

Training and Evaluation Outline Report

Task Number: 71-9-5000

Task Title: Execute the Operations Process (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	Yes
	FM 6-0	MISSION COMMAND	Yes	No
	JOINT PUB 3-0	Joint Operations	Yes	No
	JOINT PUB 5-0	Joint Operation Planning	Yes	No

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 executing the operations process. 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 executes the operations process in accordance with the commanders guidance, operations plan, or warning, operations, or fragmentary order, and the higher commanders guidance and intent. The staff plans, prepares, executes, and assesses operations.

Note: Task steps and 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 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: 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: Task Content Updated 28 march 2012

TASK STEPS

1. The staff maintains situational understanding during operations through:
 - a. Knowledge management.
 - b. Information management.
 - c. The common operational picture (COP).
2. The staff, led by the Plans Cell, plans operations.
 - a. Perform intelligence preparation of the battlefield (IPB).
 - b. In cooperation with the commander, frame the problem using Army design methodology.
 - c. Conduct the military decisionmaking process.
 - d. Disseminate plans and orders which:
 - (1) Describe the situation to create a common situational understanding.
 - (2) Convey the commander's intent and concept of operations.
 - (3) Assign tasks to subordinate units and state the purpose for conducting the task.
 - (4) Provide the control measures necessary to synchronize the operation while retaining the maximum freedom of action for subordinates.
 - (5) Task organize forces.
 - (6) Allocate resources.
 - (7) Direct preparation activities.
 - (8) Establish times or conditions for execution.
 - e. Conduct information collection as required.
3. The staff, led by the Current Operations Cell, prepares for operations.
 - a. Conduct information collection to collect, process, and disseminate timely and accurate information, combat information, and intelligence to satisfy the commander's critical information requirements (CCIRs) and other information requirements.
 - b. Conduct security operations to protect the force during preparations for the overall operation.
 - c. Employ protection measures with an emphasis on the protection tasks of:
 - (1) Operations security.

(2) Survivability.

(3) Operational area security.

d. Manage terrain by:

(1) Establishing areas of operation which include the area of influence and interest.

(2) Designating assembly areas.

(3) Specifying locations for units and activities to deconflict activities that might interfere with each other.

e. Coordinate and conduct liaison.

(1) Send and receive liaison teams.

(2) Establish communication links that ensure continuous contact during execution.

(3) Exchange Standing Operating Procedures (SOP).

(4) Synchronize security operations with information collection and reconnaissance plans to prevent breaks in coverage.

(5) Facilitate civil-military coordination among those involved.

f. Build partnerships and teams with joint, interagency, intergovernmental, and multinational partners by:

(1) Integrating and involving them in planning and coordinating activities.

(2) Sharing an understanding of the situation and problems to solve.

(3) Developing a unity of effort toward achieving a common goal.

(4) Integrating and synchronizing capabilities and activities wherever possible.

(5) Collectively determining the resources, capabilities, and activities necessary to achieve the operation's goals.

g. Conduct briefs to assess subordinate leaders understanding of:

(1) The mission, concept of operations, and commander's intent.

(2) Their unit's tasks and associated purposes.

(3) The relationship between their unit's mission and those of other units in the operation.

h. Conduct rehearsals to:

(1) Visualize conditions associated with commander's decisionmaking before, during, and after the operation.

(2) Prepare commanders and staffs to synchronize the operation at key points.

(3) Reveal unidentified external coordination requirements.

(4) Support internal coordination by identifying tasks needed to accomplish external coordination.

(5) Update staff sections internal coordination tools, such as the synchronization matrix and decision support template (DST).

i. Conduct plans-to-operations transition briefings which address:

(1) Task organization.

(2) Situation.

(3) Higher headquarters' mission (one and two echelons up).

(4) Mission.

(5) Commander's intent (one and two echelons up).

(6) Concept of operations.

(7) DST and synchronization matrix.

(8) Branches and sequels.

(9) Sustainment.

(10) Command and signal.

(11) Outstanding requests for information and outstanding issues.

j. Revise and refine the plan based on updated situational understanding.

(1) Inform the commander of significant new information that requires assessing the current plan.

(2) Determine if the new information validates the plan with no further changes.

(3) Determine if the new information requires adjustments to the plan.

(4) Assess if new information invalidates the plan and requires a new plan.

k. Complete task organization to obtain the right mix of forces, capabilities, and expertise to accomplish a specific mission.

l. Integrate new units.

(1) Receiving and introducing new units to the force and the area of operations.

(2) Exchanging SOP.

(3) Conducting briefings and rehearsals.

- (4) Establishing communications links.
 - (5) Exchanging liaison teams, if required.
 - m. Train on fundamental skills, current SOPs, and skills for the current mission.
 - n. Initiate troop movements so they are in the right starting places before execution.
 - o. Prepare terrain by:
 - (1) Improving cover, concealment, and observation and fields of fire.
 - (2) Achieving obstacle effects through reinforcing obstacles.
 - (3) Conducting mobility operations for initial positioning of forces.
 - p. Conduct sustainment preparations by:
 - (1) Resupplying, maintaining, and issuing supplies or equipment during preparations.
 - (2) Reposition sustainment assets, as required.
 - (3) Identify and prepare sustainment bases.
 - (4) Identify and prepare host-nation infrastructure and capabilities.
 - (5) Identify contract support requirements.
 - (6) Establish lines of communications.
 - (7) Identify endemic health and environmental factors.
 - (8) Forecast and build operational stocks.
 - q. Initiate deception operations, as required.
 - r. Conduct preoperations checks and inspections.
4. The staff, led by the Current Operations Cell, executes operations.
- a. Monitor and assess execution of the operation to include tracking tasks assigned to subordinate forces.
 - b. Maintain the location and status of friendly forces (higher, lower, and adjacent) and their resources.
 - c. Maintain the location and status of threat forces.
 - d. Maintain the location and status of significant civilian agencies.
 - e. Track CCIRs and decision points.
 - f. Recommend adjustments on the current order to the commander.

g. Conduct short-range planning to take advantage of opportunities or to counter threats.

h. Conduct knowledge management and information management activities, to include:

(1) Managing requests for information.

(2) Maintaining displays, such as CCIRs, DSTs, execution matrixes, and significant events

(3) Maintaining the COP.

(4) Receiving and sending reports, including operational and commander summaries.

(5) Helping to prepare, authenticate, and distribute operation plans and orders, messages, and other directives.

(6) Conducting rehearsals.

(7) Collecting, processing, storing, displaying, and disseminating information.

5. The staff, led by the Current Operations Cell, continuously assesses operations.

a. Monitor the current situation by collecting relevant information.

b. Evaluate the progress of operations towards end state conditions, achieving objectives, and performing required tasks.

c. Recommend or direct adjustments to the plan based upon current assessments to ensure operations meet the higher commander's guidance and intent.

6. The staff, led by the Current Operations Cell, synchronizes integrating processes throughout the operations process.

a. IPB.

b. Targeting.

c. Risk management.

d. Knowledge management.

7. The staff, led by the Current Operations Cell, conduct continuing activities throughout the operations process.

a. Information management.

b. Security operations.

c. Protection.

d. Liaison and coordination.

e. Terrain management.

f. Information management.

g. Airspace integration.

8. The staff develops and maintains running estimates throughout the operations process.

9. The unit consolidates and reorganizes as necessary to continue operations, or as directed by high headquarters.

10. The unit conducts primary stability tasks in accordance with operations, fragmentary, or warning orders.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The staff maintained a shared situational understanding during operations through:			
a. Knowledge management.			
b. Information management.			
c. The common operational picture (COP).			
2. The staff, led by the Plans Cell, planned operations.			
a. Performed intelligence preparation of the battlefield (IPB).			
b. In cooperation with the commander, framed the problem using Army methodology design.			
c. Conducted the military decisionmaking process.			
d. Disseminated plans and orders which:			
(1) Described the situation to create a common situational understanding.			
(2) Conveyed the commander's intent and concept of operations.			
(3) Assigned tasks to subordinate units and stated the purpose for conducting the task.			
(4) Provided the control measures necessary to synchronize the operation while retaining the maximum freedom of action for subordinates.			
(5) Task organized forces.			
(6) Allocated resources.			
(7) Directed preparation activities.			
(8) Established times or conditions for execution.			
e. Conducted information collection as required.			
3. The staff, led by the Current Operations Cell, prepared for operations.			
a. Conducted information collection to collect, process, and disseminate timely and accurate information, combat information, and intelligence to satisfy the commander's critical information requirements (CCIRs) and other information requirements.			
b. Conducted security operations to protect the force during preparations for the overall operation.			
c. Employed protection measures with an emphasis on the protection tasks of:			
(1) Operations security.			
(2) Survivability.			
(3) Operational area security.			
d. Managed terrain by:			
(1) Establishing areas of operation which included the area of influence and interest.			
(2) Designating assembly areas.			
(3) Specifying locations for units and activities to deconflict activities that might interfere with each other.			
e. Coordinated and conducted liaison.			
(1) Sent and received liaison teams.			
(2) Established communication links that ensured continuous contact during execution.			
(3) Exchanged Standing Operating Procedures (SOPs).			
(4) Synchronized security operations with information collection plans to prevent breaks in coverage.			
(5) Facilitated civil-military coordination among those involved.			
f. Built partnerships and teams with joint, interagency, intergovernmental, and multinational partners by:			
(1) Integrated and involved them in planning and coordinating activities.			
(2) Shared an understood the situation and problems to solve.			

(3) Developed a unity of effort toward achieving a common goal.			
(4) Integrated and synchronized capabilities and activities wherever possible.			
(5) Collectively determined the resources, capabilities, and activities necessary to achieve the operation's goals.			
g. Conducted briefs to assess subordinate leaders understanding of:			
(1) The mission, concept of operations, and commander's intent.			
(2) Their unit's tasks and associated purposes.			
(3) The relationship between their unit's mission and those of other units in the operation.			
h. Conducted rehearsals to:			
(1) Visualize conditions associated with commander's decisionmaking before, during, and after the operation.			
(2) Prepare commanders and staffs to synchronize the operation at key points.			
(3) Reveal unidentified external coordination requirements.			
(4) Support internal coordination by identifying tasks needed to accomplish external coordination.			
(5) Update staff sections internal coordination tools, such as the synchronization matrix and decision support template (DST).			
i. Conducted plans-to-operations transition briefings which addressed:			
(1) Task organization.			
(2) Situation.			
(3) Higher headquarters' mission (one and two echelons up).			
(4) Mission.			
(5) Commander's intent (one and two echelons up).			
(6) Concept of operations.			
(7) DST and synchronization matrix.			
(8) Branches and sequels.			
(9) Sustainment.			
(10) Command and signal.			
(11) Outstanding requests for information and outstanding issues.			
j. Revised and refined the plan based on updated situational understanding.			
(1) Informed the commander of significant new information that required assessing the current plan.			
(2) Determined if the new information validated the plan with no further changes.			
(3) Determined if the new information required adjustments to the plan.			
(4) Assessed if new information invalidated the plan and required a new plan.			
k. Completed task organization to obtain the right mix of forces, capabilities, and expertise to accomplish a specific mission.			
l. Integrated new units.			
(1) Received and introduced new units to the force and the area of operations.			
(2) Exchanged SOP.			
(3) Conducted briefings and rehearsals.			
(4) Established communications links.			
(5) Exchanged liaison teams, if required.			
m. Trained on fundamental skills, current SOPs, and skills for the current mission.			
n. Initiated troop movements so they were in the right starting places before execution.			
o. Prepared terrain by:			
(1) Improving cover, concealment, and observation and fields of fire.			
(2) Achieving obstacle effects through reinforcing obstacles.			
(3) Conducting mobility operations for initial positioning of forces.			

p. Conducted sustainment preparations by:			
(1) Resupplying, maintaining, and issuing supplies or equipment during preparations.			
(2) Repositioning sustainment assets, as required.			
(3) Identifying and preparing sustainment bases.			
(4) Identifying and preparing host-nation infrastructure and capabilities.			
(5) Identifying contract support requirements.			
(6) Establishing lines of communications.			
(7) Identifying endemic health and environmental factors.			
(8) Forecasting and building operational stocks.			
q. Initiated deception operations, as required.			
r. Conducted preoperations checks and inspections.			
4. The staff, led by the Current Operations Cell, executed operations.			
a. Monitored and assessed execution of the operation to include tracking tasks assigned to subordinate forces.			
b. Maintained the location and status of friendly forces (higher, lower, and adjacent) and their resources.			
c. Maintained the location and status of threat forces.			
d. Maintained the location and status of significant civilian agencies.			
e. Tracked CCIRs and decision points.			
f. Recommended adjustments on the current order to the commander.			
g. Conducted short-range planning to take advantage of opportunities or to counter threats.			
h. Conducted knowledge management and information management activities, to include:			
(1) Managing requests for information.			
(2) Maintaining displays, such as CCIRs, DSTs, execution matrixes, and significant events.			
(3) Maintaining the COP.			
(4) Receiving and sending reports, including operational and commander summaries.			
(5) Helping to prepare, authenticate, and distribute operation plans and orders, messages, and other directives.			
(6) Conducting rehearsals.			
(7) Collecting, processing, storing, displaying, and disseminating information.			
5. The staff, led by the Current Operations Cell, continuously assessed operations.			
a. Monitored the current situation by collecting information.			
b. Evaluated the progress of operations towards end state conditions, achieving objectives, and performing required tasks.			
c. Recommended or directed adjustments to the plan based upon current assessments to ensure operations met the higher commander's guidance and intent.			
6. The staff, led by the Current Operations Cell, synchronized integrating processes throughout the operations process.			
a. IPB.			
b. Targeting.			
c. Risk management.			
d. Knowledge management.			
7. The staff, led by the Current Operations Cell, conducted continuing activities throughout the operations process.			
a. Information collection.			
b. Security operations.			
c. Protection.			
d. Liaison and coordination.			
e. Terrain management.			

Step Number	Task Number	Title	Proponent	Status
	71-9-2110	Determine Operational Priority Information Requirements (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-2120	Determine Operational Information Requirements (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	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
	71-9-2500	Disseminate Operational Intelligence (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-3100	Conduct Joint Force Targeting (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-4440	Reconstitute Forces (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-4500	Manage Logistics Support in Joint Operations Area (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5110	Communicate Operational Information (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5130	Determine Commander's Critical Information Requirements (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5140	Maintain Operational Information (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5150	Monitor Strategic Situation (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5200	Assess Operational Situation (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5300	Prepare Plans (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5310	Conduct Operational Mission Analysis (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5440	Synchronize Operations (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-718-5111	Participate in the Military Decision Making Process	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. .