

# Training and Evaluation Outline Report

**Task Number:** 71-9-5510

**Task Title:** Develop a Joint Force Command and Control Structure (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 3-31	JOINT FORCE LAND COMPONENT COMMANDER HANDBOOK (JFLCC)	Yes	No
	FM 5-0	THE OPERATIONS PROCESS	Yes	No
	JP 3-0 CH 1	JOINT OPERATIONS	Yes	No
	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 the development of a joint force command and control structure. 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 develops a joint force command and control structure. The staff establishes a structure for mission command of subordinate forces that synchronize and/or integrate joint force activities achieve unity of command and unity of effort. The staff assigns or establishes the range of responsibilities for the various boards, centers, cells, and bureaus that aide the commander in exercising mission command of a joint force.

**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

<b>Task Statements</b>
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**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.

Note: Task content last updated: 16 February 2012

**Notes:** None

## TASK STEPS

1. The staff organizes joint forces based on commander's guidance:
  - a. Establish mission command guidance, internally and externally, as early as possible.
  - b. Organize forces to best accomplish the mission based on the concept of operations.
  - c. Establish subordinate commands.
  - d. Assign responsibilities.
  - e. Establish or delegate appropriate command relationships.
  - f. Establish coordinating instructions for the component commanders.
  - g. Specify mission command arrangements and relationships in the initiating directive.
2. The staff establishes command relationships based on commander's guidance:
  - a. Establishes operational control (OPCON) relationships when appropriate:
    - (1) Exercise or delegate OPCON or tactical control (TACON).
    - (2) Establish support relationships among subordinates.
    - (3) Designate coordinating authorities.
    - (4) Give direction to subordinate commanders and forces necessary to carry out missions assigned to the command.
    - (5) Organize subordinate commanders and forces within the command.
    - (6) Prescribe the chain of command to the commanders and forces within the command.
    - (7) Assign command functions to subordinate commanders.
    - (8) Establish plans, policies, priorities, and overall requirements for the reconnaissance and surveillance activities of the command.
    - (9) Conduct joint training and joint training exercises.
  - b. Establishes TACON relationships when appropriate:
    - (1) Give direction for military operations.
    - (2) Control designated forces.
    - (3) Control and direct the application of force or tactical use of protection and maneuver assets.
3. The staff establishes support relationships based on commander's guidance:
  - a. Executes responsibilities of supported commander when appropriate:

- (1) Exercise degree of authority over supporting forces.
- (2) Designate and prioritize targets or objectives.
- (3) Establish timing and duration of supporting actions.
- (4) Provide instruction as necessary for coordination and efficiency.
- (5) Develop an intelligence collection plan.
- (6) Establish a joint communications control center.
- (7) Establish an information operations cell.
- (8) Ensure supporting commanders fully understood the assistance required.

b. Executes responsibilities of supporting commander when appropriate:

- (1) Exercise OPCON over assigned and attached forces.
- (2) Determine forces, tactics, methods, procedures and communications to be employed in providing requested support.
- (3) Coordinate with the supported commander, and other supporting commanders, as necessary, to ensure effective and efficient support.
- (4) Monitor the operational situation, and, as required, kept supported commander informed.
- (5) Provide liaison personnel to supported commander.

4. The staff executes responsibilities of assigned command level:

a. Executes responsibilities of a Unified Command (UC) if applicable:

- (1) Plan and conduct military operations in response to crises.
- (2) Prepare joint OPLAN.
- (3) Maintain the preparedness of the command.
- (4) Carry out assigned missions, tasks and responsibilities.
- (5) Establish subordinate UCs.

b. Executes responsibilities of a subordinate UC if applicable:

- (1) Conduct operations on a continuing basis.
- (2) Exercise OPCON over assigned forces and commands.

c. Executes responsibilities of a Joint Task Force (JTF) if applicable:

- (1) Establish a JTF based on a geographical area or functional basis.
- (2) Exercise OPCON over assigned and attached forces.
- (3) Make recommendations to the superior commander on the proper employment of forces.
- (4) Establish JTF headquarters boards, cell, centers and bureaus as needed to complete assigned mission.
- (5) Provide initial guidance concerning the functions and responsibilities of established boards, cells, centers, and bureaus.

5. The staff addresses multinational mission command considerations:

a. Determine placement of U.S. forces under the OPCON of a foreign commander to achieve specific military objectives.

b. Consider such factors as:

- (1) Mission.
- (2) Size of proposed US force.
- (3) Risk involved.
- (4) Anticipated duration.
- (5) Rules of engagement (ROE).

c. Address concerns relating to legality, mission mandate, and prudence early in the planning process.

d. Provide Multinational Force Commander sufficient authority over national forces to achieve unity of effort.

e. Identify command relationships regarding control of forces.

f. Establish command structure: parallel command or lead-nation command.

g. Designate lead nations where appropriate.

h. Choose personnel for multinational command staff.

i. Identify liaison elements.

6. The staff addresses mission command and information system considerations:

a. Make a mission command support System available to the Commander, Joint Task Force (CJTF) that gave him the means to exercise authority and direct assigned and attached forces.

b. Place component tactical mission command systems under the TACON of the JTF.

c. Ensure mission command system is responsive to the JTF.

Note: The following sub-steps and measures outline the mission command OPS responsibilities of the JTF establishing authority and the CJTF.

d. Execute JTF, establishing authority if applicable:

- (1) Ensure mission command systems requirements were supported.
- (2) Coordinate mission command activities.
- (3) Prepare mission command policy and guidance.
- (4) Ensure compatibility of JTF mission command systems.

e. Execute CJTF, establishing authority if applicable:

- (1) Provide overall management of all mission command systems supporting the JTF.
- (2) Ensure adequate and effective mission command systems were available to support the JTF mission command infrastructure.
- (3) Publish mission command plans, annexes, and operating instructions to support the assigned mission.
- (4) Review mission command plans prepared by subordinate commands.
- (5) Ensure both active and passive information management operations.
- (6) Ensure compatibility of JTF mission command systems.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The staff organized joint forces based on commander's guidance:			
a. Established mission command guidance, internally and externally, as early as possible.			
b. Organized forces to best accomplish the mission based on the concept of operations.			
c. Established subordinate commands.			
d. Assigned responsibilities.			
e. Established or delegated appropriate command relationships.			
f. Established coordinating instructions for the component commanders.			
g. Specified mission command arrangements and relationships in the initiating directive.			
2. The staff established command relationships based on commander's guidance:			
a. Established operational control (OPCON) relationships when appropriate:			
(1) Exercised or delegated OPCON or tactical control (TACON).			
(2) Established support relationships among subordinates.			
(3) Designated coordinating authorities.			
(4) Gave direction to subordinate commanders and forces necessary to carry out missions assigned to the command.			
(5) Organized subordinate commanders and forces within the command.			
(6) Prescribed the chain of command to the commanders and forces within the command.			
(7) Assigned command functions to subordinate commanders.			
(8) Established plans, policies, priorities, and overall requirements for the reconnaissance and surveillance activities of the command.			
(9) Conducted joint training and joint training exercises.			
b. Established TACON relationships when appropriate:			
(1) Gave direction for military operations.			
(2) Controlled designated forces.			
(3) Controlled and directed the application of force or tactical use of protection and maneuver assets.			
3. The staff established support relationships based on commanders guidance:			
a. Executed responsibilities of supported commander when appropriate:			
(1) Exercised degree of authority over supporting forces.			
(2) Designated and prioritized targets or objectives.			
(3) Established timing and duration of supporting actions.			
(4) Provided instruction as necessary for coordination and efficiency.			
(5) Developed an intelligence collection plan.			
(6) Established a joint communications control center.			
(7) Established an information operations cell.			
(8) Ensured supporting commanders fully understood the assistance required.			
b. Executed responsibilities of supporting commander when appropriate:			
(1) Exercised OPCON over assigned and attached forces.			
(2) Determined forces, tactics, methods, procedures and communications to be employed in providing requested support.			
(3) Coordinated with the supported commander, and other supporting commanders, as necessary, to ensure effective and efficient support.			
(4) Monitored the operational situation, and, as required, kept supported commander informed.			
(5) Provided liaison personnel to supported commander.			
4. The staff executed responsibilities of assigned command level:			
a. Executed responsibilities of a Unified Command (UC) if applicable:			

(1) Planned and conducted military operations in response to crises.			
(2) Prepared joint OPLAN.			
(3) Maintained the preparedness of the command.			
(4) Carried out assigned missions, tasks and responsibilities.			
(5) Established subordinate UCs.			
b. Executed responsibilities of a subordinate UC if applicable:			
(1) Conducted operations on a continuing basis.			
(2) Exercised OPCON over assigned forces and commands.			
c. Executed responsibilities of a Joint Task Force (JTF) if applicable:			
(1) Established a JTF based on a geographical area or functional basis.			
(2) Exercised OPCON over assigned and attached forces.			
(3) Made recommendations to the superior commander on the proper employment of forces.			
(4) Established JTF headquarters boards, cell, centers and bureaus as needed to complete assigned mission.			
(5) Provided initial guidance concerning the functions and responsibilities of established boards, cells, centers, and bureaus.			
5. The staff addressed multinational mission command considerations:			
a. Determined placement of U.S. forces under the OPCON of a foreign commander to achieve specific military objectives.			
b. Considered such factors as:			
(1) Mission.			
(2) Size of proposed US force.			
(3) Risk involved.			
(4) Anticipated duration.			
(5) Rules of engagement (ROE).			
c. Addressed concerns relating to legality, mission mandate, and prudence early in the planning process.			
d. Provided Multinational Force Commander sufficient authority over national forces to achieve unity of effort.			
e. Identified command relationships regarding control of forces.			
f. Established command structure: parallel command or lead-nation command.			
g. Designated lead nations where appropriate.			
h. Chose personnel for multinational command staff.			
i. Identified liaison elements.			
6. The staff addressed mission command and information system considerations:			
a. Made a mission command support System available to the Commander, Joint Task Force that gave him the means to exercise authority and direct assigned and attached forces.			
b. Placed component tactical mission command systems under the TACON of the JTF.			
c. Ensured mission command system is responsive to the JTF.			
d. Executed JTF, established authority if applicable:			
(1) Ensured mission command systems requirements were supported.			
(2) Coordinated mission command activities.			
(3) Prepared mission command policy and guidance.			
(4) Ensured compatibility of JTF mission command systems.			
e. Executed CJTF, establishing authority if applicable:			
(1) Provided overall management of all mission command systems supporting the JTF.			
(2) Ensured adequate and effective mission command systems were available to support the JTF mission command infrastructure.			
(3) Published mission command plans, annexes, and operating instructions to support the assigned mission.			

(4) Reviewed mission command plans prepared by subordinate commands.			
(5) Ensured both active and passive information management operations.			
(6) Ensured compatibility of JTF mission command systems.			

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
	01-2-0005	Perform Command and Control Missions	01 - Aviation/Aviation Logistics (Collective)	Approved
	01-2-5223	Perform Command and Control (C2) Information Systems Functions	01 - Aviation/Aviation Logistics (Collective)	Approved
	06-6-1116	Prepare the Field Artillery Support Plan	06 - Field Artillery (Collective)	Approved
	63-6-2026	Develop the OPORD/OPLAN, Annexes, and Appendixes	63 - Multifunctional Logistics (Collective)	Approved
	71-9-4720	Conduct Civil Military Operations in Joint Operations Area (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5600	Coordinate Operational Information Operations (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5700	Coordinate Joint Multinational Interagency Support (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved

**Supporting Individual Task(s):**

Step Number	Task Number	Title	Proponent	Status
	191-405-0010	Coordinate Employment of Joint US/UN Forces	191 - Military Police (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. .