

Training and Evaluation Outline Report

Task Number: 71-8-5200

Task Title: Conduct Command Post 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	No
	ADRP 6-0	Mission Command	Yes	Yes
	ATP 3-90.90	Army Tactical Standard Operating Procedures	Yes	No
	ATTP 5-0.1	Commander and Staff Officer Guide	Yes	No

Condition: The command has received an operations plan, or warning, or operations, or fragmentary order from higher headquarters and is exercising mission command. The commander has issued guidance on conducting command post 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 staff conducts command post operations. The staff and mission command systems support continuous operations while communicating with all subordinate units, and higher and adjacent units. The staff and mission command system's arrangement facilitates internal coordination, information sharing, and rapid decision making. The staff employs procedures to execute the operations process within the command post to enhance the execution of mission command. The staff uses standard operating procedures, battle rhythm, meetings, and working groups to assist the commander in effectively conducting mission command.

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 staff's or unit's 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:

Notes: Task content last updated: 9 November 2011

TASK STEPS

1. The staff led by the chief of staff (COS)/executive officer (XO) conduct command post (CP) operations based on the commander's guidance and at a minimum include:
 - a. Maintaining running estimates and the common operational picture (COP).
 - b. Controlling operations.
 - c. Assessing operations.
 - d. Developing and disseminating orders.
 - e. Coordinating with higher, lower, and adjacent units.
 - f. Conducting knowledge management (KM) and information management (IM).
 - g. Performing CP administration.
2. The staff led by the COS/XO conduct the following activities in the main CP:
 - a. Controlling and synchronizing current operations.
 - b. Monitoring and assessing current operations (including higher and adjacent units) for their impact on future operations.
 - c. Planning operations, including branches and sequels.
 - d. Assessing the overall progress of operations.
 - e. Preparing reports required by higher headquarters (HQ) and receiving reports from subordinate units.
 - f. Providing a facility for the commander to control operations, issue orders, and conduct rehearsals.
3. The deputy commander/operations officer leads the tactical CP when deployed and includes the following activities:
 - a. Monitoring and controlling current operations.
 - b. Providing information to the COP.
 - c. Assessing the progress of operations.
 - d. Monitoring and assessing the progress of higher and adjacent units.
 - e. Performing short-range planning.
 - f. Providing input to targeting and future operations planning.
 - g. Providing a facility for the commander to control operations, issue orders, and conduct rehearsals.
4. The early-entry command post lead by the deputy commander/COS/XO performs the functions of the main and tactical CPs until those CPs are deployed and fully operational:

- a. Assist in controlling operations during the deployment phase of an operation.
 - b. Consists of personnel and equipment from the tactical CP with additional intelligence analysts, planners, and other staff officers from the main CP based on the situation.
5. The command group assists the commander in controlling operations away from the CP.
- a. Organized and equipped to suit the commander's decisionmaking and leadership requirements to accomplish critical mission command tasks anywhere in the area of operations (AO).
 - b. Includes staff representation that can immediately affect current operations.
 - c. The commander's mobile CP (divisions and corps) consists of ground and air components equipped with information systems (INFO SYS).
 - (1) Allows the commander to move to critical locations to personally assess a situation, make decisions, and influence operation.
 - (2) Consists of INFO SYS and a small staff that allow commanders to retain communications with the entire force.
6. The staff, led by the COS/XO mans, equips, and organizes the CP to support 24-hour operations while continuously communicating with all subordinate units, higher and adjacent units.
7. The staff led by the COS/XO arranges CP personnel and equipment to support CP activities based on the commander's guidance and include:
- a. Maintaining internal coordination.
 - b. Maintaining information sharing.
 - c. Supporting rapid decisionmaking.
 - d. Developing procedures to execute the operations process to enhance how the CP exercises mission command.
8. The staff uses the following procedures or processes to effectively conduct CP operations:
- a. CP's standard operating procedures (SOP).
 - b. A battle rhythm.
 - c. Meetings.
9. The staff follows the CP's SOP:
- a. External SOPs that standardize each CP's internal operations and administration.
 - b. External SOPs developed for the force that standardize interaction among CPs and between subordinate units and CPs.
 - c. The CP SOPs includes at a minimum the following:
 - (1) Organization of the CP.

- (2) Establishing and setting-up of the CP.
 - (3) Staffing and shift plans, that include eating and sleeping plans.
 - (4) A physical security and defensive plan.
 - (5) Priorities of work.
 - (6) Vehicle and maintenance schedules, including journals and maintenance logs.
 - (7) Load plans and equipment checklists.
 - (8) Orders production and dissemination procedures.
 - (9) Plans for handling, storing, and cleaning up hazardous materials.
10. The staff trains and rehearses CP battle drills that encompass a variety of situations to include, but not limited to:
- a. React to an air, ground, or chemical attack.
 - b. React to indirect fire.
 - c. React to jamming or suspected communications compromise.
 - d. Execute time-sensitive targets.
 - e. Execute a close air support (CAS) or joint fires mission.
 - f. React to a mass casualty incident.
 - g. React to a civil riot or incident.
 - h. React to significant collateral damage.
 - i. React to a misinformation incident.
11. The staff coordinate activities and inform each other continuously during operations by sharing the following:
- a. Answers to the commander's critical information requirement (CCIR).
 - b. Identifying exceptional information.
 - c. Information that potentially affects the entire force to include HQ and subordinate units as the situation dictates.
 - d. Relevant information (RI) and articulating why it is needed.
12. The COS/XO monitors shift-change briefings during continuous operations by:
- a. Determining if shift-change briefings are formal or informal.

b. Determining which staff members must attend; may include selected staff members or the entire staff.

c. Monitoring shift-change briefings to ensure they include at a minimum:

(1) Current unit status.

(2) Significant activities that occurred during the previous shift.

(3) Significant decisions and events anticipated during the next shift.

13. The staff uses reporting systems that:

a. Facilitate timely and effective information exchange among CPs and higher, lower, and adjacent HQ.

b. Provide reports and returns that support effective IM.

c. Identifies the writer, the frequency and time, and recipient of each report.

d. Lists nonstandard reports in Annex R (Reports) of the operation plan and operation order.

14. The staff provides the commander with operation update and assessment briefings:

a. Daily or anytime the commander calls for one.

b. Content that is similar to the shift-change briefing but has a different audience.

c. Provides all key personnel with a common situational awareness.

d. Includes staff sections presenting their running estimates.

e. Includes subordinate commanders briefing their current situation and planned activities.

f. The staff and subordinate commanders participate using available communications, including radio, conference calls, and video teleconference.

g. Follows a sequence and format specified by SOPs.

15. Staff representatives for each cell and separate staff section, chaired by the G3/S3, participate in the operations synchronization meetings during the current operation that include:

a. Synchronizing all warfighting functions and other activities in the short-term planning horizon.

b. Confirming all staff members have a common understanding of the current operations, including upcoming and projected actions at decision points (DP).

c. Does not replace the shift-change briefing or operation update and assessment briefing.

d. Includes a fragmentary order addressing any required changes to maintain synchronization of current operations, and any updated planning guidance for upcoming working groups and boards.

e. Monitors warfighting functions and appropriate fragmentary orders to ensure they are issued to subordinates based on the commander's intent for current operations.

16. The staff plans for transferring control of the operation between CPs.

- a. Follows the SOP.
- b. Review specific instructions to ensure they are included in the operation order/plan.
- c. Inform subordinates of network operation changes that route information to the new controlling CP.

17. The COS/XO establishes a daily battle rhythm to synchronize current and future operations of the command, staff, and unit activities to include:

- a. Establishing a logically sequence for each meeting, to include working groups and boards, in order to have one meeting's outputs available as another meeting's inputs (to include higher HQ meetings).
- b. Balancing other staff duties and responsibilities with the time required to plan, prepare for, and hold meetings and conduct briefings.
- c. Identifying ways to combine meetings and eliminate unproductive ones.
- d. Establishing a routine for staff interaction and coordination.
- e. Facilitating interaction between the commander and staff.
- f. Synchronizing activities of the staff in time and purpose.
- g. Facilitating planning by the staff and decisionmaking by the commander.
- h. Identifying changes during execution as operations progress.
- i. Integrating cell/section planning requirements.
- j. Considering other factors such as:
 - (1) Higher HQ battle rhythm and report requirements.
 - (2) Subordinate HQ battle rhythm requirements.
 - (3) The duration and intensity of the operation.

18. The staff participate in commander's meetings that are established to integrate the staff and enhance planning and decisionmaking within the HQ.

- a. The commander determines the purpose of the meeting:
 - (1) Present and exchange information.
 - (2) Solve problems.
 - (3) Coordinate action.
 - (4) Make decisions.

b. The meetings may included a unit's battle rhythm and the cells/sections responsible for them:

- (1) Shift-change briefing (current operations integration cell/operations section).
- (2) Operation update and assessment briefings (current operations integration cell/operations section).
- (3) Operations synchronization meeting (current operations integration cell/opertaions section).
- (4) Planning meetings and briefings (plans or future operations cells/operations section).
- (5) Working groups and boards (various functional and integrating cells/specific sections).

c. The commander establishes and maintains only those meetings required by the situation.

d. The commander, assisted by the COS/XO, establish, modify, and dissolve meetings as the situation evolves

e. The staff address the following during each meetings:

- (1) Purpose.
- (2) Frequency.
- (3) Composition (chair and participants).
- (4) Inputs and expected outputs.
- (5) Agenda.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
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a. Synchronization of all warfighting functions and other activities in the short-term planning horizon.			
b. Confirmed all staff members had a common understanding of the current operations, including upcoming and projected actions at decision points (DP).			
c. Did not replace the shift-change briefing or operation update and assessment briefing.			
d. Included a fragmentary order that addressed any required changes that maintained synchronization of current operations, and any updated planning guidance for upcoming working groups and boards.			
e. Monitored warfighting functions and appropriate fragmentary orders and ensured they were issued to subordinates based on the commander's intent for current operations.			
16. The staff planned for transferring control of the operation between CPs.			
a. Followed the SOP.			
b. Reviewed specific instructions to ensure they were included in the operation order/plan.			
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a. Established a logically sequence for each meeting, to include working groups and boards, in order to have one meeting's outputs available as another meeting's inputs (to include higher HQ meetings).			
b. Balanced other staff duties and responsibilities with the time required to plan, prepare for, and hold meetings and conduct briefings.			
c. Identified ways to combine meetings and eliminate unproductive ones.			
d. Established a routine for staff interaction and coordination.			
e. Facilitated interaction between the commander and staff.			

NVG: Never

NVG Statement: None

Prerequisite Collective Task(s): None

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-8-5250	Maintain Continuity of Mission Command (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5310	Manage Information and Data (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5315	Process Relevant Information (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5330	Integrate Situational Understanding Through Knowledge Management (Brigade - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5900	Conduct Cyber/Electromagnetic Activities (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-6300	Conduct Information Assurance (Brigade - Corps)	71 - Combined Arms (Collective)	Approved

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-100-1001	Perform Preventative Maintenance Checks and Services on the Tactical Mission Command Workstation (V10.0)	150 - Combined Arms (Individual)	Approved
	150-100-1002	Setup the Tactical Mission Command Workstation for Operation (V10.0)	150 - Combined Arms (Individual)	Approved
	150-100-1003	Perform Trouble Shooting Procedures on the Tactical Mission Command Workstation (V10.0)	150 - Combined Arms (Individual)	Approved
	150-100-1004	Prepare the Command Post of the Future Workstation for Operation (V10.0)	150 - Combined Arms (Individual)	Approved
	150-100-1005	Perform Data Collection (V10.0)	150 - Combined Arms (Individual)	Approved
	150-100-1006	Produce a Shared Plan Using the Command Post of the Future Workstation (V10.0)	150 - Combined Arms (Individual)	Approved
	150-100-1007	Create a Collaborative Mission Plan (V10.0)	150 - Combined Arms (Individual)	Approved
	150-100-1008	Setup the Tactical Mission Command Gateway for Operation (V10.0)	150 - Combined Arms (Individual)	Reviewed
	150-100-1009	Organize Command Post of the Future Workstation Data Products (V10.0)	150 - Combined Arms (Individual)	Approved
	150-100-1010	Create Archives Using the Command Post of the Future Workstation (V10.0)	150 - Combined Arms (Individual)	Approved
	150-100-1013	Produce a Collaborative Brief (V10.0)	150 - Combined Arms (Individual)	Approved
	150-718-5117	Prepare a Warning Order	150 - Combined Arms (Individual)	Approved
	150-718-5120	Participate in Receipt of Mission Planning	150 - Combined Arms (Individual)	Approved
	150-718-5122	Perform Rehearsals	150 - Combined Arms (Individual)	Approved
	171-133-5012	Orchestrate the Employment of Battalion-Squadron Combat Trains	171 - Armor (Individual)	Approved
	171-133-5315	Supervise Displacement of a Command Post (CP)	171 - Armor (Individual)	Approved
	171-170-0028	Perform Remote Access Security Procedures Using Force XXI Battle Command Brigade-and-Below / Blue Force Tracking (FBCB2 / BFT)	171 - Armor (Individual)	Approved
	171-630-0050	Establish Combat Trains Command Post (CTCP) at Battalion/Squadron Level	171 - Armor (Individual)	Approved
	171-630-0082	Supervise Command Post Activities at Battalion / Squadron Level	171 - Armor (Individual)	Approved
	171-630-0096	Understand the Functions and Roles of All Battalion-Squadron-Brigade Combat Team-Armored Cavalry Regiment Staff Sections	171 - Armor (Individual)	Approved
	551-882-3020	Manage the Use of Battle Command Sustainment Support System (BCS3) While Deploying	551 - Transportation (Individual)	Approved
	551-882-3119	Develop Automated In-transit Visibility (ITV) Plan	551 - Transportation (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. .