

Synopsis Report for Collective Task

71-8-5311

Conduct Soldier and Leader Engagement (Brigade - Corps)

Status: Approved

Status Date: 25 Jun 2010

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**Task Data:**

**Task Type:** Shared  
**WFF:** Mission Command  
**Staff Task:** Yes  
**Task Category:** Army Unit  
**Approved:** 25 Jun 2010  
**Route To CTD Reviewer:** Yes  
**CTD Concurrence:**  
**CTD Comments:**

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**Proponent:** 71 - Combined Arms (Collective)  
**POC Data:**

**Address:** Commander, US Army Combined Arms Center  
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Fort Leavenworth, KS 66027

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**Analysis Initiated:** 15 Mar 2010  
**Approved Date:** 25 Jun 2010

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**SME Reviews and Comments**

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**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 conducting Soldier and Leader engagement. The command has established communications with subordinate and adjacent units, and higher headquarters. The mission command networks, information systems, and facilities and equipment are operational and processing information in accordance with standard operating procedures. This task can be performed in hours of daylight or limited visibility in various environment conditions. The unit has received guidance on the rules of engagement. Some iterations of this task should be performed in MOPP4.

**Standard:** The staff led by the information and influence activities element conducts Leader and Soldier engagement with face-to-face interaction by military leaders, Soldiers, Department of the Army Civilians, and United States Contractor Personnel to inform and influence the local leaders and local populace in order to amplify positive actions, counter threat propaganda, and increase goodwill and support for the friendly mission. All Leader and Soldier engagement is consistent with the approved Military Information Support Operations operations plan as well as the approved strategic communication themes.

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

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<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:** Task content last updated: 25 June 2011

**Notes:** None

## PERFORMANCE STEPS

1. The staff, led by the Inform and Influence Activities Element, identifies information requirements that support Leader and Soldier engagement by:

a. Recommending the commander provide individuals targeted for engagement (media, tribal elders, key influencers, etc.) maximum unrestricted disclosure of unclassified information in accordance with operational security guidance.

b. Providing the commander, Soldiers, Army Civilians, and US Contractor Personnel with the information to conduct Leader and Soldier engagement, and that they are familiar with the unit narrative, media personality profile, and regulations concerning interviews.

c. Providing the commander, Soldiers, Army Civilians, and U.S. Contractor Personnel with the information to understand the history, probable objectives, and biases of the individuals being interacted with.

d. Informing Soldiers, Army Civilians, and US Contractor personnel of the inevitability of media presence during military operations.

e. Briefing Soldiers, Army Civilians, and US Contractor personnel on the scope of information to discuss during a media interview.

f. Briefing Soldiers to represent themselves as Soldiers and to speak about the jobs they perform in the Army.

g. Constructing and maintaining personality profiles to anticipate media, tribal elder, key influencer objectives.

h. Assessing outcomes of commander, Soldiers, Army Civilians, and US Contractor Personnel engagements and consolidating these results to feed unit knowledge management systems and databases so that they influence future evolutions of the Military Decision Making Process.

2. The staff, led by the Inform and Influence Activities Element, integrates planning, preparation, operations, targeting, and assessment to achieve the commander's intent by:

a. Integrating engagement tasks with Public Affairs (PA), Military Information Support Operations (MISO), expenditure of Commander's Emergency Response Program funds, and lethal and nonlethal actions by Provincial Reconstruction Teams and other military units to include the award of contracts.

b. Coordinating Inform and Influence Activities Element with higher headquarters, subordinate and adjacent units.

c. Chairing Inform and Influence Activities Element Working Groups.

d. Integrating Inform and Influence Activities Element tasks into targeting.

e. De-conflicting Inform and Influence Activities Element objectives, MISO themes, messages, and PA actions/activities.

f. Coordinating intelligence/anthropology/civil affairs support to Inform and Influence Activities Element:

(1) Analysis, assessment and information.

(2) Environment preparation.

(3) Human networks analysis and assessment.

(4) Media (print, audio, and video) analysis and assessment.

3. The staff, led by the Inform and Influence Activities Element, coordinates Leader and Soldier engagement and associated strategies by:

a. Providing Inform and Influence Activities Element support to the civil affairs element for the development and implementation of civil affairs programs.

b. Supporting higher echelon Inform and Influence Activities Element requirements for information.

c. Coordinating the dissemination of information and information products received from higher echelons down to subordinate units.

d. Providing subordinate commands with information useful in preparing information products for internal and external release.

4. The staff, led by the Inform and Influence Activities Element, integrated Leader and Soldier engagement into the planning process to include:

a. Mission narrative development.

b. Concept of command engagement.

c. Priority of imagery collection.

d. Nominating targets for operations focused on information engagement.

e. Public affairs planning.

f. Psychological operations planning.

g. Campaign assessment.

5. The staff, led by the Inform and Influence Activities Element, ensures public affairs plans and operations:

a. Inform and educate internal and external publics through public information, command information, and direct community engagement.

b. Factually and accurately inform various publics without intent to propagandize or manipulate public opinion.

c. Facilitate the commander's obligation to support informed United States Citizenry, United States Government decision makers, and as operational requirements may dictate, Non-United States Audiences.

6. The unit, led by the Inform and Influence Activities Element, ensures psychological operations:

a. Convey selected information and indicators which influence the emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals.

b. Induce or reinforce foreign attitudes and behavior favorable to the originator's objectives.

c. Focus toward adversaries, their supporters, and their potential supporters.

7. The unit, led by the Inform and Influence Activities Element, ensures that Combat Camera operations:

a. Generate still and video imagery in support of military operations

b. Provide documentary tools that support leader and Soldier engagement, Military Information Support Operations, and public affairs.

c. Prepare products documenting Army tactical successes that counter threat propaganda claiming the opposite.

8. The unit, led by the Inform and Influence Activities Element, develops engagement objectives or goals which include:

a. An accurate perception of the particular military situation or mission.

b. An understanding of individual and unit roles in mission accomplishment.

c. Recommending Inform and Influence Activities Element tasks to subordinate units.

d. Coordinating and synchronizing the Inform and Influence Activities Element activities of leader and Soldier engagement, public affairs, psychological operations, combat camera, and defense support to public diplomacy with other operational activities.

e. Assisting the commander, staff, and subordinate units in identifying and analyzing those publics and actors whose perceptions, attitudes, beliefs, and behaviors are relevant to the unit's mission.

f. Assisting the commander in clarifying and articulating the desired end state conditions for each relevant public or actor in terms of perceptions, attitudes, beliefs, and behaviors.

g. Assisting the commander with course of action development or campaign design.

h. Assisting the commander in developing the campaign or mission narrative.

i. Leading the Inform and Influence Activities Element working group.

j. Involving the staff in assessing Soldier and Leader effectiveness.

(Asterisks indicates a leader performance step.)

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## PERFORMANCE MEASURES

1. The unit, led by the Inform and Influence Activities Element, identified information requirements that support Leader and Soldier engagement by:
  - a. Recommending the commander provide individuals targeted for engagement (media, tribal elders, key influencers, etc.) maximum unrestricted disclosure of unclassified information in accordance with operational security guidance.
  - b. Providing the commander, Soldiers, Army Civilians, and US Contractor Personnel with the information to conduct Leader and Soldier engagement, and that they are familiar with the unit narrative, media personality profile, and regulations concerning interviews.
  - c. Providing the commander, Soldiers, Army Civilians, and U.S. Contractor Personnel with the information to understand the history, probable objectives, and biases of the individuals being interacted with.
  - d. Informing Soldiers, Army Civilians, and US Contractor personnel of the inevitability of media presence during military operations.
  - e. Briefing Soldiers, Army Civilians, and US Contractor personnel on the scope of information to discuss during a media interview.
  - f. Briefing Soldiers to represent themselves as Soldiers and to speak about the jobs they perform in the Army.
  - g. Constructing and maintaining personality profiles to anticipate media, tribal elder, key influencer objectives.
  - h. Assessing outcomes of commander, Soldiers, Army Civilians, and US Contractor Personnel engagements and consolidating these results to feed unit knowledge management systems and databases so that they influence future evolutions of the Military Decision Making Process.
2. The unit, led by the Inform and Influence Activities Element Element, integrated planning, preparation, operations, targeting, and assessment to achieve the commander's intent by:
  - a. Integrating engagement tasks with Public Affairs (PA), Military Information Support Operations (MISO), expenditure of Commander's Emergency Response Program funds, and lethal and nonlethal actions by Provincial Reconstruction Teams and other military units to include the award of contracts.
  - b. Coordinating Inform and Influence Activities Element with higher headquarters, subordinate and adjacent units.
  - c. Chairing Inform and Influence Activities Element Working Groups.
  - d. Integrating Inform and Influence Activities Element tasks into targeting.
  - e. De-conflicting Inform and Influence Activities Element objectives, MISO themes, messages, and PA actions/activities.
  - f. Coordinating intelligence/anthropology/civil affairs support to Inform and Influence Activities Element:
    - (1) Analysis, assessment and information.
    - (2) Environment preparation.
    - (3) Human networks analysis and assessment.
    - (4) Media (print, audio, and video) analysis and assessment.
3. The unit, led by the Inform and Influence Activities Element, coordinated Leader and Soldier engagement and associated strategies by:
  - a. Providing Inform and Influence Activities Element support to the civil affairs element for the development and implementation of civil affairs programs.
  - b. Supporting higher echelon Inform and Influence Activities Element requirements for information.
  - c. Coordinating the dissemination of information and information products received from higher echelons down to subordinate units.
  - d. Providing subordinate commands with information useful in preparing information products for internal and external release.
4. The unit, led by the Inform and Influence Activities Element, integrated Leader and Soldier engagement into the planning process to include:
  - a. Mission narrative development.
  - b. Concept of command engagement.
  - c. Priority of imagery collection.
  - d. Nominating targets for operations focused on information engagement.
  - e. Public affairs planning.
  - f. Military information support operations planning.
  - g. Campaign assessment.
5. The unit, led by the Inform and Influence Activities Element, ensured public affairs planned and operations:
  - a. Inform and educate internal and external publics through public information, command information, and direct community engagement.
  - b. Factually and accurately inform various publics without intent to propagandize or manipulate public opinion.

c. Facilitate the commander's obligation to support informed United States Citizenry, United States Government decision makers, and as operational requirements may dictate, Non-United States Audiences.
6. The unit, led by the Inform and Influence Activities Element, ensured military information support operations:
a. Convey selected information and indicators which influence the emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals.
b. Induce or reinforce foreign attitudes and behavior favorable to the originator's objectives.
c. Focus toward adversaries, their supporters, and their potential supporters.
7. The unit, led by the Inform and Influence Activities Element, ensured that Combat Camera operations:
a. Generate still and video imagery in support of military operations.
b. Provide documentary tools that support leader and Soldier engagement, military information support operations, and public affairs.
c. Prepare products documenting Army tactical successes that counter threat propaganda claiming the opposite.
8. The unit, led by the Inform and Influence Activities Element, developed engagement objectives or goals which include:
a. An accurate perception of the particular military situation or mission.
b. An understanding of individual and unit roles in mission accomplishment.
c. Recommending Inform and Influence Activities Element tasks to subordinate units.
d. Coordinating and synchronizing the Inform and Influence Activities Element activities of leader and Soldier engagement, public affairs, military information support operations, combat camera, and defense support to public diplomacy with other operational activities.
e. Assisting the commander, staff, and subordinate units in identifying and analyzing those publics and actors whose perceptions, attitudes, beliefs, and behaviors are relevant to the unit's mission.
f. Assisting the commander in clarifying and articulating the desired end state conditions for each relevant public or actor in terms of perceptions, attitudes, beliefs, and behaviors.
g. Assisting the commander with course of action development or campaign design.
h. Assisting the commander in developing the campaign or mission narrative.
i. Leading the Inform and Influence Activities Element working group.
j. Involving the staff in assessing Soldier and Leader effectiveness.

**Supporting Reference(s):**

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	Yes	No
	FM 3-13	INFORMATION OPERATIONS: DOCTRINE, TACTICS, TECHNIQUES, AND PROCEDURES	Yes	No
	FM 5-0	THE OPERATIONS PROCESS	Yes	No
	FM 6-0	MISSION COMMAND: COMMAND AND CONTROL OF ARMY FORCES	Yes	No

**Organization(s):**

Organization Number	Title	Mission (Frequency)
03492R000	HHC, CBRN BRIGADE	Conduct CBRN Operations (Not Selected)
71-8-DIV TOE	Division Headquarters (Staff)	
37802R000	CBRNE OPERATIONAL HEADQUARTERS	Conduct Mission Command (Not Selected)
06402G000	HQB, FIRES BRIGADE	

**TADSS**

Step ID	TADSS ID	Title	Product Type	Quantity
No TADSS specified				

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**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

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

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**Prerequisite Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
	71-8-5111	Conduct the Military Decision Making Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5112	Integrate Requirements and Capabilities (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

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**Supporting Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
	71-8-5331	Conduct Military Information Support Operations (Brigade - Corps)	71 - Combined Arms (Collective)	Approved
	71-9-5800	Provide Public Affairs in the Joint Operations Area (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved

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**Task Level - Supporting OPFOR Task(s):** None

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**Supported CATS Event(s):** None

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**Supported CATS Task Group(s):** None

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**Supported AUTL/UJTL Task(s):**

Article Number	Title
ART 5.3	Integrate Information Superiority Contributors

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**MOPP:** Sometimes**MOPP Statement:** None**NVG:** Never**NVG Statement:** None

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**Equipment (LIN)**

Step ID	LIN	Nomenclature	Qty
No equipment specified			

**Materiel Items (NSN)**

Step ID	NSN	LIN	Title	Qty
No equipment specified				

**Event Type(s):** None**Glossary Term(s):** None**Acronyms:** None**Multimedia:** None**Lesson(s):** None**Course(s):** None**UTL Missions/Elements:****UTL Title:** HHB, FIRES BRIGADE**Org Title:** HHB, FIRES BRIGADE

Mission	Element (Frequency)
No Mission/Element found	

**UTL Title:** Division Headquarters (Staff)**Org Title:** Division Headquarters (Staff)

Mission	Element (Frequency)
No Mission/Element found	

**UTL Title:** HHC CBRN Brigade**Org Title:** HHC, CBRN BRIGADE

Mission	Element (Frequency)
Conduct CBRN Operations	CBRN BDE S-3 (Not Selected)

**UTL Title:** CBRNE Operational Headquarters**Org Title:** CBRNE OPERATIONAL HEADQUARTERS

Mission	Element (Frequency)
Conduct Mission Command	20th SUPCOM G2(Not Selected)
Conduct Mission Command	20th SUPCOM G5(Not Selected)
Conduct Mission Command	20th SUPCOM G3(Not Selected)

**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.