

# Training and Evaluation Outline Report

**Task Number:** 71-8-5130

**Task Title:** Assess Tactical Situation and Operations (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 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 assessing the tactical situation and operations. 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 commander, with assistance from staff, continuously monitors the current situation, the progress of the operation and assesses the situation or operation against measures of effectiveness providing the commander and staff with timely information to make decisions or necessary adjustments to the operation. The assessment precedes and guides every activity in the operations process and concludes each operation or phase of an operation.

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 performance measures that may 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 staff's continuous assessment precedes and guides every operations process activity, and concludes each operation or phase of an operation.
2. The staff conducts assessments throughout the operations process to assist the commander in determining the following:
  - a. Progress toward accomplishing a task.
  - b. Creating an effect.
  - c. Achieving an objective.
3. The commander, throughout the operations process, integrates the commander's assessments with those of the staff, subordinate commanders, and other unified action partners.
4. The commander and staff use several tools to assess the progress of the operation, to include:
  - a. Operation orders.
  - b. Common operational picture (COP).
  - c. Personal observations.
  - d. Running estimates.
  - e. An assessment plan, which includes:
    - (1) Measures of effectiveness (MOE).
    - (2) Measures of performance (MOP).
    - (3) Reframing criteria.
5. The staff's assessment includes activities such as:
  - a. Monitoring the current situation to collect relevant information (RI).
  - b. Evaluating progress toward:
    - (1) Attaining an end state condition.
    - (2) Achieving objectives.
    - (3) Performing tasks.
  - c. Recommending or directing action for improvement.
  - d. Comparing forecasted outcomes with actual events to determine the overall effectiveness of force employment.

e. Determining progress toward attaining a desired end state.

f. Achieving objectives.

g. Performing tasks.

h. Changes that might affect the conduct of operations by monitoring and evaluating the operational environment.

6. The staff continuously monitors conditions relevant to the current operation in order to collect RI about the current situation so that it can be compared to the forecasted situation described in the commander's intent and concept of operations.

7. The staff, in conjunction with the commander, monitors the situation to develop facts and assumptions that underline the plan during planning.

8. The commander and staff monitor the situation during preparation and execution in order to determine whether:

a. Facts are still relevant.

b. Assumptions are still valid.

c. New emerging conditions will affect the operations.

9. The staff monitors integrating activities and subordinate unit's /staff's collection efforts based on the commander's critical information requirements and decision points.

a. Information requirements concerning the threat, terrain and weather, and civil considerations are identified and assigned priorities through reconnaissance and surveillance.

b. Friendly reports are used to coordinate other assessment related information requirements.

c. Information requirements associated with assessing the operation are integrated into both the reconnaissance and surveillance plan, and friendly force information requirements.

d. Inform and influence activities are assessed to determine:

(1) Synchronization of themes, messages, and actions with operations to inform United States and global audiences.

(2) Influence on foreign audiences.

(3) Affect on adversary and enemy decisionmaking.

e. Cyber electromagnetic activities are assessed to determine:

(1) Advantages gained over adversaries and enemies in both cyberspace and the electromagnetic spectrum.

(2) Denial and degradation of adversary and enemy use of both cyberspace and the electromagnetic spectrum.

(3) Protection of the mission command system.

10. The staff monitors and collects information from the COP and friendly reports, to include:

- a. Subordinate, higher, and adjacent headquarters operational and intelligence summaries.
  - b. Communications and reports from liaison teams.
  - c. Sources outside military channels, such as:
    - (1) Civilian agencies.
    - (2) Host-nations.  
Other government agencies.
    - (3) Other government agencies.
11. Each staff cell/section record RI in their running estimates, which results in:
- a. Maintaining a continuous assessment of current operations.
  - b. Determining if they are proceeding according to the commander's intent, mission, and concept of operations.
  - c. Using new information and, updated facts and assumptions as the basis for evaluation.
12. The staff's analyzes RI collected through monitoring to evaluate the operation's progress.
13. The staff assists the commander in answering the following questions:
- a. What is working.
  - b. What is not working.
  - c. Insights into how to better accomplish the mission.
14. The staff's evaluation includes analysis of why progress is or is not being made according to the plan.
- a. Questions whether or not changes in the situation can be attributed to friendly actions.
  - b. Consults subject matter experts, both internal and external to the staff, on whether the staff has identified the correct underlying causes for specific changes in the situation.
  - c. Challenges assumptions identified in the planning process to determine if they are still valid.
  - d. Determines variances—the difference between the actual situation and what the plan forecasted the situation would be at the time or event.
  - e. Considers whether the desired conditions have changed, are no longer achievable, or are not achievable through the current operational approach.
  - f. Continually challenges the key assumptions made when framing the problem.
  - g. Reframes the problem when an assumption is invalidated.

15. The staff uses criteria MOE and MOP to determine the progress of attaining end state conditions, achieving objectives, and performing tasks.

a. The staff uses MOEs to assist with the following:

(1) Assessing changes in system behavior, capability, or the operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect.

(2) Measuring changes in conditions, both positive and negative.

(3) Answering the question "Are we doing the right things?"

b. The staff uses MOPs to assist with the following:

(1) Assessing friendly actions that are tied to measuring task accomplishment.

(2) Confirming or denying a task has been properly performed.

(3) Evaluate training.

(4) Answering the question "Are we doing things right?"

16. The staff uses indicator, as an item of information, to provide insight into a MOE or MOP:

a. Reports from subordinates.

b. Surveys.

c. Polls.

d. Information requirements.

17. The staff continuously brainstorms possible improvements to the plan.

18. The staff makes preliminary judgments about the relative merit of any plan changes based on evaluating the progress of the operation.

19. The staff identifies changes possessing sufficient merit to make recommendations or make adjustments to the operation:

a. Recommendations to the commander, such as:

(1) Continuing the operation as planned.

(2) Executing a branch.

(3) Making unanticipated adjustments.

b. Adjustments within their delegated authority, such as:

(1) Assigning new tasks to subordinates.

(2) Reprioritizing support.

(3) Adjusting information collection assets.

(4) Significantly modifying the course of action.

20. The commander decides if and how to modify the operation based on integrating the commander's personal assessment with recommendations from the staff, subordinate commanders, and other partners.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The staff's continuous assessment preceded and guided every operations process activity, and concluded each operation or phase of an operation.			
2. The staff conducted assessments throughout the operations process and assisted the commander in determining the following:			
a. Progress toward accomplishing a task.			
b. Creating an effect.			
c. Achieving an objective.			
3. The commander, throughout the operations process, integrated the commander's assessments with those of the staff, subordinate commanders, and other unified action partners.			
4. The commander and staff used several tools to assess the progress of the operation, to include:			
a. Operation orders.			
b. Common operational picture (COP).			
c. Personal observations.			
d. Running estimates.			
e. An assessment plan, which included:			
(1) Measures of effectiveness (MOE).			
(2) Measures of performance (MOP).			
(3) Reframing criteria.			
5. The staff's assessment included activities such as:			
a. Monitoring the current situation to collect relevant information (RI).			
b. Evaluating progress toward:			
(1) Attaining an end state condition.			
(2) Achieving objectives.			
(3) Performing tasks.			
c. Recommending or directing action for improvement.			
d. Comparing forecasted outcomes with actual events to determine the overall effectiveness of force employment.			
e. Determining progress toward attaining a desired end state.			
f. Achieving objectives.			
g. Performing tasks.			
h. Changes that might affect the conduct of operations by monitoring and evaluating the operational environment.			
6. The staff continuously monitored conditions relevant to the current operation in order to collect RI about the current situation so that it could be compared to the forecasted situation described in the commander's intent and concept of operations.			
7. The staff, in conjunction with the commander, monitored the situation to develop facts and assumptions that underlined the plan during planning.			
8. The commander and staff monitored the situation during preparation and execution in order to determine whether:			
a. Facts still relevant.			
b. Assumptions still valid.			
c. New emerging conditions would affect the operations.			
9. The staff monitored integrating activities and subordinate unit's /staff's collection efforts based on the commander's critical information requirements and decision points.			
a. Information requirements concerning the threat, terrain and weather, and civil considerations were identified and assigned priorities through reconnaissance and surveillance.			

b. Friendly reports were used to coordinate other assessment related information requirements.			
c. Information requirements associated with assessing the operation were integrated into both the reconnaissance and surveillance plan, and friendly force information requirements.			
d. Inform and influence activities were assessed to determine:			
(1) Synchronization of themes, messages, and actions with operations to inform United States and global audiences.			
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e. Cyber electromagnetic activities were assessed to determine:			
(1) Advantages gained over adversaries and enemies in both cyberspace and the electromagnetic spectrum.			
(2) Denial and degradation of adversary and enemy use of both cyberspace and the electromagnetic spectrum.			
(3) Protection of the mission command system.			
10. The staff monitored and collected information from the COP and friendly reports, to include:			
a. Subordinate, higher, and adjacent headquarters operational and intelligence summaries.			
b. Communications and reports from liaison teams.			
c. Sources outside military channels, such as:			
(1) Civilian agencies.			
(2) Host-nations.			
(3) Other government agencies.			
11. Each staff cell/section recorded RI in their running estimates, which resulted in:			
a. Maintained a continuous assessment of current operations.			
b. Determined if they are proceeding according to the commander's intent, mission, and concept of operations.			
c. Used new information and, updated facts and assumptions as the basis for evaluation.			
12. The staff's analyzed RI collected through monitoring to evaluate the operation's progress.			
13. The staff assisted the commander in answering the following questions:			
a. What was working.			
b. What was not working.			
c. Insights into how to better accomplish the mission.			
14. The staff's evaluation included analysis of why progress was or was not being made according to the plan.			
a. Questioned whether or not changes in the situation could be attributed to friendly actions.			
b. Consulted subject matter experts, both internal and external to the staff, on whether the staff had identified the correct underlying causes for specific changes in the situation.			
c. Challenged assumptions identified in the planning process to determine if they were still valid.			
d. Determined variances—the difference between the actual situation and what the plan forecasted the situation would be at the time or event.			
e. Considered whether the desired conditions have changed, were no longer achievable, or were not achievable through the current operational approach.			
f. Continually challenged the key assumptions made when framing the problem.			
g. Reframed the problem when an assumption was invalidated.			
15. The staff used MOE and MOP criteria to determine the progress of attaining end state conditions, achieving objectives, and performing tasks.			

a. The staff used MOEs to assist with the following:			
(1) Assessed changes in system behavior, capability, or the operational environment that was tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect.			
(2) Measured changes in conditions, both positive and negative.			
(3) Answered the question "Are we doing the right things?"			
b. The staff used MOPs to assist with the following:			
(1) Assessed friendly actions that were tied to measuring task accomplishment.			
(2) Confirmed or denied a task was properly performed.			
(3) Evaluated training.			
(4) Answered the question "Are we doing things right?"			
16. The staff used indicator, as an item of information, that provided insight into a MOE or MOP:			
a. Reports from subordinates.			
b. Surveys.			
c. Polls.			
d. Information requirements.			
17. The staff continuously brainstormed possible improvements to the plan.			
18. The staff identified changes possessing sufficient merit to recommendation or make adjustments to the operation:			
a. Recommendations to the commander, such as:			
(1) Continuing the operation as planned.			
(2) Executing a branch.			
(3) Making unanticipated adjustments.			
b. Make adjustments within their delegated authority, such as:			
(1) Assigning new tasks to subordinates.			
(2) Reprioritizing support.			
(3) Adjusting information collection assets.			
(4) Significantly modifying the course of action.			
19. The commander decided if and how to modify the operation based on integrating the commander's personal assessment with recommendations from the staff, subordinate commanders, and other partners.			
20. The staff made preliminary judgments about the relative merit of any plan changes based on evaluating the progress of the operation.			

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):**

<b>Step Number</b>	<b>Task Number</b>	<b>Title</b>	<b>Proponent</b>	<b>Status</b>
	71-8-5100	Execute the Operations Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5110	Plan Operations Using the Military Decision Making Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5111	Conduct the Military Decision Making Process (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
	71-8-5124	Revise the Plan (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5310	Manage Information and Data (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5314	Collect Friendly Force Information Requirements (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

**Supporting Collective Task(s):**

<b>Step Number</b>	<b>Task Number</b>	<b>Title</b>	<b>Proponent</b>	<b>Status</b>
	71-8-5113	Develop Commander's Critical Information Requirements (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5124	Revise the Plan (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5133	Adjust Resources, Concept of Operations, or Mission (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5141	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
	71-8-5143	Provide Combat Assessment (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5146	Perform Battle Damage Assessment (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5250	Maintain Continuity of Mission Command (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5314	Collect Friendly Force Information Requirements (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5315	Process Relevant 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
	150-718-5113	Recommend the Commanders Critical Information Requirements	150 - Combined Arms (Individual)	Approved
	150-718-5122	Perform Rehearsals	150 - Combined Arms (Individual)	Approved
	150-718-5130	Assess The Current Situation	150 - Combined Arms (Individual)	Approved
	150-718-5144	Prepare a Running Estimate	150 - Combined Arms (Individual)	Approved

**Supporting Drill Task(s):** None

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**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. .