

# Training and Evaluation Outline Report

**Task Number:** 71-9-5330

**Task Title:** Determine Operational End State (Division Echelon and Above [Operational])

**Supporting Reference(s):**

Step Number	Reference ID	Reference Name	Required	Primary
	FM 100-8	THE ARMY IN MULTINATIONAL OPERATIONS	Yes	No
	FM 6-0	MISSION COMMAND: COMMAND AND CONTROL OF ARMY FORCES	Yes	Yes
	JP 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, 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 planning guidance on the determination of the operational end state. Communications are established with subordinate and adjacent units, and higher headquarters. Mission command systems and networks are operational and processing information in accordance with Unit Standing Operating Procedures. Some iterations of this task should be performed in MOPP.

**Standard:** The commander and staff determined the operational end state. The staff has a common understanding of the conditions that define success before initiating the operation. The commander and staff determine the military end state and conditions that achieved strategic objectives. Planners consider what the commander wants to achieve, and what was necessary to end the operation and the activities to be accomplished during the follow-on period. The end state supports other instruments of national power as directed by the National Command Authority and multinational leaders, conserve scarce resources, and help clarify and reduce the risk associated with the 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 task steps and performance measures that may be omitted.

**Special Equipment:** None

**Safety Level:** Low

## Task Statements

**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.

**Notes:** None

## TASK STEPS

### 1. The staff initiates planning:

#### a. The staff addresses planning considerations:

(1) Translate theater strategy and guidance from the National Command Authority (NCA) into clearly defined and attainable objectives.

(2) Refine peacetime strategies and modified existing plans once directed by the NCA to conduct military operations.

(3) Articulate and understand the mission, objective, purpose of the operations, and the commander's vision of the end state to be achieved.

(4) Develop campaign plans as appropriate to include detailed military objectives (end state).

(5) Integrate and synchronize military activities across the spectrum of conflict operations with other instruments of national power.

(6) Focus military activities on common national goals.

(7) Express the desired end state clearly to the media in order to gain and maintain public support.

(8) Describe conditions required to meet the end state in terms of the Host Nation's (HN) capabilities, and Combined/Joint Task Force (C/JTF) capabilities.

#### b. The staff develops estimates:

(1) Define the mission.

(2) Clearly defined the military end state to be achieved.

(3) Identify the military or related political and social conditions that must be produced in the operational area to achieve the strategic goal.

(4) Confirm common understanding at all levels of the conditions that define success.

(5) Include a visualization of what is required to accomplish the mission, and a clear expression of alternatives to achieve the end state.

(6) Express alternatives to achieve the end state in the estimate.

#### c. The staff coordinates intelligence support:

(1) Identify intelligence requirements.

(2) Develop a collection plan.

(3) Monitor indications and warnings (I&W) problem sets.

(4) Analyze adversary activity.

(5) Provide intelligence assessments of adversary capabilities, vulnerabilities, centers of gravity (COGs), intentions, and possible courses of action (COAs).

2. The staff addresses multinational considerations:

- a. Verify that multinational goals were attainable, clearly define, and supported by each member nation.
- b. Establish coordination policy.
- c. Exchange qualified liaison officers.
- d. Involve all member nations in the decision making process.
- e. Keep plans in multinational operations simple and focus on clearly defined objectives.
- f. Issue plans well enough in advance to allow sufficient time for member forces to conduct their own planning.
- g. Standardize procedures.
- h. Determined what intelligence might be shared with forces of other nations based on agreements and US law.

3. The staff conducts interagency coordination:

- a. Establish close, continuous interagency coordination and cooperation.
- b. Develop an understanding of the involved organizations and their objectives.
- c. Confirm coordination of all objectives to reach the desired end state.
- d. Identify clearly define, decisive, and attainable objectives and end state.
- e. Reach agreement on the means to achieve determined objectives.
- f. Assign specific and agreed upon responsibilities to the agency that provided identified capabilities.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The staff initiated planning:			
a. The staff addressed planning considerations:			
(1) Translated theater strategy and guidance from the National Command Authority (NCA) into clearly defined and attainable objectives.			
(2) Refined peacetime strategies and modified existing plans once directed by the NCA to conduct military operations.			
(3) Articulated and understood the mission, objective, purpose of the operations, and the commander's vision of the end state to be achieved.			
(4) Developed campaign plans as appropriate to include detailed military objectives (end state).			
(5) Integrated and synchronized military activities across the spectrum of conflict operations with other instruments of national power.			
(6) Focused military activities on common national goals.			
(7) Expressed the desired end state clearly to the media in order to gain and maintain public support.			
(8) Described conditions required to meet the end state in terms of the Host Nation's (HN) capabilities, and Combined/Joint Task Force (C/JTF) capabilities.			
b. The staff developed estimates:			
(1) Defined the mission.			
(2) Clearly defined the military end state to be achieved.			
(3) Identified the military or related political and social conditions that must be produced in the operational area to achieve the strategic goal.			
(4) Confirmed common understanding at all levels of the conditions that define success.			
(5) Included a visualization of what is required to accomplish the mission, and a clear expression of alternatives to achieve the end state.			
(6) Express alternatives to achieve the end state in the estimate.			
c. The staff coordinated intelligence support:			
(1) Identified intelligence requirements.			
(2) Developed a collection plan.			
(3) Monitored indications and warnings (I&W) problem sets.			
(4) Analyzed adversary activity.			
(5) Provided intelligence assessments of adversary capabilities, vulnerabilities, centers of gravity (COGs), intentions, and possible courses of action (COAs).			
2. The staff addressed multinational considerations:			
a. Verified that multinational goals were attainable, clearly defined, and supported by each member nation.			
b. Established coordination policy.			
c. Exchanged qualified liaison officers.			
d. Involved all member nations in the decision making process.			
e. Kept plans in multinational operations simple and focused on clearly defined objectives.			
f. Issued plans well enough in advance to allow sufficient time for member forces to conduct their own planning.			
g. Standardized procedures.			
h. Determined what intelligence might be shared with forces of other nations based on agreements and US law.			
3. The staff conducted interagency coordination:			
a. Established close, continuous interagency coordination and cooperation.			
b. Developed an understanding of the involved organizations and their objectives.			
c. Confirmed coordination of all objectives to reach the desired end state.			

d. Identified clearly defined, decisive, and attainable objectives and end state.			
e. Reached agreement on the means to achieve determined objectives.			
f. Assigned specific and agreed upon responsibilities to the agency that provided identified capabilities.			

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
	71-8-5120	Prepare for Tactical Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	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
	71-8-5124	Revise the Plan (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5139	Maintain Synchronization (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5144	Develop Running Estimates (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5336	Facilitate Media Operations (Division and Above)	71 - Combined Arms (Collective)	Approved
	71-8-5410	Provide Interface or Liaison Among Military and Civilian Organizations (Battalion-Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5450	Conduct Negotiations with and Between Other Government Agencies and NonGovernmental Organizations (Battalion - Corps)	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
	150-718-5130	Assess The Current Situation (Battalion - Corps)	150 - Combined Arms (Individual)	Approved
	150-718-5144	Prepare a Running Estimate	150 - Combined Arms (Individual)	Approved
	150-718-5315	Establish the Common Operational Picture	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. .