

Training and Evaluation Outline Report

Task Number: 71-8-5100

Task Title: Execute the Operations Process (Battalion - Corps)

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADRP 3-0	Unified Land Operations	Yes	No
	ADRP 5-0	The Operations Process	Yes	Yes
	ADRP 6-0	Mission Command	Yes	No

Condition: The staff has received an operations plan, warning, operations, or fragmentary order from higher headquarters and is exercising mission command. The commander has issued guidance for executing the operations process during mission command. Communications are established with subordinate and adjacent units, and higher headquarters. Mission command system is operational and passing information in accordance with tactical standard operating procedures. Some iterations of this task should be performed in MOPP.

Standard: The commander, assisted by the staff executes the operations process during the execution of mission command to help decide when and where to make decisions, control operations, and provide command presence. The staff addresses the major mission command activities performed during operations to include planning, preparing, executing and continuously assessing. The activities of the staff during the operations process are sequential, simultaneous, overlapping, and recurring as circumstances demanded. The staff implements the operations process per the commander's guidance and the unit's standard operating procedures.
Note: This task's Performance Steps and associated Performance Measures may not apply to every staff, unit, or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated staffs or units' higher headquarters to determine the Performance Steps and Measures that will not be evaluated.

Special Equipment: None

Safety Level: Low

Task Statements

Cue: None

DANGER

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

WARNING

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

CAUTION

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

Remarks: None

Notes: Task content last updated: 14 February 2013.

TASK STEPS

1. The commander executes the operations process, supported by their staff, during the conduct of mission command.
2. The commander and staff conduct the following major mission command activities during all operations:
 - a. Conceptual and detailed planning activities:
 - (1) Developing an understanding of the operational environment.
 - (2) Framing the problem.
 - (3) Defining a desired end state.
 - (4) Developing an operational approach to achieve the desired end state.
 - (5) Translates the operational approach into a complete and practical plan, which includes scheduled, coordinated, or technical issues involved with moving, sustaining, and directing forces.
 - (6) A plan or order that includes:
 - (a) Communicating the commander's visualization.
 - (b) Directing actions of subordinates that focus them on the end state.
 - (7) Revising plans and developing branches and squeals during the execution.
 - b. Preparation activities that improve friendly forces opportunities for success such as team building among modular forces, joint, interagency, intergovernmental, and multinational partners.
 - c. Execution activities that put the plan into action while using situational understanding to assess progress and adjusted operations as the situation changes.
 - d. Assessment activities, to include:
 - (1) Continuously monitoring, evaluating, and assessing the current situation and the progress of the operation.
 - (2) Continuously evaluating relevant information to assist with judging how the operation is progressing toward achieving objectives and the desired end state.
3. The commander, supported by the staff, uses the operations process to drive the conceptual and detailed planning, to include:
 - a. Build and maintain situational understanding throughout the operations process.
 - (1) Apply analysis and judgment to relevant information to determine the relationships among the operational and mission variables to facilitate decision-making.
 - (2) Build and maintain situational understanding to:
 - (a) Establish the situation's context.

(b) Develop effective plans.

(c) Assess operations.

(d) Make quality decisions throughout the operations process.

(3) Use operational variables to help analyze and describe the operational environment:

(a) Political.

(b) Military.

(c) Economic.

(d) Social.

(e) Information.

(f) Infrastructure.

(g) Physical environment.

(h) Time.

(4) Use mission variables in combination with operational variables to refine their understanding of the situation and to visualize, describe, and direct operations:

(a) Mission.

(b) Enemy.

(c) Terrain and weather.

(d) Troops and support available.

(e) Time available.

(f) Civil considerations.

b. Visualize.

(1) The commander's visualization provides the staff the basis for developing plans and orders.

(2) During execution, the commander determines if, when, and what to decide in order to adapt to changing conditions.

c. Describe the operational environment.

(1) During planning the commander describes, to the staff and subordinates, a visualization of the operation to facilitate a shared understanding of the situation, the mission, and intent.

(2) The commander's visualization is described to subordinates to assist in developing courses of action and preparation activities.

(3) The commander's visualization is included in the initial commander's intent and planning guidance to include an operational approach that guides the force toward the desired end state.

(4) During operations, the commander describes an updated visualization as planning guidance that results in fragmentary orders.

d. Direct.

(1) The commander directs all aspects of the operation.

(2) The commander makes decisions and directs action based on situational understanding during planning, preparation, execution, and assessment.

(3) The commander uses control measures to focus the operation on the desired end state.

(4) The commander directs operations by:

(a) Preparing and approving plans and orders.

(b) Assigning and adjusting tasks, task organizations, and control measures based on changing conditions.

(c) Positioning units to maximize combat power, anticipating actions, or creating or preserving options.

(d) Allocating resources based on opportunities and threats.

(e) Accepting risk to create opportunities to seize, retain, and exploit the initiative.

(f) Committing the reserve.

(g) Changing priorities of support.

e. Lead - The commander provide purpose, direction, and motivation to subordinate commanders, the staff, and Soldiers throughout the conduct of the operation.

f. Assessing military operations.

(1) The commander and staff continuously assess the process to better understand current conditions and to determine how the operation is progressing.

(2) The commander and staff incorporate the assessments of subordinate commanders, subordinate staffs, and other partners to form an assessment of the situation.

(3) The commander and staff modify plans and orders to better accomplish the mission based on assessments.

4. The commander encourages collaboration and dialogue in developing a shared understanding throughout the force, to include:

a. Subordinate commanders.

b. The staff.

c. Unified action partners.

5. The commander and staff apply critical and creative thinking to identify and solve problems throughout the operations process.

a. Use critical thinking to accomplish the following:

(1) Understanding situations.

(2) Identifying problems.

(3) Finding causes.

(4) Arriving at justifiable conclusions.

(5) Developing plans.

(6) Assessing the progress of operations.

b. Use creative thinking with unfamiliar problems or old problems that require new solutions and result in developing:

(1) New or original ideas.

(2) New insights.

(3) Novel approaches.

(4) Fresh perspectives.

(5) New ways of understanding and conceiving things.

6. The commander and staff use the principles of mission command during the operations process to accomplish the following:

a. Build cohesive teams through mutual trust.

b. Create a shared understanding.

c. Provide a clear commander's intent.

d. Exercise disciplined initiative.

e. Use mission orders.

f. Accept prudent risk.

7. The commander and staff use several integrating process throughout the operations process, to include:

a. Intelligence preparation of the battlefield.

b. The targeting process.

c. Risk management.

d. Inform and influence activities to include the integration of designated information-related capabilities in order to synchronize themes, messages, and actions with operations to inform United States and global audiences, influence foreign audiences, and affect adversary and enemy decisionmaking.

e. Cyber electromagnetic activities to seize, retain, and exploit an advantage over adversaries and enemies in both cyberspace and the electromagnetic spectrum, while simultaneously denying and degrading adversary and enemy use of the same and protecting the mission command system.

8. The commander and staff continuously plan for and coordinate the following “continuing activities” throughout the operations process, to include:

a. Establishing “Liaison” between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action.

b. Information collection” that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination of systems in direct support of current and future operations.

c. “Security operations” that provide:

(1) Early and accurate warning of threat operations.

(2) Time and maneuver space needed to react to the threat.

(3) Developing a situation that allows the effective use of the protected force.

d. “Protection” to preserve the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area.

e. “Terrain management” that establishes areas of operation, designating assembly areas, and specific locations for units and activities that deconflict activities that might interfere with each other.

f. “Airspace control” that increases operational effectiveness by promoting safe, efficient, and flexible use of airspace

9. 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 in order to accomplish the following:

a. Establishing a routine for staff interaction and coordination.

b. Facilitating the interaction between the commander, staff, and subordinate units.

c. Facilitating planning by the staff and decision-making by the commander.

10. The commander and the staff use running estimates to continuously assess the current situation to determine if the current operation is proceeding according to the commander’s intent and if planned future operations are supportable.

a. The staff’s running estimates include recommendations for anticipated decisions.

b. The commander uses the staff’s recommendations to select feasible, acceptable, and suitable courses of action for further analysis during planning.

c. The commander uses the staff's recommendations from running estimates in decision-making during preparation and execution.

d. The commander's estimate is used to crosscheck and supplement the staff's running estimates.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The commander executed the operations process, supported by their staff, during the conduct of mission command.			
2. The commander and staff conducted the following major mission command activities during all operations:			
a. Conceptual and detailed planning activities:			
(1) Developed an understanding of the operational environment.			
(2) Framed the problem.			
(3) Defined a desired end state.			
(4) Developed an operational approach to achieve the desired end state.			
(5) Translated the operational approach into a complete and practical plan, which included scheduled, coordinated, or technical issues involved with moving, sustaining, and directing forces.			
(6) A plan or order that included:			
(a) Communicated the commander's visualization.			
(b) Directed actions of subordinates that focused them on the end state.			
(7) Revised plans and developed branches and squeals during the execution.			
b. Preparation activities improved friendly forces opportunities for success such as team building among modular forces, joint, interagency, intergovernmental, and multinational partners.			
c. Execution activities that put the plan into action while using situational understanding to assess progress and adjusted operations as the situation changes.			
d. Assessment activities that included:			
(1) Continuously monitoring, evaluating, and assessing the current situation and the progress of the operation.			
(2) Continuously evaluated relevant information to assist with judging how the operation was progressing toward achieving objectives and the desired end state.			
3. The commander, supported by the staff, used the operations process to drive the conceptual and detailed planning:			
a. Built and maintained situational understanding throughout the operations process.			
(1) Applied analysis and judgment to relevant information that determined the relationships among the operational and mission variables to facilitate decisionmaking.			
(2) Built and maintained situational understanding in order to:			
(a) Establish the situation's context.			
(b) Develop effective plans.			
(c) Assess operations.			
(d) Make quality decisions throughout the operations process.			
(3) Used operational variables to help analyze and describe the operational environment:			
(a) Political.			
(b) Military.			
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(d) Social.			
(e) Information			
(f) Infrastructure.			
(g) Physical environment.			
(h) Time.			
(4) Used mission variables in combination with operational variables to refine their understanding of the situation and to visualize, describe, and direct operations:			
(a) Mission.			
(b) Enemy.			
(c) Terrain and weather.			
(d) Troops and support available.			

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(f) Civil considerations.			
b. Visualize.			
(1) The commander's visualization provided the staff the basis for developing plans and orders.			
(2) During execution, the commander determined if, when, and what to decide in order to adapt to changing conditions.			
c. Describe the operational environment.			
(1) During planning the commander described, to the staff and subordinates, a visualization of the operation to facilitate a shared understanding of the situation, the mission, and intent.			
(2) The commander's visualization was described to subordinates to assist in developing courses of action and preparation activities.			
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d. Direct.			
(1) The commander directed all aspects of the operation.			
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(3) The commander used control measures to focus the operation on the desired end state			
(4) The commander directed operations by:			
(a) Prepared and approved plans and orders.			
(b) Assigned and adjusted tasks, task organizations, and control measures based on changing conditions.			
(c) Positioned units to maximize combat power, anticipated actions, or created or preserved options.			
(d) Allocated resources based on opportunities and threats.			
(e) Accepted risk to create opportunities to seize, retain, and exploit the initiative.			
(f) Committed the reserve.			
(g) Changed priorities of support.			
e. Lead - The commander provided purpose, direction, and motivation to subordinate commanders, the staff, and Soldiers throughout the conduct of the operation.			
f. Assessed military operations.			
(1) The commander and staff continuously assessed the process to better understand current conditions and to determine how the operation was progressing.			
(2) The commander and staff incorporated the assessments of subordinate commanders, subordinate staffs, and other partners to form an assessment of the situation.			
(3) The commander and staff modified plans and orders to better accomplish the mission based on assessments.			
4. The commander encouraged collaboration and dialogue in developing a shared understanding throughout the force, to include:			
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5. The commander and staff applied critical and creative thinking to identify and solve problems throughout the operations process.			
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(3) Developed a situation that allowed the effective use of the protected force.			
d. "Protection" that preserve the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area.			
e. "Terrain management" that established areas of operation, designated assembly areas, and specific locations for units and activities that deconflicted activities that might interfere with each other.			
f. "Airspace control" that increased operational effectiveness by promoting safe, efficient, and flexible use of airspace.			
9. The commander and staff established a battle rhythm that assisted in integrating and synchronizing the activities, meetings, and reports within their headquarters, with their higher headquarters, and with subordinate units in order to accomplish the following:			
a. Established a routine for staff interaction and coordination.			
b. Facilitated the interaction between the commander, staff, and subordinate units.			

Step Number	Task Number	Title	Proponent	Status
	71-8-5112	Integrate Requirements and Capabilities (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5113	Develop Commander's Critical Information Requirements (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5120	Prepare for Tactical Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5122	Perform Rehearsals (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5130	Assess Tactical Situation and Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5131	Execute Tactical Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5132	Perform Planned Actions, Sequels, and Branches (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5133	Adjust Resources, Concept of Operations, or Mission (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5139	Maintain Synchronization (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5141	Monitor Situation or Progress of Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5142	Evaluate Situation or Operation (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5250	Maintain Continuity of Mission Command (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5310	Manage Information and Data (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5315	Process Relevant Information (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5318	Disseminate Common Operational Picture and Execution Information (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-718-2210	Provide Input for Intelligence Preparation of the Battlefield	150 - Combined Arms (Individual)	Approved
	150-718-2300	Perform Information Collection	150 - Combined Arms (Individual)	Approved
	150-718-5100	Drive the Operations Process	150 - Combined Arms (Individual)	Approved
	150-718-5111	Participate in the Military Decision Making Process	150 - Combined Arms (Individual)	Approved
	150-718-5112	Participate in Mission Analysis	150 - Combined Arms (Individual)	Approved
	150-718-5113	Recommend the Commanders Critical Information Requirements	150 - Combined Arms (Individual)	Approved
	150-718-5114	Participate in Course of Action Development	150 - Combined Arms (Individual)	Approved
	150-718-5115	Participate in Course of Action Analysis and Wargaming	150 - Combined Arms (Individual)	Approved
	150-718-5116	Participate in Course of Action Comparison	150 - Combined Arms (Individual)	Approved
	150-718-5117	Prepare a Warning Order	150 - Combined Arms (Individual)	Approved
	150-718-5118	Prepare an Annex	150 - Combined Arms (Individual)	Approved
	150-718-5119	Prepare an Operations Order	150 - Combined Arms (Individual)	Approved
	150-718-5120	Participate in Receipt of Mission Planning	150 - Combined Arms (Individual)	Approved
	150-718-5121	Participate in Course of Action Approval	150 - Combined Arms (Individual)	Approved
	150-718-5125	Prepare a Fragmentary Order	150 - Combined Arms (Individual)	Approved
	150-718-5144	Prepare a Running Estimate	150 - Combined Arms (Individual)	Approved
	150-718-5145	Conduct Risk Management	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. .