

Training and Evaluation Outline Report

Task Number: 71-9-5440

Task Title: Synchronize Operations (Division Echelon and Above [Operational])

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	Yes	No
	FM 5-0	THE OPERATIONS PROCESS	Yes	No
	FM 6-0	MISSION COMMAND: COMMAND AND CONTROL OF ARMY FORCES	Yes	No
	JP 3-0 CH 1	JOINT OPERATIONS	Yes	Yes
	JP 5-0	JOINT OPERATION PLANNING	Yes	Yes

Condition: The command is conducting or preparing to conduct operations as a joint task force, joint force land component command, Army forces, or Army service component command headquarters. The command's headquarters may or may not have integrated joint staff augmentation, liaisons, unit, and individual attachments. The command has received an operations plan, or warning, operations or fragmentary order from higher headquarters and is exercising mission command. The commander has issued guidance on synchronizing operations. The command is prepared to interface with joint, interagency, governmental authorities, nongovernmental organizations, and multinational forces. The command has established communications with subordinate and adjacent units, and higher headquarters. The mission command system is operational and processing information in accordance with standard operating procedures. Some iterations of this task should be performed in MOPP.

Standard: The staff effectively synchronizes operations by arranging land, air, sea, space, and special operations forces in time, space, and purpose that produces maximum relative combat power at the decisive point and allows the Commander to get inside the threat Commanders decision cycle. The staff vertically and horizontally integrates tasks in time and space that maximizes combat output. The staff monitors ensures all elements of the operational force, including supported agencies' and nations' forces to ensure they efficiently and safely employed to maximize their combined effects beyond the sum of their individual capabilities. Synchronization allows the joint force commander to get inside the enemy commander's decision cycle.

Note: Task steps and performance measures may not apply to every unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated units' higher headquarters to determine the task steps and performance measures that may be omitted.

Special Equipment: None

Safety Level: Low

Task Statements

Cue: None

DANGER

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

WARNING

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

CAUTION

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

Remarks: While Army doctrine has changed to mission command over command and control (C2 - which is now a component of mission command), and changed from using ISR (Intelligence, Reconnaissance and Surveillance) to information collection (comprised of reconnaissance and surveillance, security operations, and intelligence operations), joint doctrine still retains the primacy of C2 over mission command as well as the use of ISR. Commanders and staffs of Army headquarters serving as a joint task force, joint force land component command, Army forces, or Army service component command headquarters should refer to applicable joint or multinational doctrine for the exercise and use of C2 and ISR.

Notes: None

TASK STEPS

1. The staff synchronizes operations:

- a. Establish a focus of effort, for each phase of the operations.
- b. Achieve unity of effort through continuous coordination and cooperation.
- c. Integrate each component's unique capability.
- d. Prepare the commander's concept that includes a description how operations will be integrated, sequenced, and synchronized.
- e. Establish a civil-military operations center to facilitate the integration and synchronization with interagency, multinational, and Host Nation (HN) personnel.
- f. Prepare campaign plans in coordination with military allies and coalition partners, other government agencies, and international organizations.
- g. Confirm multinational and interagency perspectives are included in the campaign plan.
- h. Facilitate a positive and mutual understanding between all participating agencies, organizations, and military forces.
- i. Coordinate U.S. and multinational forces' goals and operations with appropriate relief/service organizations.
- j. Anticipate and adapt force projection and sustainment needs that support joint integration.
- k. Consider all instruments of national power and recognize which agencies are best qualified to employ these instruments to achieve the objective.
- l. Synchronize military operations with those of other agencies of the U.S. government, relevant foreign forces, and international and regional organizations.

2. The staff establishes mission command:

- a. Establish appropriate command relationships between components.
- b. Confirm continuity of command.
- c. Integrate Service and functional component capabilities; utilize centralized planning and direction, and decentralized execution to facilitate integration of all elements of the joint force.
- d. Identify command relationships for multinational forces.
- e. Designate a lead nation where appropriate.
- f. Confirm the joint force command established effective joint/multinational, and interagency mission command.
- g. Resolve interagency and/or multinational partner mission command issues that enabled mission accomplishment.

3. The staff establishes liaison:

- a. Determine agencies, Services, and organizations which need representation.

- b. Determine unique requirements: medical, training, passports/visas, language requirements, and security clearance.
- c. Determine administrative support requirements.
- d. Receive and integrate all liaison personnel into the command.
- e. Confirm liaison elements have appropriate linguistic, communications, logistics, and office support capabilities in place.
- f. Ascertain that liaison elements on the command staff possess authority and have full understanding of the objectives.

4. The staff considers multinational force operations:

- a. Select personnel for multinational staff.
- b. Determine multinational force limitations.
- c. Identify tasks to be performed by multinational forces.
- d. Incorporate multinational force capabilities in to the operations plan.
- e. Develop a lexicon of mutually agreed upon terminology and distribute it to all components to enhance operability and maximum understanding.

5. The staff integrates interagency organizations:

- a. Consider the potential requirements for interagency operations as part of the activities across the range of military operations.
- b. Include interagency considerations early in planning and assessment to facilitate civil-military integration of effort.
- c. Confirm participating agencies clearly understand their respective missions, capabilities, and methods of operation.
- d. Develop fundamental rules to conduct operations.
- e. Link interagency actions with the phases of the operation to assist in the scheduling and coordination of effort.
- f. Determine interagency limitations, constraints, and restraints.
- g. Determine the end state from an interagency perspective.
- h. Determine which interagency elements can and cannot be supported.

6. The staff integrates intelligence:

- a. Understand the intelligence requirements of superior, subordinate, and component commands.
- b. Integrate the intelligence efforts at all levels.

- c. Agree on intelligence sharing procedures between all participating partners early in the planning process.
 - d. Conduct intelligence liaison exchange activities.
 - e. Establish a combined intelligence center.
 - f. Prioritize, coordinate, and disseminate collection requirements to and from subordinate and multinational commands.
 - g. Determine the support relationships with theater and national intelligence agencies.
 - h. Determine what and how to share and disseminate intelligence to coalition/multinational forces.
 - i. Establish multinational and interagency links.
 - j. Establish special, adequate, and supportable intelligence sharing and foreign disclosure procedures.
 - k. Consolidate intelligence and battlefield information into centralized processing and exploitation centers.
7. The staff establishes communications:
- a. Confirm communications equipment is compatible with the HN and multinational force.
 - b. Determine what and how to share and transfer information to outside agencies.
 - c. Provide communications equipment that is interoperable with the embassy, HN authorities, civilian and Department of Defense (DOD) agencies, and coalition/multinational partners.
8. The staff synchronizes and integrates logistics:
- a. Consider sharing of logistical resources if operating in a multinational environment.
 - b. Consider multinational and interagency aspects in the deployment phases.
 - c. Integrate naval logistics and provided in-transit visibility (ITV) and total asset visibility (TAV).
 - d. Provide ITV and TAV.
 - e. Develop policies and procedures to account and reimburse for logistical services and supplies exchange between the U.S. and other nations.
 - f. Include logistic plans to provide support to HN, selected international organizations, and interagencies.
 - g. Identify and reinforce priorities between combat and logistical requirements.
 - h. Confirm effectiveness and economy in operations.
 - i. Eliminate unnecessary duplication of facilities and functions among Service components.
9. The staff develops rules of engagement (ROE):
- a. Review standing ROE (SROE), theater specific ROE and allied/coalition ROE.

b. Develop ROE that is clear, tailored to the situation, reviewed for legal sufficiency, and included in training.

c. Confirm that the ROE of the multinational force corresponded to U.S. SROE regarding individual and unit self-defense.

d. Confirm that the multinational forces under U.S. control interpreted the ROE in the same manner as U.S. forces.

e. Integrate core ROE training concepts from Service and functional component forces in to the ROE development process.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The staff synchronizes operations:			
a. Established a focus of effort, for each phase of the operations.			
b. Achieved unity of effort through continuous coordination and cooperation.			
c. Integrated each component's unique capability.			
d. Prepared the commander's concept that included a description how operations will be integrated, sequenced, and synchronized.			
e. Established a civil-military operations center to facilitate the integration and synchronization with interagency, multinational, and Host Nation (HN) personnel.			
f. Prepared the campaign plans in coordination with military allies and coalition partners, other government agencies, and international organizations.			
g. Confirmed multinational and interagency perspective was included in the campaign plan.			
h. Facilitated a positive and mutual understanding between all participating agencies, organizations, and military forces.			
i. Coordinated U.S. and multinational forces' goals and operations with appropriate relief/service organizations.			
j. Anticipated and adapted force projection and sustainment needs that support joint integration.			
k. Considered all instruments of national power and recognized which agencies were best qualified to employ these instruments to achieve the objective.			
l. Synchronized military operations with those of other agencies of the U.S. government, relevant foreign forces, and international and regional organizations.			
2. The staff established mission command:			
a. Established appropriate command relationships between components.			
b. Confirmed continuity of command.			
c. Integrated service and functional component capabilities; utilized centralized planning and direction, and decentralized execution to facilitate integration of all elements of the joint force.			
d. Identified command relationships for multinational forces.			
e. Designated a lead nation where appropriate.			
f. Confirmed the joint force command established effective joint/multinational, and interagency mission command.			
g. Resolved interagency and/or multinational partner mission command issues that enabled mission accomplishment.			
3. The staff established liaison:			
a. Determined agencies, Services, and organizations which need representation.			
b. Determined unique requirements: medical, training, passports/visas, language requirements, and security clearance.			
c. Determined administrative support requirements.			
d. Received and integrated all liaison personnel into the command.			
e. Confirmed liaison elements had appropriate linguistic, communications, logistics, and office support capabilities in place.			
f. Ascertained that liaison elements on the command staff possess authority and have fully understood the objectives.			
4. The staff considered multinational force operations:			
a. Selected personnel for multinational staff.			
b. Determined multinational force limitations.			
c. Identified tasks to be performed by multinational forces.			
d. Incorporated multinational force capabilities in to the operations plan.			
e. Developed a lexicon of mutually agreed upon terminology and distributed it to all components to enhanced operability and maximum understanding.			
5. The staff integrated interagency organizations:			

a. Considered the potential requirements for interagency operations as part of the activities across the range of military operations.			
b. Included interagency considerations early in planning and assessment to facilitate civil-military integration of effort.			
c. Confirmed participating agencies clearly understand their respective missions, capabilities, and methods of operation.			
d. Developed fundamental rules to conduct operations.			
e. Linked interagency actions with the phases of the operation to assist in the scheduling and coordination of effort.			
f. Determined interagency limitations, constraints, and restraints.			
g. Determined the end state from an interagency perspective.			
h. Determined which interagency elements can and cannot be supported.			
6. The staff integrated intelligence:			
a. Understood the intelligence requirements of superior, subordinate, and component commands.			
b. Integrated the intelligence efforts at all levels.			
c. Agreed on intelligence sharing procedures between all participating partners early in the planning process.			
d. Conducted intelligence liaison exchange activities.			
e. Established a combined intelligence center.			
f. Prioritized, coordinated, and disseminated collection requirements to and from subordinate and multinational commands.			
g. Determined the support relationships with theater and national intelligence agencies.			
h. Determined what and how to share and disseminate intelligence to coalition/multinational forces.			
i. Established multinational and interagency links.			
j. Established special, adequate, and supportable intelligence sharing and foreign disclosure procedures.			
k. Consolidated intelligence and battlefield information in to centralized processing and exploitation centers.			
7. The staff established communications:			
a. Confirmed communications equipment was compatible with the HN and multinational force.			
b. Determined what and how to share and transfer information to outside agencies.			
c. Provided communications equipment that is interoperable with the embassy, HN authorities, civilian and Department of Defense (DOD) agencies, and coalition/multinational partners.			
8. The staff synchronized and integrated logistics:			
a. Considered sharing of logistical resources if operating in a multinational environment.			
b. Considered multinational and interagency aspects in the deployment phases.			
c. Integrated naval logistics and provided in-transit visibility (ITV) and total asset visibility (TAV).			
d. Provided ITV and TAV.			
e. Developed policies and procedures to account and reimburse for logistical services and supplies exchange between the U.S. and other nations.			
f. Included logistic plans to provide support to HN, selected international organizations, and interagencies.			
g. Identified and reinforced priorities between combat and logistical requirements.			
h. Confirmed effectiveness and economy in operations.			
i. Eliminated unnecessary duplication of facilities and functions among Service components.			
9. The staff developed rules of engagement (ROE):			

a. Reviewed standing rules of engagement (SROE), theater specific ROE and allied/coalition ROE.			
b. Developed ROE that is clear, tailored to the situation, reviewed for legal sufficiency, and included in training.			
c. Confirmed that the ROE of the multinational force corresponded to U.S. SROE regarding individual and unit self-defense.			
d. Confirmed that the multinational forces under U.S. control interpreted the ROE in the same manner as U.S. forces.			
e. Integrated core ROE training concepts from Service and functional component forces in to the ROE development process.			

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

ITERATION: 1 2 3 4 5 M

COMMANDER/LEADER ASSESSMENT: T P U

Mission(s) supported: None

MOPP: Sometimes

MOPP Statement: None

NVG: Never

NVG Statement: None

Prerequisite Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-9-5130	Determine Commander's Critical Information Requirements (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-9-2200	Collect Relevant Information (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-2300	Process Collected Operational Information (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5730	Develop Multinational Intelligence and Information Sharing Structure (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-6500	Provide Security for Operational Forces (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-718-2010	Prepare an Operations Plan/Order using the Military Decision Making Process-Assistant Application on the AN/PYQ-6 Series Maneuver Contro (6.4.4.3P7)	150 - Combined Arms (Individual)	Approved
	150-718-5119	Prepare an Operations Order	150 - Combined Arms (Individual)	Approved

Supporting Drill Task(s): None

TADSS

Step ID	TADSS ID	Title	Product Type	Quantity
No TADSS specified				

Equipment (LIN)

Step ID	LIN	Nomenclature	Qty
No equipment specified			

Material Items (NSN)

Step ID	NSN	LIN	Title	Qty
No equipment 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 FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT

Safety: In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination. .