

# Training and Evaluation Outline Report

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Task Number: 71-TA-5111

Task Title: Conduct the Military Decision-Making Process

**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	(DO NOT USE SUPERSEDED) FM 1-02.1	Operational Terms	Yes	No	
	(DO NOT USE SUPERSEDED) FM 1-02.2	Military Symbols	Yes	No	
	ADP 3-0	Operations	Yes	No	
	ADP 5-0	The Operations Process	Yes	No	
	ADP 6-0	Mission Command: Command and Control of Army Forces	Yes	No	
	ATP 3-13.3	Army Operations Security for Division and Below	Yes	No	
	FM 5-0	Planning and Orders Production	Yes	Yes	
	FM 6-0	Commander and Staff Organization and Operations	Yes	No	

**Conditions:** The theater army (TA) receives an order from higher headquarters or the commander derives a mission requiring it to conduct the military decision-making process (MDMP) in a dynamic and complex operational environment. Hybrid threat(s) contest the TA's objectives in all five domains (air, land, sea, space, and cyberspace), the information environment (IE), the electromagnetic spectrum (EMS). Four or more operational variables of PMESII-PT are present and dynamic. The order from higher headquarters includes all applicable overlays and/or graphics, area of operation (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 and evaluate this task in conjunction with another tactical task, such as Conduct an Attack. The unit will not prepare for tactical operations absent an overarching mission requiring support.

Note 3: Conduct the task using mission partner network (MPN) for foreign-partner information-sharing, or conduct the operation as if foreign partners are on the network, realistically portraying an environment where the Army will likely conduct operations in a combined theater. Produce orders, estimates, and other staff products on the SECRET//RELEASABLE (S//REL) network while retaining non-releasable or not releasable to foreign nationals (NOFORN) information on the secret internet protocol router network (SIPRNET). Deployed units regularly operate mission-specific multinational information networks, and the Army will soon migrate most operations and training to the Releasable-Training Environment (R-TE).

Note 4: The TA 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 or should resource training support to role play and replicate a multinational force in simulation. When the TA 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 TA conducts the MDMP to assist the commander in understanding the situation and mission, making decisions, and synchronizing those decisions into a fully developed plan or order. The TA conducts the MDMP in accordance with (IAW) FM5-0, the Army Ethic, established timelines, the commander's intent, orders from higher headquarters, 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 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 defined as the commander; chief-of-staff (COS); command sergeant major (CSM); G-1; G-2; G-3; G-4; G-6; G-9 (when available); fire support officer (FSO); support operations officer (SPO) [support TA only]; air liaison officer; liaison officer; operations sergeant major (SGM); cyber electromagnetic warfare officer (CEWO); chemical, biological, radiological, and nuclear (CBRN) officer; air liaison officer (ALO); information operations (IO) coordinator; staff foreign disclosure officer (FDO); and other leaders on the TA's table of organization and equipment that the commander deems essential to conducting the MDMP.

**Live Fire:** No

**Objective Task Evaluation Criteria Matrix:**

Plan and Prepare		Execute					Evaluate		
Operational Environment	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
BDE & Above									
Dynamic and Complex (All OE Variables and Hybrid Threat)	Live, Constructive	>=75%	>=80%	Yes	>=80% GO	All	>=85% GO	T	T
Dynamic and Complex (All OE Variables and Single Threat)		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:** None

**Safety Risk:** Low

**Task Statements**

**Cue:** The theater army receives an order from higher headquarters or derives a mission requiring it to conduct the military decision-making process.

## **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

+\* 1. The commander conducts the military decision-making process (MDMP) while supporting command and control activities during the operation.

- +\* a. Issues initial guidance during the receipt of mission step.
- +\* b. Approves problem statement during the mission analysis step.
- +\* c. Approves mission statement during the mission analysis step.
- +\* d. Issues initial commander's intent during the mission analysis step.
- +\* e. Issues planning guidance during the mission analysis step.
- +\* f. Approves initial commander's critical information requirements (CCIRs) during the mission analysis step.
- +\* g. Refines commander's intent and planning guidance during the course of action (COA) approval step.
- +\* h. Approves COA during the COA approval step.
- +\* i. Refines commander's intent, planning guidance, and CCIRs during the COA approval step.
- +\* j. Approves the operational plan (OPLAN) or order (OPORD) during the orders production, dissemination, and transition step.

+\* 2. The commander and staff continue to plan operations by conducting the seven steps of the MDMP in accordance with the operational timeline, the desired end state, and the commander's intent.

\* 3. Step 1 - Receipt of Mission: The staff, led by the chief-of-staff (COS), develops a staff planning timeline, and initiates these actions with step 1.

a. The current operations cell (CUOPs) battle captain alerts the staff and key participants to a planning requirement.

b. The staff prepares for mission analysis by gathering the needed tools for planning. These tools include, but are not limited to:

(1) Documents related to the mission and area of operations, including the higher headquarters' plans and orders, maps and terrain products, and operational graphics.

(2) Higher headquarters' and other organizations' intelligence and assessment products.

Note: Army design methodology (ADM) products are typically only developed at brigade or higher echelons.

(3) Estimates and products of other military and civilian agencies and organizations.

(4) The unit's and higher headquarters' SOPs which at a minimum includes the planning SOP.

(5) Current running estimates.

(6) ADM products, including products describing the operational environment (OE), problem, and operational approach (if applicable).

(7) Appropriate doctrinal publications.

c. Update running estimates to reflect common operational and timely information.

(1) Verify staff sections running estimates are updated with relevant critical facts and necessary assumptions including:

(a) Status of friendly units and resources that affect each functional area.

(b) Impact of information-related activities or capabilities for each functional areas.

(2) Present relevant information within the commander's area of interest (AI) to develop the common operational picture (COP).

d. Conduct an initial assessment to help the commander determine:

(1) Time available from mission receipt to mission execution.

(2) The time needed to plan and prepare for the mission for both headquarters and subordinate units.

(3) The staff's experience, cohesiveness, and level of rest or stress.

(4) Guidance on a planning approach, to include: conducting ADM or abbreviating the MDMP.

(5) Planning team composition.

(6) The time required to position critical elements, including command and control (C2) nodes for upcoming operations.

(7) Which outside agencies and organizations to contact and incorporate into the planning process.

(8) Other preparations the commander, staff, or subordinate units need to conduct before beginning planning.

e. Issue the commander's initial guidance including:

(1) Initial time allocations.

(2) Guidance on the planning approach (e.g., initiate ADM, conduct the full MDMP, or abbreviate the MDMP).

(3) Necessary coordination to perform, including liaison officers to exchange.

(4) Authorized movements to initiate.

(5) Information collection guidance, including reconnaissance and surveillance instructions.

GO	NO-GO	N/A


(6) Initial information requirements.

(7) Additional staff tasks.

\* f. The commander and staff establish a battle rhythm to assist in integrating and synchronizing the activities, meetings, and reports within their headquarters, with their higher headquarters, and with subordinate units.

g. The G-3 issues the initial WARNORD to subordinate and supporting units.

(1) Type of operation.

(2) General location of the operation.

(3) Initial operational timeline.

(4) Any movements necessary to initiate.

(5) Any collaborative planning sessions directed by the commander.

(6) Initial information requirements or CCIRs.

(7) Initial information collection tasks.

+\* 4. Step 2 - Mission Analysis: The commander and staff conduct step 2 to better understand the situation of the problem and identify:

- What the command must accomplish?
- When it must be done?
- Where it must be done?
- Why it must be done (the purpose of the operation)?

\* a. Commander and staff analyze the higher headquarters' plan or order including:

(1) The commander's intent and mission of the higher headquarters two echelons above the unit.

(2) The higher headquarters':

(a) Commander's intent.

(b) Mission.

(c) Concept of operations.

(d) Available assets.

(e) Timeline.

(3) The command's assigned AO.

(4) The missions of adjacent, supporting, and supported units and the command's relationships to the higher headquarters' plan.

(5) Missions or goals of unified action partners (UAPs) that work in the operational areas.

b. Perform the four steps of the intelligence preparation of the battlefield (IPB).

(1) Define the OE.

(2) Describe environmental effects on operations.

(3) Evaluate the threat and create:

(a) Threat template.

(b) High-value target list.

(c) Threat capability statement.

(4) Determine threat COAs.

c. Determine specified, implied, and essential tasks.

d. Review available assets to identify resource shortfalls and share with the commander for planning guidance development.

e. Determine constraints.

f. Identify facts and develop assumptions.

g. The planner conducts the risk assessment and management process steps:

- Identify hazards.
- Assess hazards.
- Develop controls and make risk decisions.
- Implement controls.
- Supervise and evaluate.

Note: Refer to FM 6-0 for staff organization and responsibilities.

h. Develop initial commander's critical information requirements (CCIR) and essential elements of friendly information (EEFI).

i. The operations and intelligence staff develop the initial information collection plan that includes:

(1) Requirements for collection assets in subsequent missions.

(2) Time available to develop and refine the initial plan.

(3) Risk the commander is willing to accept if information collection missions are initiated before the information collection plan is fully integrated into the scheme of maneuver.

(4) Insertion and extraction methods for reconnaissance, security, surveillance, and intelligence collection assets.

(5) Contingencies for inclement weather to ensure coverage of key named areas of interest or target areas of interest.

(6) Communication plan for transmission of reports to command posts.

(7) Inclusion of collection asset locations and movements into the fire support plan.

(8) Reconnaissance handover with higher or subordinate echelons.

(9) Sustainment support.





+\* 5. Step 3 - COA Development: The staff develops COAs for the commander's approval based on the commander's planning guidance, initial intent, approved problem statement, and products developed during mission analysis.

- a. Assesses relative combat power to provide insight into options available and resource shortfalls.
- b. Generates options based on the commander's guidance and the results of the initial combat power assessment to:
  - Determine if they satisfy the screening criteria stated earlier.
  - Determine the decisive operation's purpose (if not stated by the commander) and ways to achieve it.
  - Establish a purpose for each shaping operation that is associated with creating or preserving a condition for the decisive operation's success.
  - Determine essential tasks (and purpose) for each decisive, shaping, and sustaining operation.
  - Configure separate actions together to ensure the decisive operation is successful.
  - Examine each COA to determine if it satisfies the screening criteria (e.g., feasible, acceptable, suitable, distinguishable, and complete).
- c. Arrays forces to determine the forces necessary to accomplish the mission and as a basis for the scheme of maneuver while considering the:
  - Higher echelon commander's intent and concept of operations.
  - Unit's mission statement, commander's intent, and commander's planning guidance.
  - Air and ground avenues of approach.
  - As many possible enemy COAs as time permits, starting with the most likely and including the most dangerous.
- d. Develops a broad concept of the operation:
  - Describes "how" arrayed forces will accomplish the mission within the commander's intent.
  - Concisely expresses "the how" of the commander's visualization.
  - Provides the framework for the concept of operations.
  - Summarizes the contributions of all warfighting functions.
  - Conceptualizes the operation.
  - Is expressed in both narrative and graphic forms which includes, but is 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.
    - Designation of the decisive operation, along with its task and purpose, linked to how it supports the higher echelon headquarters' concept.
    - Designation of the operational framework for this operation: deep-close-rear, main and supporting effort, or decisive-shaping-sustaining.
    - 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.
    - Assignment of subordinate areas of operations.
    - Scheme of fires.
    - Concept of sustainment.
    - Scheme of protection.
    - Integration of obstacle effects with maneuver and fires.
    - Priorities for each warfighting function.
    - Themes, messages, and means of delivery.
    - Military deception operations (on a need to know basis).
    - Key control measures.
    - Essential stability tasks as necessary.
- e. Identifies (Assigns) a headquarters for a grouping of forces.
- f. The G-3, supported by the staff, prepares a COA statement and updates sketches that have been built for each COA and include:
  - The unit and subordinate unit boundaries, including deep, close, rear, and support areas by phase (as necessary).
  - Unit movement formations (but not subordinate unit formations).
  - The line of departure or line of contact and phase lines, if used.
  - Reconnaissance and security graphics.
  - Ground and air axes of advance.
  - Assembly areas, battle positions, strong points, engagement areas, and objectives.
  - Obstacle control measures and tactical mission graphics.
  - Fire support coordination and airspace coordinating measures.
  - Main effort.
  - Location of command posts and critical communications nodes.
  - Known or templated enemy locations.
  - Population concentrations.




- g. Conducts a COA briefing which includes:
  - An updated IPB (if there are significant changes).
  - As many threat COAs as necessary (or specified by the commander) including the most likely and most dangerous threat COAs.
  - The approved problem statement and mission statement.
  - The commander's and higher echelon's commander's intents.
  - Deductions resulting from the relative combat power analysis.
  - Each COA statement and sketch, including lines of operations and lines of effort (if used).
  - COA evaluation criteria.
  - Commander's comments, decisions, or guidance.
  - The rationale for each COA, including:
    - Considerations that might affect enemy COAs.
    - Critical events for each COA.
    - Deductions resulting from the relative combat power analysis.
    - The reason units are arrayed as shown on the sketch.
    - The reason the staff used the selected control measures.
    - The impact on civilians.
    - How the COA accounts for minimum essential stability tasks (as required).
    - New facts and new or updated assumptions.
    - Refined COA evaluation criteria.

\* h. The commander selects or modifies COAs for continued analysis.

+\* 6. Step 4 - COA and War Gaming: The staff, led by the XO, conducts COA analysis and war gaming to identify difficulties, coordination problems, and probable consequences of planned actions for each COA being considered.

- Enable commanders and staffs to identify difficulties, coordination problems, and probable consequences of planned actions for each COA being considered.
- Synchronize combat power and resources.
- Identify and mitigate risk.
- Exploit opportunities.
- Reduce friction.
- Improve COAs.
- Produce a synchronization matrix leading to a decision support matrix based on CCIR.

\* a. Issue guidance from the leader (which may include):

- Technique used to conduct COA analysis and expected participants.
- Number of COAs to analyze.
- Objective of the analysis, such as synchronize action at the decisive point, decisive operation, critical event, decision point, phase of the operation, or as time allow the entire operation.
- Type of visual representation and responsible staff to develop it.
- Method used for analysis.
- Recording technique.
- Units or capabilities used.
- Roles and responsibilities of participants.
- Initial problem set.
- COA and COA analysis assumptions.
- Time period covered.
- Any other specific guidance necessary for staff members to prepare.

b. Gather the tools:

- (1) Running estimates.
- (2) Threat templated COAs and models.
- (3) Civil considerations overlays, databases, and data files.
- (4) Modified combined obstacle overlays (MCOO) and terrain effects matrices.
- (5) A recording method.
- (6) Completed COAs, including graphics.
- (7) Synchronization matrices and decision support templates (DSTs) and matrices.
- (8) A means to post or display enemy and friendly unit symbols and other organizations.
- (9) A map or sketch of the AO.

c. List friendly forces units two levels below its echelon and any critical or key assets and capabilities that can be committed to the operation.

d. Review listed assumptions for continued validity and necessity.

e. List known critical events that directly influence mission accomplishment and decision points when the commander or staff anticipates making a key decision concerning a specific COA.

f. Select the war-gaming method:

- Belt method (or modified belt method).
- Avenue-in-depth method (or modified avenue-in-depth method).
- Box method.

g. Select a technique to record and display results:

- Synchronization matrix.
- Sketch note.


h. Execute the war game for the COAs to foresee actions, reactions, and counteractions of all participants (including civilians) including:

- All friendly capabilities.
- All enemy capabilities and critical civil considerations that impact operations.
- Movement considerations.
- Closure rates.
- Lengths of columns.
- Formation depths.
- Ranges and capabilities of weapon systems.
- Desired effects of fires.
- Templated enemy forces outside the AO.
- Sustainment.
- Time and space, to include sequencing, phasing, and boundaries.
- Branches and sequels.

(1) The staff, led by the COS, coordinates staff actions to mark on a timeline and achieve the goals of the war-gaming session based on the designated responsibilities:

Note: Commander has overall responsibility for the war-gaming process, and the commander can determine the staff members who are involved in war-gaming.

(a) COS coordinates staff actions during the war-gaming.

(b) G-3 assists the commander with the rehearsal and role-plays the friendly maneuver commander.

(c) G-6 assesses network operations, spectrum management operations, network defense, and information protection feasibility of each war-gamed COA.

(d) The information operations officer assesses the information operations concept of support against the ability of information-related capabilities to execute tasks in support of each war-gamed COA.

Note: If necessary, the commander designates someone to act as the information officer when no one is assigned.

(e) TA civil affairs operations staff officer ensures each war-gamed COA effectively integrates civil considerations.

Note: The commander designates someone to perform duties as the civil affairs officer when no one is assigned.

(f) G-6, or cyber electromagnetic warfare officer provides information on the electromagnetic warfare target list, electromagnetic attack requests, electronic attack taskings, and the electromagnetic warfare portion of the collection matrix and the attack guidance matrix.

Note: The commander designates someone to perform duties as the cyberc warfare officer if none is assigned.

(g) Staff judge advocate advises the commander on all matters pertaining to law, policy, regulation, good order, and discipline for each war-gamed COA.

(h) Operations research and systems analysis staff section (if available) provides analytic support to the commander for planning and assessment of operations.

Note: The commander designates personnel to conduct this step, as required.

(i) Safety officer provides input to influence accident and incident reductions by implementing risk management procedures throughout the mission planning and execution process.

(j) Knowledge management officer assesses the effectiveness of the knowledge management plan for each COA.

Note: The commander designates someone to conduct this step.

(k) The staff, if available, provides and represents friendly, threat, and non-aligned space capabilities.

Note: The commander designates someone to conduct this step, as required, or the command coordinates with higher headquarters' space operations officer.

(l) G-2 role-plays the enemy commander, other threat organizations in the area of operations, and critical civil considerations in the AO.

(m) G-3 assesses warfighting function requirements, solutions, and concepts for each COA; develops plans and orders; and determines potential branches and sequels arising from various war-gamed COAs; and also coordinates and synchronizes warfighting functions in all plans and orders.

(n) Fire support officer assesses the fire support feasibility of each war-gamed COA.

(o) Protection officer assesses protection element requirements, refines EEFIs, and develops a scheme of protection for each war-gamed COA.

(p) G-1 assesses the personnel aspect of building and maintaining the combat power of units.

(q) G-4 assesses the logistics feasibility of each war-gamed COA.

(r) G-4 assesses the commander's AO to determine the best COA for use of resources.

(s) Identified recorder captures coordinating instructions, subunit tasks and purposes, and information required to synchronize the operation.

(2) Establishing war-gaming rules requiring war-gamers to:

- Remain objective, not allowing personality or sense of "what the commander wants" to influence them.
- Avoid defending a COA just because it was personally developed.
- Record advantages and disadvantages of each COA accurately as they emerge.
- Continually assess feasibility, acceptability, and suitability of each COA (If a COA fails any of these tests, reject it).
- Avoid drawing premature conclusions.
- Use facts to support conclusions.
- Avoid comparing one COA with another during the war game (this occurs during COA comparison).

+\* 7. Step 5 - COA Comparison: The staff, led by the XO, conducts COA comparison to evaluate COAs independently and against a set evaluation criteria approved by the commander or the commander's designated representative.



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- a. Conducting advantages and disadvantages analysis to identify benefits and risks with respect to each other.
- b. Comparing COAs using a decision matrix and to emphasize criteria by assigning weights to them based on relative importance with the selected COA generally:
  - Poses the minimum risk to the force and mission accomplishment.
  - Places the force in the best posture for future operations.
  - Provides maximum latitude for initiative by subordinates.
  - Provides the most flexibility to meet unexpected threats and opportunities.
  - Provides the most secure and stable environment for civilians in the AO.


Note: The decision matrix is a tool to compare and evaluate COAs thoroughly and logically.

- c. Conducting a COA decision briefing to obtain the commander's approval which includes:
  - (1) The commander's intent of the higher and next higher echelon commanders.
  - (2) The status of the force and its components.
  - (3) The current IPB.
  - (4) Each COA considered, including:
    - (a) Assumptions used.
    - (b) Concept of operations (brief review).
    - (c) COA analysis results.
    - (d) Modifications to friendly COAs.
    - (e) Evaluation criteria results.
    - (f) Advantages and disadvantages (including risks) of each COA.
  - (5) The recommended COA.


Note: If a significant disagreement exists, then the staff should inform the commander and discuss, if necessary.

+\* 8. Step 6 - COA Approval: The commander selects the COA to best accomplish the mission.

- a. The commander issues final planning guidance which includes:

Note: If the commander rejects all COAs, the staff starts COA development again. If the commander modifies a proposed COA or gives the staff an entirely different one, the staff develops and analyzes the new COA and presents the results to the commander with a recommendation.

- (1) Refining the commander's intent (if necessary).
- (2) New CCIRs to support execution.
- (3) Additional guidance on priorities for the warfighting functions, orders preparation, rehearsal, and preparation.
- (4) Priorities for resources needed to preserve freedom of action and continuous sustainment.


- \* b. The commander identifies acceptable risk.

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. The G-3 issuing a WARNORD after COA approval to subordinate headquarters with information needed to refine plans and normally contains:

- The AO.
- Mission.
- Commander's intent.
- Updated CCIRs and EEFFIs.
- 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. Step 7 - Orders Production, Dissemination, and Transition: The staff, led by the COS, conducts step 7 to turn the selected COA into a clear, concise order that includes:

- a. Ensuring plans and orders are reconciled to be consistent and nested with the higher echelon commander's intent.
- b. Cross-walking plans and orders with those of the higher and adjacent commanders to achieve unity of effort and ensure the plan meets the superior commander's intent.
- \* c. The commander approving the plan or order (unless delegated).
- + d. The G-3 publishing the order.
- e. Confirming subordinates immediately acknowledge receipt of the order.


- \* f. The commander and staff conducting confirmation briefings with subordinates immediately after acknowledging receipt of the higher order.

Note: Subordinate leaders will brief their superiors:

- Their understanding of the commander's intent
- The specific tasks assigned and their purposes,
- The relationship of tasks to other elements conducting operations.

- g. Directing the operation to subordinates.

+\* 10. The commander and staff conduct the MDMP while supporting these major command and control activities during the operations process: planning, preparing, executing, and continuously assessing the operation with:

- \* a. The commander, supported by the staff, driving the operations process through understanding, visualizing, describing, directing, leading, and assessing operations in accordance with established timelines, the higher commander's intent, orders from higher headquarters, and standard operating procedures.


\* b. The commander demonstrating the principles of mission command:

- (1) Competence.
- (2) Mutual trust.
- (3) Shared understanding.
- (4) Commander's intent.
- (5) Mission orders.
- (6) Disciplined initiative.
- (7) Risk acceptance.

\* c. The commander informing and influencing relevant audiences.

\* d. The commander and/or staff self-assess to determine if the MDMP is right and achieving its purpose.


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-TM-5004	Develop a Cohesive Team Through Mutual Trust	71 - Mission Command (Collective)	Approved

**Supporting Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
2.	71-TA-5100	Conduct the Operations Process for Command and Control (C2)	71 - Mission Command (Collective)	Approved

**OPFOR Task(s):** None

**Supporting Individual Task(s):**

Step Number	Task Number	Title	Proponent	Status
	150-C2-5110	Conduct Receipt of Mission	150 - Mission Command (Individual)	Approved
	150-C2-5112	Conduct Mission Analysis	150 - Mission Command (Individual)	Approved
	150-C2-5113	Recommend the Commander's Critical Information Requirements	150 - Mission Command (Individual)	Approved
	150-C2-5116	Conduct Course of Action Comparison	150 - Mission Command (Individual)	Approved
	150-LDR-5003	Use the Mission Order Technique	150 - Mission Command (Individual)	Approved
	150-LDR-5004	Communicate the Commander's Intent	150 - Mission Command (Individual)	Approved

**Supporting Drill(s):** None

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

Task ID	Title
SN 5.7.3.1	Conduct Planning

**TADSS**

TADSS ID	Title	Product Type	Quantity
20-101	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.

