analyzed, including:
 - o Assumptions used.
 - o Critical events.
 - o Concept of operations.
 - o Analysis results.
 - o Modifications made.
 - Additional commander's guidance.
 - Additional COA analysis responsibilities by WFF.

Note: If at any time during COA analysis it is determined a COA no longer meets screening criteria, the commander should be notified immediately.

- +* 7. The staff, led by the COS, conducts "Step 5: COA comparison" to:
- Identify the advantages and disadvantages of each COA.
 - Compare COAs to determine cost and benefit which enables recommending and selecting a COA with the highest probability of success.
 - Further develop a COA in an OPLAN or OPORD.

- a. Conduct COA advantages and disadvantages analysis. All staff members analyze and evaluate the advantages and disadvantages of each COA from their perspectives.

Note: Staff members each present their findings to the other staff members for their consideration. Using the evaluation criteria developed during mission analysis, the staff outlines each COA, highlighting its advantages and disadvantages. Comparing the advantages and disadvantages of the COAs identifies their benefits and associated risks with respect to each other.

- b. Compare COAs. The staff uses any technique that helps develop those key outputs and recommendations that assist the commander in making the best decision.

Note: A common technique is the decision matrix. This matrix uses evaluation criteria developed during mission analysis and refined during COA development to help assess the effectiveness and efficiency of each COA. See FM 5-0, Table 5-10 for an example decision matrix.

- * c. Determine a recommended COA. After completing its analysis and comparison, the staff identifies its preferred COA and makes a recommendation. If the staff cannot reach a decision, the COS decides which COA to recommend.

Note: The staff recommends a COA to the commander based on the results of the decision matrix, dialog with the commander, and by comparing and evaluating COAs by each criterion. On review and consideration, the commander may accept the results of the decision matrix, elect to execute one of the other COAs, combine elements of multiple COAs to create a hybrid COA, or direct the staff to begin COA development again with refined COA guidance.

- +* 8. The staff, led by the COS, conducts "Step 6: COA approval."

- a. Conduct a COA decision brief. The staff then delivers a decision briefing to the commander. The COS highlights any changes to each COA resulting from the war game. The decision briefing includes:
- The commander's intent of the higher and next higher echelon commanders.
 - The status of the force and its components.
 - The current IPOE.
 - Each COA considered, including:
 - o Assumptions used.
 - o Concept of operations brief review.
 - o COA analysis results.
 - o Modifications to friendly COAs.
 - o Evaluation criteria results.
 - o Advantages and disadvantages (including risks) of each COA.
 - The recommended COA. If a significant disagreement exists, then the staff should inform the commander and discuss, if necessary.

- * b. The commander approves a COA and issues final planning guidance. The final planning guidance includes:
 - A refined commander's intent which reflects the specificity of the approved COA.
 - Guidance on CCIRs, turning them from CCIRs supporting planning into mission specific CCIRs.
 - Additional guidance on priorities for the WFF, orders preparation, rehearsal, and preparation.
 - Priorities for resources needed to preserve freedom of action and ensure continuous sustainment.
 - The risk they are willing to accept in the final planning guidance.

Note: Commanders discuss acceptable risk with adjacent, subordinate, and senior commanders as time and communications allow. However, commanders still obtain the higher echelon commander's approval to accept any risk that might imperil accomplishing the higher commander's mission.

- c. Issue a WARNORD. The WARNORD issued after COA approval normally contains:
 - Assigned areas.
 - Mission.
 - Refined commander's intent.
 - Updated CCIRs and EEFLs.
 - Concept of operations.
 - Principal tasks assigned to subordinate units.
 - Preparation and rehearsal instructions not included in SOPs.
 - A final timeline for the operations.
 - Updated task organization.
 - Necessary graphics.

+* 9. The staff, led by the COS, conducts "Step 7: Orders production, dissemination, and transition." The staff turns the selected COA into a clear, concise order with the required supporting information.

- a. The COS coordinates with staff principals to assist the G-3 in developing the plan or order.

Note: Prior to the commander approving the plan or order, the staff ensures the plan or order is consistent and nested with the higher echelon commander's intent. They do this through:

- Plans and orders reconciliation.
- Plans and orders crosswalk.

(1) Plans and orders reconciliation occurs internally as the staff conducts a detailed review of the entire plan or order. This reconciliation:

- Ensures that the base plan or order and all attachments are complete and in agreement.
- Identifies discrepancies or gaps in planning. If staff members find discrepancies or gaps, they take corrective actions.
- Compares the commander's intent, mission, and commander's CCIRs against the concept of operations and the different schemes of support (such as the scheme of fires or scheme of sustainment).
- Ensures attachments are consistent with the information in the base plan or order.

(2) During the plans and orders crosswalk, the staff compares the plan or order with that of the higher and adjacent commanders' plans to achieve unity of effort and ensure the plan meets the superior commander's intent.

- * b. Produce and disseminate orders. The commander reviews and approves orders before the staff reproduces and disseminates them, unless they have delegated that authority.

Note: Subordinates immediately acknowledge receipt of the higher order. If possible, the higher commander and staff brief the order to subordinate commanders in person.

- c. Conduct an OPORD brief. If possible, the higher commander and staff brief the order to subordinate commanders in person.

Note: Time permitting, the commander and staff conduct confirmation briefings with subordinates immediately following the OPORD brief. Confirmation briefings can be conducted collaboratively with several commanders at the same time or with single commanders. These briefings may be conducted in person or by other means including radio, telephone, or video teleconference. Subordinate leaders brief their understanding of the commander's intent, the specific tasks assigned and their purposes, and the relationship of tasks to other elements conducting operations.

- d. Transition from planning to preparation.

Note: The plans-to-operations transition is a preparation activity that occurs in the headquarters. It ensures members of the current operations cell fully understand the plan before execution. During preparation, the responsibility for developing and maintaining the plan shifts from the plans (or future operations) cell to the current operations cell. This transition is the point at which the current operations cell becomes responsible for controlling execution of the OPORD.

Task Performance Summary Block										
Training Unit			ITERATION							
			1		2		3		4	
Date of Training per Iteration:										
Day or Night Training:			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 LEVEL										
Evaluated Rating per Iteration T, P, U										

Mission(s) supported: None

MOPP 4: Never

MOPP 4 Statement: None

NVG: Never

NVG Statement: None

Prerequisite Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-TA-5100	Conduct the Operations Process for Command and Control (C2)	71 - Mission Command (Collective)	Approved

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
1.	71-TA-5011	Communicate Commander's Intent Internally and Externally	71 - Mission Command (Collective)	Approved
1.	71-TA-5725	Conduct Multinational Operations	71 - Mission Command (Collective)	Approved
4.	71-TA-5330	Conduct Knowledge Management	71 - Mission Command (Collective)	Approved
4.	71-TA-5112	Conduct Mission Analysis	71 - Mission Command (Collective)	Approved
4.	71-TA-5113	Determine Commander's Critical Information Requirements	71 - Mission Command (Collective)	Approved
4.	71-TA-2210	Conduct Intelligence Preparation of the Operational Environment	71 - Mission Command (Collective)	Approved

OPFOR Task(s): None

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-C2-5112	Conduct Mission Analysis	150 - Mission Command (Individual)	Approved
	150-C2-5114	Engage in Course of Action Development	150 - Mission Command (Individual)	Approved
	150-C2-5115	Conduct Course of Action Analysis (Wargaming)	150 - Mission Command (Individual)	Approved
	150-C2-5116	Conduct Course of Action Comparison	150 - Mission Command (Individual)	Approved
	150-C2-5117	Prepare a Warning Order	150 - Mission Command (Individual)	Approved
	150-LDR-5009	Issue Commander's Guidance	150 - Mission Command (Individual)	Approved

Supporting Drill(s): None

Supported AUTL/UJTL Task(s):

Task ID	Title
SN 5.7.3.1	Conduct Planning
OP 5.3	Prepare Plans and Orders

TADSS

TADSS ID	Title	Product Type	Quantity
71-20	Common Hardware Platform (CHP)	DVC	1
20-101	Joint Land Component Constructive Training Capability - Multi-Resolution Federation - Standard Configuration	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.