TC 6-0.2

TRAINING THE COMMAND AND CONTROL WARFIGHTING FUNCTION FOR BATTALIONS AND BRIGADES

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TRAINING THE COMMAND AND CONTROL WARFIGHTING FUNCTION FOR BATTALIONS AND BRIGADES

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Preface

TC 6-0.2 *Training the Command and Control Warfighting Function for Battalions and Brigades*, is a guide for commanders of units with staffs and command posts (CPs) to use during unit training management and planning. This TC provides the framework for commanders, leaders, and Soldiers who prioritize, plan, prepare, execute, and assess training for command and control (C2). The products described in this publication are developed to support C2 training at each echelon. Proficiency for each task in these tables is established in AR 350-1 and is further explained in FM 7-0. The three possible proficiency ratings for collective tasks are Fully Trained (T), Practiced (P), and Untrained (U). This publication is written to include four training audiences: commanders, staffs, CP personnel and the digital crew. In addition to the training aspects of this publication, educators throughout the Army will find significant value using this TC as a reference for C2 and training management topics.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and in some cases host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (Refer to FM 6-27, *The Commander's Handbook on the Law of Land Warfare,* for legal compliance.)

TC 6-0.2 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. TC 6-0.2 is not the proponent for any Army doctrinal terms. When first defining other proponent definitions in the text, the term is italicized, and the number of the proponent publication follows the definition. Subsequent uses of the term are not italicized.

TC 6-0.2 applies to all components of the United States Army: The Active Army (component (COMPO) 1), the Army National Guard/Army National Guard of the United States (COMPO 2), and the United States Army Reserve (COMPO 3) unless otherwise stated.

The proponent of TC 6-0.2 is the U.S. Army Mission Command Center of Excellence (MCCOE). The preparing agency is the Directorate of Training, U.S. Army MCCOE, Combined Arms Center, Fort Leavenworth, KS. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms), U.S. Army Mission Command Center of Excellence, ATTN: DOT MCCOE, Bldg. 472, Room 313, 310 McPherson Ave., Ft. Leavenworth, KS 66027; or submit an electronic DA Form 2028 to usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ted@army.mil.

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Introduction

This publication is updated with the C2 warfighting function (WFF), whereas the previous version was written when doctrine still referred to the mission command WFF. *The command and control warfighting function* (C2 WFF) is the related tasks and a system that enable commanders to exercise authority and direction to accomplish missions (ADP 3-0). The Army defines mission command (MC) as the Army's approach to C2 that empowers subordinate decision making and decentralized execution appropriate to the situation (ADP 6-0). To assist in commanding forces and controlling operations, commanders, at every echelon, establish a C2 system, which is the arrangement of people, processes, networks, and command posts (CPs) that enable commanders to conduct operations (ADP 6-0). Effective commanders use this publication to increase the state of readiness of their C2 system to ensure their units are prepared to conduct large-scale combat operations (LSCO).

This publication describes the training pathway for the commander and staff as they implement the C2 system. Figure Introduction-1 illustrates the exercise of C2. This publication highlights the training pathway for the commander, the staff, the CPs, and the digital crew.

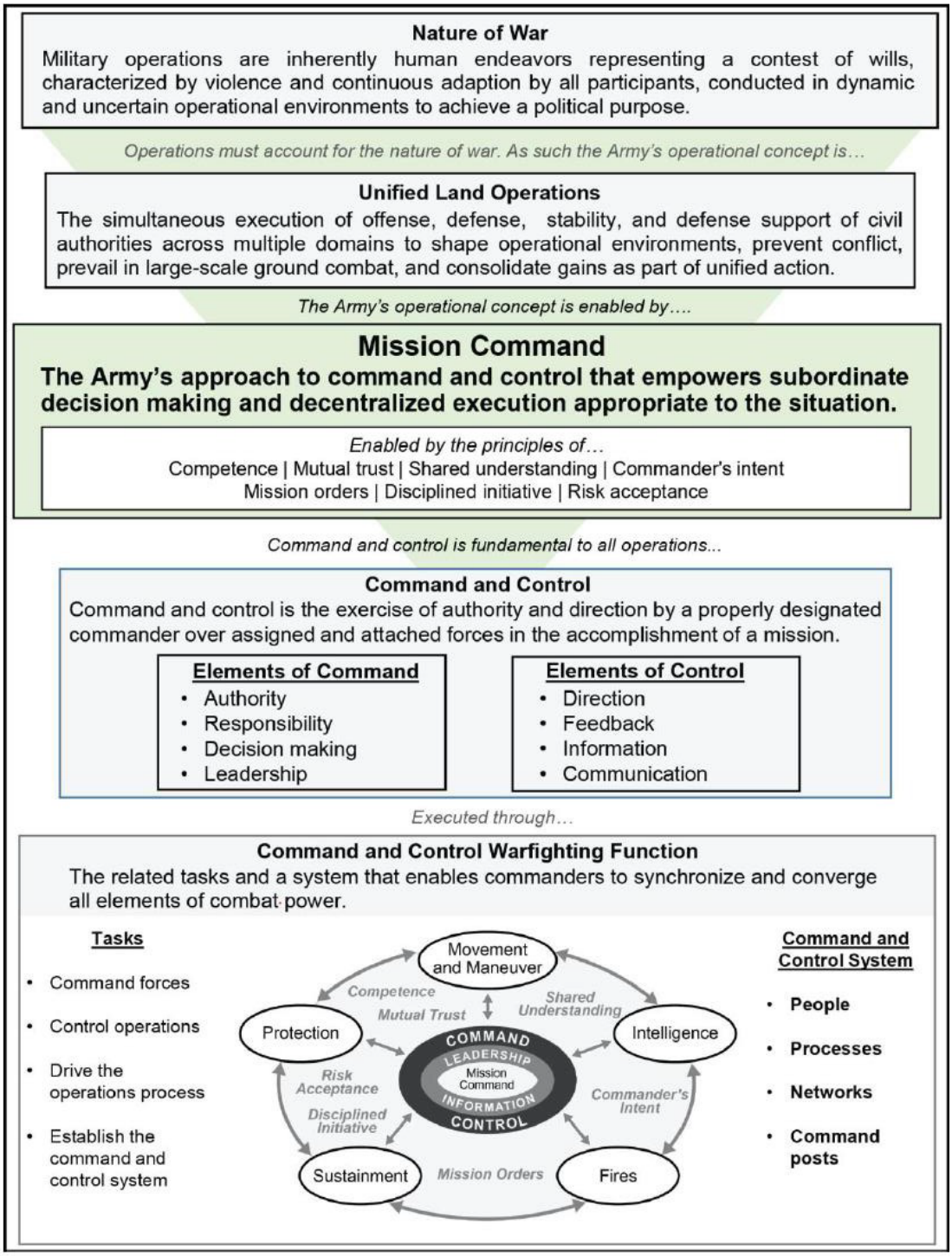


Figure Introduction-1. The Exercise of Command and Control (ADP 6-0)

To assist commanders in building and maintaining their overall C2 and unit readiness, this TC provides C2 training tables (C2TTs). The C2TTs are a series of task based tables for training a unit's commander, staff, all CPs, and digital crews on individual and collective task training objectives with clear inputs and outputs. The C2TTs are designed to function and be applied like those of typical gunnery tables that commanders use to certify and validate tank or fighting vehicle crews. The tables are divided into the four distinct categories: the commander, the staff, the CP, and the digital crew.

This publication provides information about the Army's approach to training the C2 WFF and highlights several training considerations and enablers that, when implemented, will improve unit readiness.

Chapter 1, Command and Control Warfighting Function Training Tables – Battalions, describes battalion- level command and control training and the training tables for each cohort.

Chapter 2, Command and Control Warfighting Function Training Tables – Brigades, describes brigade-level C2 training and the C2TTs for each cohort for brigade combat teams and functional and multifunctional brigades.

Each chapter is structured with five sections: Chapter introduction, commander training tables, staff training tables, command post training tables, and digital crew training tables.

Appendix A, Command and Control Training Management, describes how the C2TTs should be integrated into the unit's training management process and products.

Appendix B, Large-Scale Combat Operations and Multidomain Considerations for Command and Control Training, describes how factors of the modern operational environment (OE) impact the command post system and how to account for them in training.

Appendix C, Battle Rhythm Training Considerations for Large-Scale Combat Operations, describes the unit battle rhythm and considerations for training its implementation.

Appendix D, Command and Control Training Resources, lists the training products – individual tasks, collective tasks, drills, training support packages, and more – that are referenced in the body of the TC.

Appendix E, Training Tables Quick Reference, provides convenient roll-ups of the tables for each of the four training audiences for battalion and brigade.

One noteworthy change since this training circular (TC) was last printed is that the title for the duty position for a key leader in training the digital crew has changed. The Mission Command Digital Master Gunner (MCDMG or DMG), formerly holder of the 5C additional skill identifier (ASI), is now known as the C2 Information Integrator. For simplicity, this publication sometimes uses 'information integrator' to identify Soldiers who lead the digital crew.

SUPPORTING TRAINING REFERENCES

The C2TTs are built using individual tasks, collective tasks, drills, and training support packages (TSPs). A *training and evaluation outline* (T&EO) is a summary document that provides information on individual or collective task training objectives, resource requirements, and evaluation procedures (FM 7-0). The T&EOs for these 'building blocks' of the C2TTs are not included in this TC, but may be downloaded from the Army Training Network (ATN <https://atn.army.mil/>), or from the Central Army Registry (CAR <https://rdl.train.army.mil/catalog/dashboard>) using a common access card (CAC). Authorized CAC users access the CAR and find specific T&EOs by locating the empty "search the CAR field" and entering either the T&EO number, T&EO title, or both, and then clicking on the magnifying glass search icon. If the actual T&EO number is unknown, then a search can still be made using the title. Once the T&EO number or title or both have been entered in the search field, tasks with similar titles, or task numbers, will also populate. The user then scrolls down the listing to find the requested T&EO.

The first set of digits in a T&EO number identifies whether the task is an individual or a collective task by. Two-digit numbers identify the task as collective, whereas a three-digit number indicates that the task is an individual task. Additionally, these initial numbers indicate which Proponent developed and manages the task. The echelon or task type is identified by the middle set of letters. For example, BN for battalion, or LDR for leader. The last set of numbers identifies the specific task. To illustrate, the T&EO number for "*Conduct the Operations Process for Command and Control*" is 71-BN-5100. The initial number "71" identifies this task as collective and that it was developed by the MCCOE. The middle set of letters "BN" identifies this task as a battalion echelon task. The last set of numbers connects the type of task (such as collective or individual) to the task title "*Conduct the Operations Process for Command and Control*".

The T&EOs provide the conditions, standards, and performance measures that describe how and under what circumstances the tasks listed therein are performed. Refer to Appendix D for a cumulative listing of tasks and drills that are identified within this publication.

The MCCOE has developed other training materials that can assist the commander in setting training conditions and conducting the training reflected in these tables, including:

- Warfighter Training Support Packages (WTSPs). A WTSP is a complete, detailed, exportable package integrating training products, materials, and information necessary to support operating force training. WTSPs provide the actual details for securing the materials, training venues, and other necessary resources identified in each Unit CATS training event supporting the Standard METL for designated units. (see Appendix D for instructions on downloading training support packages):
  - WTSP-71-TS-BDE201 - *Displace the Command Post for Brigades*.
  - WTSP-71-TS-BDE201 (Europe) - *Displace the Command Post for BCTs Warfighter Training Support Package*.
- Individual Training Support Packages (ITSPs) that commanders can use for self-study or to train their key staff and subordinate unit commanders on the following:
  - ITSP 150-C2-6000/1.0 – *Command Post Survivability*.
  - ITSP 150-C2-5115 / 1.0 – *Wargaming*.
  - ITSP 150-DIV-0006/ 2.0 (China) - *The Division Commander Drives the Operations Process (China)*.
  - ITSP 150-DIV-0006 / 2.0 (Russia) - *The Division Commander Drives the Operations Process ITSP (Russia)*.
  - ITSP 150-C2-5104 / 1.0 - *Conduct Plans-to-FUOPS-to-CUOPS Transition*.
- Other C2 training supporting materials are available from the MCCOE Directorate of Training (DOT) MS Teams page using Teams code **2wqy4u7**.

Units can contact the MCCOE DOT at the following address with questions or suggestions regarding the C2TTs or any of the supporting training materials: usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ted@army.mil.

COMMAND AND CONTROL INFORMATION SYSTEMS (C2IS)

This TC uses the term and abbreviation command and control information system (C2IS) to mean computer systems and software designed to assist Army units in commanding forces and controlling operations or specific aspects thereof (e.g. a specific WFF). As of this writing, C2IS in use by Army units and trained at mission training complexes (MTCs) includes:

- AFATDS: Advanced Field Artillery Tactical Data Systems
- AMDWS: Air and Missile Defense Workstation
- ATAK: Android Tactical Assault Kit
- CPCE: Command Post Computing Environment
- CPOF: Command Post of the Future
- GCCS: A- Global Command and Control System–Army
- GCCS-A/JC2: Global Command and Control System-Army/Joint Command and Control
- DCGS-A: Distributed Common Ground System-Army
- GCCS–J: Global Command and Control System–Joint
- JADC2: Joint All Domain Command and Control
- JBC-P: Joint Battle Command – Platform (runs Mounted Mission Command (MMC) software.
- TAK: Tactical Assault Kit
- TAIS: Tactical Airspace Integration System
- Various servers that support the C2ISto include:
  - GCCS-A server
  - Intel Fusion Server (IFS) for DCGS-A
  - Tactical Server Infrastructure (TSI)
- WINTAK: Windows Tactical Assault Kit

Chapter 1

Command and Control Warfighting Function Training Tables – Battalions

This chapter describes training tables for Army battalions, squadrons, and similar units with two or more company-sized subordinate units, commanded by lieutenant colonels that have staffs (typically S-1 through S-4 and S-6) and one or more command posts (CPs). The command and control training tables (C2TTs) for battalions are designed to develop and test the proficiency of four training audiences–commander, staff, CPs, and digital crew–at the basic, intermediate, and advanced levels. The tasks in each table are intended to replicate training under realistic conditions against threats in all domains (air, land, maritime, space, and cyberspace) in the operational environment (OE). The C2TTs are designed to be executed in conjunction with training events listed in the unit's Combined Arms Training Strategy (CATS). Progression through all tables will reinforce perishable skills and refine organizational processes and procedures. This chapter initially discusses considerations and tasks the commander uses to be an effective commander. This is followed by the staff training tables that reflect how the staff supports the commander. The chapter then covers the tasks involved with training CP personnel and how they support the commander. The chapter concludes with training the digital crew and how the digital crew supports the commander and staff.

SECTION I – INTRODUCTION TO CHAPTER 1

1-1. Section I discusses the overview and scope for chapter 1.

OVERVIEW

1-2. Chapter 1 assists battalion commanders in verifying proficiency in collective and individual training through a certification and validation process. The unit progresses through a common, standard, and commander-driven certification of the unit commander, staff, CPs, and digital crews. Validation of the unit's command and control (C2) system occurs through an externally evaluated culminating exercise, usually the unit's External Evaluation (EXEVAL). Refer to Appendix D for a cumulative listing of tasks and drills that are identified within this publication.

SCOPE

1-3. The tables in this chapter apply to Army battalion headquarters. Given the broad variety of battalion-sized units, it is likely that some of those units will lack staff structure or equipment to execute selected tasks in some of these tables. For example, an Army field support battalion CP is not designed to be mobile, or a Forward Engineer Support Team may be designed to deploy with another unit's headquarters, so it wouldn't necessarily need to secure its command post while conducting C2. In such cases, battalion commanders discuss which tasks to perform during each table – and in particular prior to Table X Validation Exercise –with their higher headquarters commander.

1-4. The C2TTs are closely aligned with the battalion level C2 functional CATS. The exercises mentioned in the C2TTs are meant to nest with collective training the unit is already performing. A commander does not need to schedule a training event outside the scope of the unit CATS solely for purpose of completing the C2TTs. However, as resources, time, and other restrictions affect training, commanders can extend or repeat any of the tables to enhance unit training, based on their assessment of the unit's proficiency.

1-5. Given the current Army training guidance of focusing live training at the company level and below, battalion commanders will have to seek opportunities to train their staff, CP personnel, and digital crew

as oversight of company level training. In some cases, battalion-level training may take the form of providing stimulation to and reacting to responses from companies conducting company through squad/crew level training. Mission training complexes (MTCs) can provide commanders with support to command post exercises (CPXs), staff exercises (STAFFEXs), and games for training (GFT).

1-6. This chapter details all battalion level of C2 warfighting function (WFF) training and certifications in detail. Table 1-1 on page 3 summarizes how the C2TTs support C2 training and shows the progressive objectives for the battalion. Tables I-V guide the unit through basic proficiency of the listed tasks at the cell and section level. The four training audiences will typically train Tables I-V independently. Table VI is the certification for each of the training audiences: namely the commander, the staff, CP personnel, and the digital crew. Tables VII-VIII reflect advanced task mastery at the headquarters level. Tables IX and X provide the framework for validating the C2 WFF proficiency of the battalion headquarters. The four training audiences will train together to progress through Tables VI-X.

Table 1-1. Battalion Command and Control Training Tables

Method	Table	Commander	Staff	Command Post	Digital Crew
Cell and Section Based Training	I	Establish Organizational Business Rules and Develop Training Strategy	Organize and Acclimate Staff to the Organization	Conduct Pre-Combat Inspection (Equipment and Maintenance)	Execute Basic Command and Control Information System Operations
	II	Establish the Training Environment	Develop Military Decision-Making Process Skills at the Section Level	Identify Command Post Characteristics	Integrate Command Post Systems
	III	Organize the Command and Control System	Establish Staff and Cell Processes and Integrate Warfighting Functions	Establish Command Post Layout	Develop the Common Operational Picture
	IV	Prepare the Headquarters for Operations	Synchronize Command Post Operations	Determine Command Post Survivability and Sustainability	Synchronize Operations
Collective Training	V	Drive the Operations Process	Conduct Staff Rehearsal	Conduct Command Post Rehearsal	Conduct Command and Control Information System Rehearsal
	VI Certification	Assess and Certify the Headquarters	Conduct Staff Certification	Conduct Command Post Certification	Conduct Digital Crew Certification
Collective Training with Augmentees	VII	Direct Command and Control System Integration	Integrate the Command and Control System	Conduct Command Post Operations	Integrate the Command and Control System
	VIII	Apply the Mission Command Approach to Command and Control	Synchronize Operations	Sustain the Command Post	Synchronize Operations
Formal Evaluation	IX	Command and Control Warfighting Function Validation Exercise Rehearsal			
	X Validation (EXEVAL)	Command and Control Warfighting Function Validation Exercise			

1-7. Tables I through X for each training audience present a training strategy that supports the progressive development of C2 WFF proficiency. All subordinate steps list individual and collective task T&EOs for each table. The tables are designed to support the commander's training plan through reinforcing repetitions and sets to achieve and maintain proficiency. The tables and associated individual and collective tasks should be trained concurrent with training events already on the unit's CATS – the battalion should not have to schedule separate events specifically for executing the C2TT. Some CATS will have the C2TT already integrated into the unit CATS. In other cases, units may have to manually schedule the C2TT into training events listed on their CATS. See Appendix A for a discussion of how C2TT are incorporated into unit CATS.

1-8. Tables I through VI are designed to improve and enhance individual skills and to establish limited collective task proficiency while the unit progresses towards exercising C2 in the conduct of large-scale combat operations (LSCO). They are the 'crawl' of C2 training. The different audiences may enter training tables I through IV at different points based on different proficiency levels (e.g., the staff sections have had more turnover than the digital crew and therefore should start with Table I whereas the digital crew could enter at Table III). Similarly, the different audiences may proceed through these tables at different paces as long as they all complete Table IV before beginning to work together in Table V.

1-9. Tables I-II are designed to facilitate reoccurring training throughout the year to integrate and build proficiency in new personnel as they are assigned to the unit. Tables III-IV are designed to establish staff section-level and CP cell-level proficiency prior to the cells' integration into the staff and unit CP(s).

1-10. Tables V-VI are structured for commanders to evaluate, assess, and certify their organizations while conducting standard mission essential tasks (MET) or assigned mission METs. Tables V and VI can be accomplished in the same CPX by designating two to three days for Table V, taking a break for AARs and adjusting, then completing the CPX with Table VI.

1-11. Commanders and staff leaders can choose to run Tables III-IV in a single event or across several events. For example, the battalion commander may use a STAFFEX prior to a CPX to exercise the headquarters through the first five tables on the first two days of the STAFFEX and then retrain Table IV with tougher conditions on the third and fourth day.

1-12. Table V should be conducted as a CPX under the same conditions the commander will certify the staff in Table VI. Leaders conduct section/cell level after action reviews (AARs) to ensure their teams are ready for certification.

1-13. Once staff leaders have certified personnel in all shifts of their respective sections, cells, CPs and digital crews on their respective Table V requirements, the unit conducts Table VI simultaneously. The commander certifies that the staff, CP personnel, and digital crew are proficient on the Table VI collective tasks, and that the various parts of the C2 system are prepared to conduct 'walk' level training in tables VII and VIII. The brigade commander also certifies the battalion commander during Table VI. Table VI should be conducted as a CPX or a field training exercise (FTX) with the C2 system functioning during 24-hour operations.

1-14. Tables VII through X build on unit competency and require inclusion of supporting and supported units, augmentees, unified action partners, or liaisons (while most battalions do not usually work with liaisons or augmentees, those that do will incorporate them beginning in table VII). Tables VII-IX incorporate the full complement of echelon appropriate associated assets, a rigorous and dynamic OE, and the stresses typically experienced during capstone training events or deployments.

1-15. The figures at the beginning of each training table discussion for each training audience summarize the key inputs, performance elements, and outputs for each training table. The remainder of this chapter lays out the training tables for the four training audiences in greater detail in the following order:

- The commander training tables.
- The staff training tables.
- The CP training tables.
- The digital crew training tables.

SECTION II – BATTALION COMMANDER TRAINING TABLES

1-16. Section II discusses the C2TT for the battalion commander.

COMMAND AND CONTROL TRAINING TABLES FOR THE BATTALION COMMANDER

1-17. Commanders can use tables I through V for their own professional development and as a resource in counseling subordinate commanders. Many of the tasks in the early tables are designed to complement

the Center for Army Leadership Publication, *Army Handbook for Leadership Transitions*. Table VI is the commander certification training table. Brigade commanders certify battalion commanders on Table VI and then, under the counseling and assessment of their evaluating commander (two echelons up), battalion commanders validate their proficiency in Table X. For example, the 1st Battalion, 82d Combat Aviation Brigade (CAB) commander performs Table X during a battalion FTX with external evaluators selected by the CAB commander. Based on the EXEVAL outcomes, discussions with the CAB commander, and the EXEVAL AAR the 1/82d CAB commander validates the battalion's C2 system.

1-18. Battalion commanders complete Tables I-VI at a pace consistent with the unit's long range training plan, mission variables, and the evaluating commander's guidance. Once the battalion commanders are certified by the brigade commander and they also certify the other audiences in Table VI, the four training audiences transition into Tables VII-X together.

TABLE I: ESTABLISH ORGANIZATIONAL BUSINESS RULES AND DEVELOP TRAINING STRATEGY

1-19. Battalion commanders may use Table I as a reference prior to or at the onset of command to establish expectations for the organization. Figure 1-1 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table I: Establish Organizational Business Rules and Develop Training Strategy	Outputs
• ADP 6-0 • FM 6-22 • FM 3-0 • FM 6-0 • FM 7-0 • Unit-specific ATP • Unit SOP • MTO&E Army Leader Transitions Handbook	• Develop Cohesive Teams Through Mutual Trust **158-LDR-5001** • Employ Applied Critical Thinking **158-MC-8012** • Understand unit doctrine (*Transition to a New Leadership Position*[1]) **158-LDR-8000** • Establish a leader professional development program (*Conduct Self-Development*) **158-MC-8005** / (*Analyze Army Character Development*) **158-MC-8009** • Assess organizational efficiency and effectiveness (*Organize the Staff for Operations*) **150-LDR-5013** • Assess capabilities and establish C2IS requirements (*Organize the Command and Control (C2) Network*) **150-C2-5251**	• Leader development program • Command and control information system requirements
The commander completes all activities described in Table I. [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
SOP Standard Operating Procedure MTO&E Modified Table of Organization and Equipment TO&E Table of Organization and Equipment		C2 Command and Control C2IS Command and Control Information System

Figure 1-1. Battalion Commander Table I: Establish Organizational Business Rules and Develop Training Strategy

DEVELOP COHESIVE TEAMS THROUGH MUTUAL TRUST

1-20. Team building is an essential ingredient when assembling any organization. However, building the team is a commander centric responsibility driven by perceptions and perspectives shaped by their schooling, personal experiences, personality, and military maturity with consideration of the staff's knowledge, skills, attributes, and capacity. Within time and resource constraints, the commander develops the entire team and encourages leadership within the command to conduct team building within their organizations, sections, cells, working groups, and WFFs. See Individual Task 158-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*.

EMPLOY APPLIED CRITICAL THINKING

1-21. *Applied critical thinking* is the deliberate process of applying tools and methodologies to critically review problems by asking better questions, deconstructing arguments, examining analogies, challenging assumptions, and exploring alternatives. During the first weeks of command, commanders teach subordinates to understand their leadership style and how they best absorb information. The forms and methods in which they prefer information to be presented can change given the wide-ranging variety

of responsibilities of the commander. Examples of this include the military decision-making process (MDMP), decision briefings, town halls, and budgets. How information is presented to the commander affects how they visualize concepts, understand data, and avoid predetermined outcomes. To assist their staff in establishing the preferred communication methods, the commander conducts a self-awareness assessment and reviews the applied critical thinking performance steps to ensure their subordinates understand their tendencies and problem-solving expectations to provide insight into their critical thinking methods. Commanders challenge their staff and subordinates to always ask themselves the "so what" of any given piece of information received or delivered. As the commander and staff relationship matures, the commander conducts a re-assessment of their preferred communication methods to ensure the staff is meeting expectations aligned with organizational mission, goals, and growth. Critical thinking skills are covered in Individual Task 158-MC-8012, *Employ Applied Critical Thinking.*

UNDERSTAND UNIT DOCTRINE APPLICATIONS

1-22. Battalion commanders have a thorough understanding of doctrine and policy. To successfully transition from Table I to Table II, the commander demonstrates an application of that understanding in the context of their organization. Further, the commander reviews and re-approves, amends, deletes, or adds policies and procedures appropriate to the organization that meet their leadership style and adhere to the Army Ethic. Commanders also review FM 7-0, regarding how to train their headquarters and the force as a whole. Refer to Individual Task 158-LDR-8000, *Transition to a New Leadership Position*.

ESTABLISH A LEADER PROFESSIONAL DEVELOPMENT PROGRAM

1-23. Commanders are responsible for establishing a professional leader development program and a climate in which learning can take place to build stronger subordinates. Leader development is a continuous and purposeful process that can include assigned professional readings, a leader professional development program, staff rides, and so on. The battalion commander schedules leader development activities that incorporate the mission command approach to C2 and discussions of how they envision responsibilities when conducting the operations process. These activities focus on the seven principles of mission command as well as the tasks and systems that develop and integrate activities enabling the commander to balance the art of command and the science of control. The underlying theme for the overall program is to build competency in current and future leaders and to facilitate a deeper understanding and practice of the mission command approach to the C2 WFF tasks, and the C2 system that enables the successful execution of the C2 tasks. Commanders use Individual Tasks 158-MC-8009, *Analyze Army Character Development*; and 158-MC-8005, *Conduct Self Development*; and FM 6-22 as the basis for their programs.

ASSESS ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

1-24. Organizational design must address structure, processes, interrelationships, and the integration of the work effort. This systems approach allows leaders to comprehend the multiple factors that create the organizational context. See *Army Handbook for Leadership Transitions*, Organizational Alignment chapter. These activities determine how commanders organize, tailor, or adapt their individual staffs to accomplish the mission (FM 6-0).

1-25. Commanders review their mission essential task list (METL), anticipated mission sets and the staff's capabilities to address and meet impending mission requirements. Commanders also determine how the environment impacts the staff's effectiveness and efficiency across the C2 system. Assessing the staff's collaboration capability enables commanders to promote unity of effort. Commanders monitor each staff element's function, assign associated duties and responsibilities, and make other adjustments as needed and within the commander's authority to change the organization of their staff. Directing changes to the headquarters' physical organization to enhance collaboration and selecting personnel to fill key billets may be among the most effective techniques to develop a high functioning staff. For example, an engineer commander directs representation from all S-staff sections to occupy a single large office space for garrison operations to develop the team and create a learning environment. The commander uses Individual Task 150-LDR-5013, *Organize the Staff for Operations*, and FM 6-0 to assist in this effort.

ASSESS CAPABILITIES AND ESTABLISH COMMAND AND CONTROL INFORMATION SYSTEM (C2IS) REQUIREMENTS

1-26. Upon assuming command, the new commander considers establishing their C2IS requirements early in the process to give the staff maximum time to adjust. Commanders at battalion level typically understand between the information systems. Analyze the battalion's C2IS to identify critical system requirements for the mission, current problem set, or OE. Commanders must understand the electromagnetic signature, power generation requirements, and information requirements of their CPs. Further, they must understand the relationship to higher, adjacent, supporting, supported, and subordinate CPs; and the bandwidth requirements for data which must be pushed or pulled between CPs and other headquarters. Understanding interoperability between these systems is key. Commanders consider which systems are appropriate for each echelon and grouping of echelons. Refer to Individual Task 150-C2-5251, *Organize the Command and Control (C2) Network.*

TABLE II: ESTABLISH THE TRAINING ENVIRONMENT

1-27. It is essential that the commander review the items in Table II closely as the decisions that the commander makes in this table directly impact the actions the staff takes in their Tables I through IV. The commander may tailor this table as needed and time allows. Figure 1-2 below establishes the inputs, the tasks to be accomplished, and the auditable outputs of the table.

Inputs	Table II: Establish the Training Environment	Outputs
• Table I Inputs & Outputs • ADP 5-0 • ATP 6-0.5 • Operational Environment • Unit Manning Roster	• Complete unit standard operating procedure review and updates (*Prepare to Transition to a New Leadership Position*[1]) **158-LDR-8001** • Establish a Common Vision **150-LDR-5018** • Establish command/leadership philosophy (*Transition to a New Leadership Position)* **158-LDR-8000** • Establish the Mission Command Approach to Command and Control **150-LDR-5028** • Establish planning/training guidance (*Establish Planning Guidance*) **150-LDR-5321** • Drive cell construct and processes (*Organize the Command and Control System*) **150-LDR-5251** • Establish inputs and outputs for the staff (*Establish Boards and Working Groups*) **150-LDR-5011**	• Refined unit SOP • Planning guidance • Command philosophy • Training guidance • Command and control system guidance • Guidance for staff organization
The commander completes all activities described in Table II. [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
SOP Standard Operating Procedure	T&EO Training and Evaluation Outline	

Figure 1-2. Battalion Commander Table II: Establish the Training Environment

COMPLETE UNIT STANDARD OPERATING PROCEDURES REVIEW AND UPDATES

1-28. The commander conducts an internal review of all standard operating procedures (SOPs) and policies. The commander further directs an SOP review by all staff sections to ensure the latest doctrine and policies, and the results of recent unit AARs are incorporated and practiced in accordance with the current mission set and OE. Refer to Individual Task 158-LDR-8001, *Prepare to Transition to a New Leadership Position.*

ESTABLISH A COMMON VISION

1-29. As commanders begin to develop an understanding of the organization and the OE they start visualizing the operation's end state – in this case achieving C2 proficiency – and potential solutions to solve problems. Commanders refine visualization as their understanding matures. Visualization is typically articulated to staffs and subordinate commanders using a concise description statement of one to three sentences. This description facilitates shared understanding of the situation, mission, and intent.

Commanders refer to FM 6-22 and ADP 6-0 for additional information as well as Individual Task 150-LDR-5018, *Establish a Common Vision.*

ESTABLISH COMMAND / LEADERSHIP PHILOSOPHY

1-30. Commanders establish their command (or leadership) philosophy. This philosophy establishes the commander's method for achieving personal and unit goals nested with the unit table of organization and equipment (TO&E) design. At the battalion level, the command philosophy focuses on the commander's vision, goals, objectives, and performance measures and either reinforces or alters the existing organizational values. drive operations and sets the foundation for how the organization will create shared understanding. Commanders review assessments of the unit from peers, higher headquarters, and subordinate leaders when crafting their command philosophy. The command philosophy is informed by the unit's standard METL. Commanders describe how they intend to achieve the principles of the mission command approach to C2 with their personal command (or leadership) philosophy to provide clarity to all subordinate commanders, leaders, and Soldiers.

1-31. Commanders deliver their command philosophy in a place or venue of their choosing. Many commanders post their command philosophy in their training guidance. Other commanders deliver their philosophy verbally before the start of an exercise or operation. Refer to Individual Task 150-LDR-5028, *Establish the Mission Command Approach to Command and Control*.

ESTABLISH PLANNING / TRAINING GUIDANCE

1-32. Working with the battalion S-3, the commander reviews the current planning and training guidance, and training objectives for each event taking place - including how those objectives nest with the unit mission as a whole. Refer to FM 7-0, Training, and Individual Task 150-LDR-5321, *Establish Planning Guidance*. The commander tailors that guidance to fit the mission set and the needs of their own command philosophy, vision, and intent. The commander must provide this guidance for the staff to develop appropriate products that enable the commander to achieve their desired end state. The commander provides the updated planning and training guidance to the staff and subordinate leaders. The commander's training guidance can contain a variety of items to include the following (See FM 7-0, Appendix A, for a more comprehensive discussion of training guidance):

- Commander-to-commander dialogues.
- The command's current training plans and strategies.
- Changes in mission-essential task required proficiency, weapons proficiency, or collective live fire proficiency.
- Publication of senior headquarters annual training guidance.
- Major changes to training resources availability.
- Changes in the OE, threat conditions, or unit regional alignment.

DRIVE CELL CONSTRUCT

1-33. Battalions typically do not have staffs large enough to permanently establish Future Plans or Future Operations integrating cells. Furthermore, many battalion-level staff personnel are inexperienced at working on a staff. The commander takes these factors into consideration when reviewing the staff organization and structure during this portion of the tables and provides guidance for functional and integrating cell framework. The commander outlines the purpose for each cell using the SOP and unit-specific Army training publication (ATP) as a guide and directs updates or changes to processes and procedures. Refer to Individual Task 150-LDR-5251, *Organize the Command and Control System*.

ESTABLISH INPUTS AND OUTPUTS FOR THE STAFF

1-34. The commander ensures that all staff elements, processes, and procedures have established and approved inputs and outputs specific to their respective functions, enabling them to achieve commander expectations. Staff outputs generally involve a decision by the commander. For example, the battalion commander refines requirements for each staff element to contribute to the mission analysis led by the executive officer (XO) during MDMP. These inputs provide the staff planners information so they can create feasible, acceptable, suitable, complete, and discrete courses of action (COAs) to consider.

1-35. Defining the inputs and outputs assists in product refinement, creates processes standard to the unit, and manages staff involvement which enables effectiveness and efficiency within the organization. Refer to Individual Task 150-LDR-5011, *Establish Boards and Working Groups*. Staff inputs and outputs are synchronized through an effective battle rhythm. The commander or designated representative for each function and/or working group must periodically review approved inputs and outputs to ensure alignment with changing conditions and commander requirements to create shared understanding within and external to the organization. Commanders and their XOs reference ATP 6-0.5, FM 6-0, and Individual Training Support Package (ITSP) 150-C2-5123 / 1.0, *Establish the Battle Rhythm* to develop input and output guidance. Appendix C addresses battle rhythm training considerations in more detail.

TABLE III: ORGANIZE THE COMMAND AND CONTROL SYSTEM

1-36. Tables I-II are typically completed by the commander once in their command cycle. However, the commander revisits Table III-IV as the staff performs similar tables for retraining. For example, the commander may choose to run Table I-VI in the first three months of command. However, the commander notices that the staff needs retraining on staff Tables III-IV. The commander then can use an upcoming CPX to retrain these tables. The commander can run through Tables III-V a second time to better refine the products and outputs needed by the staff allowing them to build proficiency. Figure 1-3 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table:

Inputs	Table III: Organize the Command and Control System	Outputs
• Table II Inputs & Outputs • AR 25-50 • ITSP 150-DIV-0006 / 2.0 *The Division Commander Drives the Operations Process*	• Complete command, control, communications, computers, and intelligence construct within the HQ (*Manage Command and Control Information Systems*[1]) **150-LDR-5253** • Assess staff written and verbal communication skills (*Communicate Effectively*) **158-LDR-8009** • Develop initial command post architecture (*Develop a Command Post Layout*) **150-C2-5202** • Delegate authorities (*Designate Succession of Command*) **150-LDR-5320** / (*Delegate Authority*) **150-LDR-5319**	• Refined network design • Refined knowledge management plan • CP layout • Delegated authorities • Succession of command • Refined unit SOPs
The commander completes all activities described in Table III. [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
HQ Headquarters		SOP Standard Operating Procedure
CP Command Post		T&EO Training and Evaluation Outline

Figure 1-3. Battalion Commander Table III: Organize the Command and Control System

COMPLETE COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, INTELLIGENCE (C4I) CONSTRUCT WITHIN THE HEADQUARTERS

1-37. As the headquarters prepares for Table IV, *Prepare the Headquarters for Operations*, the commander must determine the purpose, interaction, organization, and construct of the command, control, communications, computers, and intelligence (C4I) systems within the CP. This is based on mission requirements, the commander's intent, and the OE. Table I began the process of determining what information systems to use and the interoperability of these systems. In this table, the commander refines those decisions and leads the staff to establish the structure to support those decisions. The commander must weigh the mission, current SOP, and their tailored command philosophy when refining guidance for the C4I within the CP. When designing the C4I, the commander must weigh the importance of mobility, operability, and survivability of the CP. Refer to Individual Task 150-LDR-5253, *Manage Command and Control, Information Systems*. The commander should appoint a battalion knowledge management officer (KMO) now to prepare for knowledge management requirements in future tables.

ASSESS STAFF WRITTEN AND VERBAL COMMUNICATIONS SKILLS

1-38. Commanders train subordinates to write and speak effectively through formal and informal opportunities. Commanders will still seek opportunities to assess the written and oral communications skills of the staff, but formal assessments can be delegated to the XO. Commanders or designated representatives assess staff and subordinates' written and verbal communications using FM 6-0, AR 25-50, and Individual Task 158-LDR-8009, *Communicate Effectively*. Once assessments are complete, the commander and XO should help individual staff members to develop action plans to overcome weaknesses in their communications skills.

DEVELOP INITIAL COMMAND POST ARCHITECTURE

1-39. Once the commander understands the C2IS requirements, they provide guidance to develop the architecture of each CP. The XO, operations sergeant major (SGM), knowledge management (KM) team, section establish and ensure network connectivity for the main CP and any other CPs the headquarters employs. Establishing guidance for each CP and how it is employed is based on its specific functions. Common considerations include:

- Administration operations.
- Assessing operations.
- Controlling operations.
- Coordinating with internal and external organizations.
- Building and maintaining situational understanding.

1-40. In addition, the commander and staff must pay attention to the identified or projected threats in the electromagnetic spectrum (EMS). Given the maturity of the organization and the dynamic threat that is encountered, CP guidance will constantly evolve and is addressed when internal or external conditions change that will affect the purpose, function, survivability, or effectiveness of the designated CPs. The commander references FM 6-0 and other appropriate doctrinal references and can assess this with Individual Task 150-C2-5202, *Develop a Command Post Layout*.

DELEGATE AUTHORITIES

1-41. The unit will most likely have in place delegated authorities for legal, administrative, and other pertinent items. Each commander has a unique personal decision-making style and staff interaction preference. For example, one commander may prefer to personally make task organization decisions, where another prefers to delegate decision-making authority for task organization to the XO. The commander reviews these delegated authorities to ensure that they are in keeping with their intent and philosophy, the mission, and overall unit well-being. Commanders must wisely consider the selection for delegation of decision-making authority for specific meetings and functions; commanders cannot attend every battle rhythm event and must allow their staffs to function and develop. Essential elements, at a minimum, in development of authority delegation include constraints, risks, and success criteria.

1-42. When delegating authorities, the commander considers how to best employ the command sergeant major (CSM) during the conduct of operations. As the senior noncommissioned officer (NCO) of the command, the CSM carries out policies and enforces standards for the performance of individual training and conduct of Soldiers. They give advice and initiate recommendations to commanders and staffs in all matters pertaining to Soldiers. During operations, the commander employs the CSM throughout the area of operations to extend command influence, assess morale of the force, and assist during critical events. Refer to Individual Tasks 150-LDR-5320, *Designate Succession of Command*, and 150-LDR-5319, *Delegate Authority*.

TABLE IV: PREPARE THE HEADQUARTERS FOR OPERATIONS

1-43. As commanders direct their staffs through the operations process, they provide guidance on the following topics:

- Common operational picture requirements.
- C2 system.
- Battle rhythm.

- CP organization.
- Assessment of subordinates.

1-44. Before any training event, the commander establishes training objectives. This is a critical component in comprehensive preparation and establishing expectations prior to executing operations. Training objectives include identification of specified tasks with associated conditions and standards, as well as the expected proficiency rating the commander intends the unit to achieve by the conclusion of the event. For example, the commander uses a STAFFEX to train the staff on Tables III-IV over four days in their third month of command. The training objectives for the event include: the unit will achieve an overall Practiced (P) rating on two specific METs, all processes are validated, all retraining is identified by day three and completed by day four, and the headquarters is prepared to be certified through a CPX in three weeks. Assessments and training objective proficiency/deficiency is integrated into retraining or included in SOP adjustments prior to Table V.

1-45. At this stage of training the commander should strive to achieve basic C2 system competency. As the unit becomes more proficient, more advanced tables should be conducted under tougher conditions that force the commander to refine their guidance to account for such things as CP dispersion, site selection, security considerations etc. Figure 1-4 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table:

Inputs	Table IV: Prepare the Headquarters for Operations	Outputs
• Table III Inputs & Outputs • Higher HQ battle rhythm • ATP 6-22.1 • Rating chain • Staff MDMP products	• Prepare for driving the operations process (*Conduct the Operations Process for Command and Control*[1]) **71-BN-5100** / (*Lead the Operations Process*) **150-LDR-5100** • Direct common operational picture requirements (*Provide Guidance for the Common Operational Picture*) **150-LDR-5315** • Organize the Command and Control System **150-LDR-5251** • Provide battle rhythm guidance (*Establish a Battle Rhythm*) **150-C2-5123** • Refine the CP layout (*Develop Command Post Layout*) **150-C2-5202** and (*Conduct Command Post Operations*) **150-C2-5200** • Assess subordinate leaders (*Conduct Initial Assessment for a Leadership Position*) **158-LDR-8003** • Refine training guidance (*Establish Planning Guidance*) **150-LDR-5321**	• Commander's COP guidance • Battle rhythm guidance to XO • CP architecture for Battalion CPs • Refined unit SOP

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table IV.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

HQ	Headquarters	CP	Command Post
MDMP	Military Decision-Making Process	XO	Executive Officer
COP	Common Operational Picture	SOP	Standard Operating Picture

Figure 1-4. Battalion Commander Table IV: Prepare the Headquarters for Operations

Prepare for Driving the Operations Process

1-46. As the staff initially begins integrating and preparing for operations, the commander uses Collective Task 71-BN-5100, *Conduct the Operations Process for Command and Control*, as a reference and training aid to direct and refine actions. Commanders are the most important participants in the operations process and use Individual Task 150-LDR-5100, *Lead the Operations Process*, as needed to guide them through their roles. While staffs perform essential functions that amplify the effectiveness of operations, commanders drive the operations process through understanding, visualizing, describing, directing, leading, and assessing operations. To effectively prepare for driving the operations process commanders consider and relay to the staff how they envision building and maintaining situational understanding, apply critical and creative thinking, and encourage collaboration and dialogue. The commander understands the doctrinal roles and responsibilities of each staff section and CP. The staff develops a primary, alternate, contingency, and emergency (PACE) plan within and between CPs that will sustain the operations process throughout the exigencies of LSCO.

1-47. The operations process is always conducted in conjunction with another task, normally drawn from the unit METL. To gain or maintain proficiency, commanders and senior staff leaders incorporate supporting tasks that reinforce the major C2 activities performed during operations and allocate time for retraining as required. For example, the unit performs well in the majority of steps in MDMP but struggles in COA development. It is not required for the battalion to complete this task to the T or even the P proficiency level at this point in training (Table IV - step 5), but the staff must be poised to attain at least basic task proficiency in the next table (Table V).

Direct Common Operational Picture Requirements

1-48. The *common operational picture* (COP) is a display of relevant information through a shared visual workspace that commanders and staff use to monitor operations, analyze data, share thoughts, and plan COAs. Once the operations process is initiated, the commander begins directing COP requirements to assist in making informed and effective decisions through a display of relevant information. These requirements are based on all elements of the C2 system, the capabilities of the unit, the mission, the C4I construct, mission and operational variables, and the commander's personal leadership philosophy. In

development of the COP, the commander must consider difficulties with C2 processes and procedures, digital and analog COP correlation, and network and information system integration.

1-49. The COP is key to each step of the operations process: plan, prepare, execute, and assess. Commander requirements for incorporation of a relevant and comprehensive COP into a CP can include:

- How to display intent and planning guidance.
- Description of posted relevant information.
- Level and type of known and templated enemy threats, hazards, activities, and locations.
- How the organization will collaborate with higher and subordinate organizations.
- Use of planning and brief-back tools.
- Types of control measures, graphics, and efforts used.
- Level of battle tracking.
- Integration of priority intelligence requirements with friendly force information requirements (FFIR) and essential elements of friendly information (EEFI).
- Display of significant activities (SIGACTs).
- Display of key nodes and critical infrastructure.

1-50. For specific guidance to the staff, commanders can review Individual Task 150-LDR-5315, *Provide Guidance for the Common Operational Picture*, and ATP 6-0.5.

ORGANIZE THE COMMAND AND CONTROL SYSTEM

1-51. The C2 system enhances the commander's ability to conduct operations. Individual Task 150-LDR-5251, *Organize the Command and Control System*, addresses the effort. This includes the arrangement of people, processes, networks, and CPs. A commander's C2 system begins with people. Commanders base their C2 system on human characteristics (skills, knowledge, and abilities) more than equipment and procedures. The C2 system must be organized to:

- Support the commander's decision making.
- Collect, create, and maintain relevant information.
- Prepare knowledge products to support the commander's and leaders' understanding and visualization.
- Prepare and communicate directives.

1-52. The commander ensures that the headquarters establishes and rehearses all aspects of the C2 system before the staff begins their final rehearsal for certification in Staff Table V.

PROVIDE BATTLE RHYTHM GUIDANCE

1-53. While the battle rhythm is managed by the XO, it is commander-centric and must be directed to support the commander's decision-making process. Either directly, or through the XO, the commander provides the criteria for development of a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. This guidance includes the types or series of meetings with expected staff representation, outcomes, and delegated decision authority for particular processes or functions. The battle rhythm enables:

- A commander's decision making.
- A routine for staff interaction and coordination.
- Interaction between the commander and staff.
- Staff synchronization across time, space, and purpose.
- Planning by the staff.

1-54. The *battle rhythm* is a logical arrangement for the sequencing and timing of reports, meetings, and briefings based on the commander's preferences, higher headquarters' requirements, and the type of operations (FM 6.0). The commander must describe or direct their required touch points to the staff (both internal and external to the organization) to further develop and refine the battle rhythm to save time and energy and prevent frustration. The battle rhythm is tailored, adjusted, and assessed throughout the C2TT and unit events to match the needs of the command, the mission and the OE. The commander can use Individual Task 150-C2-5123, *Establish a Battle Rhythm*, and ITSP 150-C2-5123 / 1.0, *Establish the*

Battle Rhythm, for reference in forming the battle rhythm guidance, as well as FM 6-0 and ATP 6-0.5 for a list of integrating functions and inputs/outputs to consider.

REFINE COMMAND POST LAYOUT

1-55. Throughout the event for Table IV, the commander will review, refine, and reassess the CPs' physical design to ensure that it meets the commander's information requirements and provides for efficient CP operations. The physical layout of a CP has a significant impact on its functionality. A layout contributes to how efficiently information is passed from one staff element to another and how effectively sections communicate with one another. Commanders will analyze the mission to vet the layout or design of their CPs (to include positioning of personnel, information systems, displays, equipment, network cabling, and electricity requirements) to ensure it is appropriate for the OE. The following list will aid in designing the CP physical layout:

- Staff integration and crosstalk.
- Meeting and working group workspace.
- Trafficability.
- COP visibility.
- Lighting and climate control.
- The ease of information flow.
- User interface with communications systems.
- The positioning of information displays for ease of use.
- Displaying complementary information on maps and information systems.
- Adequate workspace for the staff and commander.
- The ease of displacement (setup, tear-down, and movement).

1-56. The commander will continue to refine this design throughout the tables and upon notification of new mission requirements and by accounting for factors in the OE that influence the need for CP effectiveness and survivability. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations*, and 150-C2-5202, *Develop Command Post Layout*.

ASSESS SUBORDINATE LEADERS

1-57. The battalion commander trains subordinate leaders throughout all the tables. In Table IV, the commander is afforded the opportunity to conduct a holistic assessment of their leaders working as a team towards a common goal. Unique to each commander, assessments are developed to measure performance levels and proficiency in craft. Of note, commanders throughout the Army are responsible for leaders/subordinate commanders two levels down. For direct assessment, the battalion commander is typically responsible to assess and certify company commanders and separate platoon leaders, and their primary staff leaders.

1-58. In Table III, the commander assessed basic written and verbal assessments of key staff leaders. The commander now focuses on building and developing their skills to be successful in all operational aspects of C2. The commander should develop an assessment plan that includes an evaluation of written directives, verbal communication of appropriate staff/subordinate mission requirements (including MDMP), leader actions, and routine operations observed in a variety of conditions over time. The certification of subordinate leaders takes place in Table V. Refer to Individual Task, 158-LDR-8003, *Conduct Initial Assessment for a Leadership Position*.

REFINE TRAINING GUIDANCE

1-59. Commanders provide pre-execution guidance to subordinate units early in the planning process. This ensures the staff meets the commander's guidance throughout planning. This guidance helps keep subordinate leaders, planners, primary staff and special staff synchronized with the commander's vision for the event (such as iterations, duration, and participation level). Before the event begins, the commander establishes the training objectives for the event through planning guidance. When developing training guidance for each event, the commander reviews previous evaluations of the organization, identifies the overall purpose of the training, describes the expected performance, dictates

the conditions under which the tasks are performed, sets the standards used to measure performance, and reviews all applicable T&EOs for each MET to be trained (e.g., Collective Task 55-BN-4800, *Conduct Expeditionary Deployment Operations at the Battalion Level,* when conducting a deployment exercise).

1-60. When writing objectives the commander uses clear, direct language not indirect or passive words (such as understand or familiarize) and links the objectives to the event. Training objectives are tied to unit METLs and achieving task proficiency. To avoid subordinate and staff confusion, commanders need to be specific about what constitutes the expected standard level of performance through simple, clear, and concisely written objectives. For example, the battalion commander directs through their planning guidance that the upcoming CPX will focus on their 'movement to contact' and 'conduct a defense' METs from their METL. The commander further directs that the staff be proficient to the P level on performance measures outlined in the METs T&EO, that the training of all Tables III-IV be performed, and that the CP be set up in the battalion training area. The commander may refer to Individual Task 150-LDR-5321, *Establish Planning Guidance*.

TABLE V: DRIVE THE OPERATIONS PROCESS

1-61. Though Staff Table V is designed for the XO to conduct a comprehensive assessment prior to the certification of the staff, the commander monitors the process. The commander uses Individual Task 150-LDR-5100, *Lead the Operations Process*, throughout Table V as a guide, as well as exercising appropriate degrees of command presence at key moments and decision points within the operations process to shape and prepare the staff for Table VI. While unable to devote all their time to planning, commanders follow the status of the planning effort, participate during critical events of the process, and make decisions based on the detailed work of the staff. This table is conducted in conjunction with Table V for each of the staff, CP, and digital crew. The ITSP 150-DIV-0006 / 2.0, *The Division Commander Drives the Operations Process*, is available to commanders in two formats (one Russian threat based, the other Chinese threat based) to enhance their understanding of their role in the operations process. Figure 1-5 on page 15 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table:

Inputs	Table V: Drive the Operations Process	Outputs
• Table IV Inputs & Outputs • Running estimates • Scenario (higher headquarters FRAGORD) • ITSP 150-DIV-0006 / 2.0 *The Division Commander Drives the Operations Process*	• Lead the Operations Process **150-LDR-5100** • Determine the Commander's Critical Information Requirements **150-LDR-5019** • Assess Tactical Situation and Operation **71-BN-5130** • Assess processes and procedures (*Conduct Command Post Operations*[1]), **150-C2-5200** and (*Assess the Tactical Situation*[1]) **150-C2-5130** • Certify subordinate leaders and crews (*Establish a Command Post*) **71-BN-0050**	• Refined planning guidance • Commander's estimate • Mission statement • Commander's intent • COA decision • CCIR • OPORD/ FRAGORD • Refined unit SOP • Leader certifications

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table V.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

FRAGORD	Fragmentary Order	SOP	Standard Operating Procedure
COA	Course of Action	CCIR	Commander's Critical Information Requirements
OPORD	Operation Order	T&EO	Training Evaluation Outline

Figure 1-5. Battalion Commander Table V: Drive the Operations Process

LEAD THE OPERATIONS PROCESS

1-62. Commanders are the most important participants in the operations process. Commanders drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing operations. Throughout the operations process, commanders apply leadership to translate decisions into action. This is achieved through exercising appropriate levels of command presence by sharing technical and tactical knowledge gained through experience with subordinates throughout the event as the mission and situation dictate. The enduring effects of successful employment of command presence provide a background for subordinates to realize how and when to adapt to achieve the commander's intent for mission accomplishment. In this table the commander certifies subordinate leaders and applicable crews on the overarching framework for exercising C2 through the operations process. The commander directs section/cell level AARs and that the staff retrain as needed before Table VI certification. Commanders can use the same event as outlined in Table IV or a different event based on time and resources. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*.

DETERMINE COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

1-63. Determining the commander's critical information requirements (CCIR) is addressed in Individual Task 150-LDR-5019, *Determine the Commander's Critical Information Requirements*. These CCIR are based on the unit's OE, its mission, and the organization's designed capabilities. The commander develops CCIR to cover gaps in their own analysis and the staff's analysis or to identify critical information requirements to facilitate timely decisions. These CCIR allow the commander to better understand and visualize the OE, define or redefine the problem, and inform planning guidance to support time-sensitive decision-making requirements. However, CCIR are not focused solely on data or isolated information but rather provide relevant understanding to enable mission accomplishment. Well-developed CCIR, in combination with the commander's intent, assist in accelerating allocation of resources, guide and prioritize employment of collection assets/analysis resources, and aid in information flow to create shared understanding. The two key elements are force information requirements (FFIR) and priority intelligence requirements (PIR). A CCIR is:

- Specified by the commander for a specific operation.
- Applicable only to the commander who specifies it.

- Situation dependent.
- Directly linked to a current or future mission.
- Time-sensitive.

1-64. CCIR will change and mature with mission priorities and the OE. Commanders dictate the notification criteria and reporting hierarchy with respect to prioritization and specified recipients. The commander also follows a process to periodically review and update the CCIR. Commanders widely distribute the CCIR and revise them as the situation changes. Information is continuously collected. It may be delivered on a routine schedule or as requested. An information-push system pushes information from the source to the user as it becomes available or according to a schedule (such as through routine reports). An information-pull system supplies information as requested. Commanders and staffs determine how to use and integrate both types of systems. In addition to CCIR, commanders develop a wake-up or notification criteria list/matrix/worksheet separate from CCIR. CCIR may be considered wake up criteria.

ASSESS TACTICAL SITUATION AND OPERATION

1-65. As the unit begins operating within their designed capabilities against their assigned mission set, the commander establishes how they will assess the unit's performance of assigned tasks and progress towards mission accomplishment. One technique is to establish measures of effectiveness (MOE) and measures of performance (MOP) during the Table VI training event. Commanders can use Collective Task 71-BN-5130, *Assess the Tactical Situation and Operation.*

ASSESS PROCESSES AND PROCEDURES

1-66. Though Staff Table V is designed for the XO to conduct a comprehensive assessment prior to the certification of the staff, the commander monitors the process. The commander exercises appropriate degrees of command presence at key moments and decision points during the operations process to shape and prepare the staff for Table VI. While unable to devote all their time to planning, commanders follow the status of the planning effort, participate during critical events of the process, and make decisions based on the detailed work of the staff. The commander can refer to Individual Tasks 150-C2-5200, *Conduct Command Post Operations*, and 150-C2-5130, *Assess the Tactical Situation*, to ensure members of the staff are following established processes and procedures, and formally changing them when necessary. At the conclusion of Table V, the commander directs any necessary updates or changes to identified processes and procedures before the progression to Table VI

CERTIFY SUBORDINATE LEADERS AND CREWS

1-67. In Table V, the battalion commander certifies leaders in the C2 system. Once the battalion commander certifies the XO, that commander may delegate subordinate leader certification to the XO for Table V. Battalion commanders use the T&EOs associated with each task in Training Tables I through V. Battalion commanders can also direct additional certification tasks for subordinate leaders based on uniqueness of their organizations or gaps identified in the TC. The commander is ultimately responsible for all certifications within their organization. The commander trains and empowers the XO and staff primaries to assist in certification duties. Of note, as leaders cycle in-and-out of leadership positions, the commander continuously assesses, trains, retrains, and certifies these leaders. Refer to Collective Task 71-BN-0050, *Establish a Command Post.*

TABLE VI: ASSESS AND CERTIFY THE HEADQUARTERS

1-68. This table is the certifying event for the commander and the headquarters. This table is conducted as a collective unit event during which the staff, CPs, and digital crew execute their respective Table VI certifications while conducting MET training. The commander uses the tasks listed in each audience's Table VI to certify them. The commander completes this table when the headquarters has successfully completed all Table VI requirements, and the brigade commander has certified the battalion commander. The end state of this table is reached when the commander certifies that the staff, CP, and digital crew are prepared to perform their respective roles and functions during the conduct of collective training. For example, the battalion commander uses a CPX to conduct one or more tasks from their METL and

simultaneously assesses the headquarters' performance against the standards for tasks in their respective Table VI.

1-69. The commander certifies that the staff, each shift in each CP, and the digital crew have met all the training criteria for Table VI by achieving at least a P rating in each of the tasks listed here. Once the commander is certified by the brigade commander, the battalion's C2 system can proceed to unit training in Tables VII through X. Figure 1-6 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VI: Assess and Certify the Headquarters**	Outputs
• Table V Inputs & Outputs	• Certify staff on preparing an operation order (*Prepare an Operation Order*[1]) **71-BN-5119** • Certify CPs on emplacing & displacing the command post ▪ Conduct Command Post Operations **71-BN-5200** ▪ Displace the Command Post **71-BN-5201** ▪ Conduct Transfer Control of Operations **71-BN-5202** ▪ Maintain Continuity of Command and Control **71-BN-5250** • Certify the digital crew on establishing the COP (*Establish the Common Operational Picture*) **150-C2-5315** and **71-BN-5319** • Certify the battle rhythm (*Establish a Battle Rhythm*) **150-C2-5123** and (*Implement the Battle Rhythm*) **71-BN-5125** • Conduct AARs (*Conduct a Formal After Action Review*) **150-C2-5133** • Certify the command and control system (*Organize the Command and Control System*) **150-LDR-5251**	• OPORD • Validated CP displacement SOP • C2 system certification • Higher headquarters commander certification • AAR results • Retraining plan (as needed)

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table VI.

[1]Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

CP	Command Post	OPORD	Operation Order
COP	Common Operational Picture	SOP	Standard Operating Procedure
AAR	After Action Review	C2	Command and Control
T&EO	Training & Evaluation Outline		

Figure 1-6. Battalion Commander Table VI: Assess and Certify the Headquarters

CERTIFY SUBORDINATES ON PREPARING AN OPERATION ORDER

1-70. The commander participates and assesses the staff and the XO as they develop the operation order (OPORD) using Individual Task 71-BN-5119, *Prepare an Operation Order*.

CERTIFY SUBORDINATES ON EMPLACING AND DISPLACING THE COMMAND POST

1-71. Commanders assess the emplacement and displacement of the CP (for those CPs that must move during the conduct of LSCO). The commander evaluates the officer in charge of each CP on Individual Tasks 150-C2-5200, *Conduct Command Post Operations*, and 150-C2-5201, *Displace the Command Post*, and uses ATP 6-0.5 as needed. The commander and XO also evaluate the headquarters using collective tasks:

- Collective Task 71-BN-5200, *Conduct Command Post Operations*.
- Collective Task 71-BN-5201, *Displace the Command Post*.
- Collective Task 71-BN-5202, *Conduct Transfer Control of Operations*.
- Collective Task 71-BN-5250, *Maintain Continuity of Command and Control*.

CERTIFY SUBORDINATES ON ESTABLISHING THE COMMON OPERATIONAL PICTURE

1-72. Commanders assess the establishment of the COP as the S-3 completes Individual Task 150-C2-5315, *Establish the Common Operational Picture*, and the headquarters using Collective Task 71-BN-5319, *Establish the Common Operational Picture.*

CERTIFY THE BATTLE RHYTHM

1-73. Commanders evaluate the functionality of the battle rhythm throughout the event making changes or adjustments as needed. The commander assesses the XO on managing the battle rhythm using Individual Task 150-C2-5123, *Establish a Battle Rhythm*, and the staff on executing the battle rhythm using Collective Task 71-BN-5125, *Implement the Battle Rhythm*.

CONDUCT AFTER ACTION REVIEWS

1-74. Commanders are responsible for the training of their unit. An AAR is the primary tool for providing feedback. Although leaders can conduct two types of AARs, formal and informal, commanders provide guidance to leaders on specific areas of interest, assessments, or feedback to gain insight of their organization. This guidance may include collaboration of staff sections, internal and external communications, reporting formats, synchronization, briefing techniques, use of the CPs, CP layout, and so on. While the T&EO and task proficiency standards provide objective criteria for determining task proficiency, assessments allow leaders to consider the subjective nature of training. Leaders' assessments combine their personal observations with other information from the staff to develop an overall assessment of the unit's ability to accomplish its mission. Commanders identify areas for retraining, as needed. Commanders use Individual Task 150-C2-5133, *Conduct a Formal After Action Review.*

CERTIFY THE COMMAND AND CONTROL SYSTEM

1-75. The commander evaluates the unit's C2 system on how well it enhances the commander's ability to conduct operations using Individual Task 150-LDR-5251, *Organize the Command and Control System*. Commanders evaluate the four components of their C2 system: people, processes, networks, and CPs. Commanders evaluate these four components of the C2 system relating to how they:

- Support the commander's decision-making.
- Collect, create, and maintain relevant information.
- Prepare knowledge products to support the commander's and leaders' understanding and visualization.
- Prepare and communicate directives.

1-76. The outcome of C2 Tables I-VI is the commander has built a team, philosophy, and training plan based on the unit design, capabilities, and mission, and has certified that the headquarters is prepared to train collectively as one C2 system. As part of the entire training audience (commander, staff, CP, and digital crew) the commander transitions to tables VII-X. These tables are complex and stress the application of the C2 WFF. These tables provide a progressive framework for the commander in preparation for their unit's culminating training event (CTE).

TABLE VII: DIRECT COMMAND AND CONTROL SYSTEM INTEGRATION

1-77. The battalion commander has the flexibility to organize the four components of the C2 system (people, processes, CPs, and network) to support their ability to make decisions and facilitate communication within the battalion headquarters and with higher, subordinate, adjacent, supported, and supporting commanders. The commander can move back to the previous tables to retrain or recertify at any time they feel it would benefit the unit.

1-78. At the beginning of Table VII, the unit will receive a fragmentary order (FRAGORD) from higher headquarters directing a change of mission from the activity in Table VI. This order will drive training in Tables VII through X. It includes the task organization the battalion will fight with when conducting its external evaluation. It also provides the commander information on the unified action partners that will participate in the exercise. Figure 1-7 on page 19 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VII: Direct Command and Control System Integration	Outputs

• Table VI Inputs & Outputs • Higher headquarters FRAGORD • Liaisons, attachments, etc. • GTA 11-11-001	• Organize personnel (*Organize the Staff for Operations*[1]) **150-LDR-5013** • Enhance information system training guidance (*Organize the Command and Control Network*) **150-C2-5251** • Secure and maintain networks (*Implement Network Protection Measures*) **113-367-5001** / (*Implement Network Security Measures Within a System Architecture*) **113-473-7007** • Refine processes and procedures (*Organize the Command and Control System*) **150-LDR-5251** and (*Implement the Battle Rhythm*) **71-BN-5125** • Evaluate command post signature (*Define the Electromagnetic Operations Environment*) **113-25E-3003** • Assess Tactical Situation and Operation **71-BN-5130** • Maintain Continuity of Command and Control **150-LDR-5029** and **71-BN-5250**	• Refined staff structure • Network validation • Refined tactical SOP • MOE and MOP (Optional)

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table VII.

[1]Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

FRAGORD	Fragmentary Order	EMOE	Electromagnetic Operational Environment
SOP	Standard Operating Procedure	MOE	Measure of Effectiveness
T&EO	Training & Evaluation Outline	MOP	Measure of Performance

Figure 1-7. Battalion Commander Table VII: Direct Command and Control System Integration

ORGANIZE PERSONNEL

1-79. The commander directs the organization of all non-organic personnel (liaisons, attachments, etc.) based on capabilities, mission, and the higher commander's intent. The commander's designated representative will ensure all are assimilated into their positions in a posture that allows them to contribute effectively. The commander uses Individual Task 150-LDR-5013, *Organize the Staff for Operations*, to assist in this effort.

1-80. New personnel must establish lines of communications and should physically meet with counterparts at lower, higher, adjacent, and supporting headquarters whenever possible. The transition or establishment and maintenance of these personal relationships are important to maintaining situational and shared understanding for the commander. Considerations for organizing include command and support relationships and performance of three essential functions:

- Supporting the commander through their area of expertise.
- Assisting subordinate units through active collaboration to solve problems.
- Informing units and organizations outside the headquarters with relevant information.

1-81. The battalion commander may delegate authority to manage the battalion staff to the XO; however, commander oversight is still encouraged to ensure personalities, leadership traits, subject matter expertise, and other requirements meet guidance for organizing personnel.

1-82. The commander, through designated representatives, also directs appropriate foreign disclosure actions for information exchange with unified action partners as needed.

ENHANCE INFORMATION SYSTEM TRAINING GUIDANCE

1-83. The battalion has C2IS systems that collect, process, store, display, and disseminate information. This includes a variety of hardware and software that enhance the commander's ability to visualize the operation and assist in decision-making. The foundation of any information system is the continuous, uninterrupted flow and processing of information to support planning, preparation, execution, and continuous assessment. The battalion has information systems that are interoperable, flexible, responsive, mobile, survivable, and sustainable. Refer to Individual Task 150-C2-5251, *Organize the Command and Control Network*.

1-84. Because of the additional personnel/attachments and mission requirements, the commander reviews the established systems and makes changes to account for new interaction, collaboration, and synchronization demands, as well as the needs of attached or assigned units/individuals, and the higher commander's guidance.

1-85. To perform advanced, complex, interactive training, the commander ensures the digital crew is certified and that new shift personnel are incorporated through training event repetitions. The commander authorizes the XO and the knowledge management officer (KMO) to enhance the training of the Soldiers and supporting personnel operating the C2IS. Battle captains, KM representatives, COP managers, and unit C2 information integrators (formerly Mission Command Digital Master Gunners MCDMGs) can provide guidance and leadership to the crews and lead them through command directed scenarios, and report progress back to the commander. KMO may be an appointed additional duty – usually for the S-6 – at battalion level.

1-86. The S-6/KMO and C2 information integrators, under the authority of the XO and the commander, can further tie into communication exercises (COMEXs) or digital exercises being led by the S-6 as a time to enhance training opportunities for the staff and digital crew. For example, the battalion XO directs the information system operators to participate in the upcoming COMEX for the battalion and subordinate units. The C2 information integrator uses training objectives with clear performance measures for assessing the performance of all digital operators. The XO reports the assessment to the commander.

SECURE AND MAINTAIN NETWORKS

1-87. Networks are formed when terminal devices and transmission media are interconnected with switching equipment to ensure that information (voice, imagery, data, or message) is transported to appropriate locations. The commander, working with the S-6, ensures that the network is both secured and maintained in compliance with Department of Defense (DoD) and Department of the Army (DA) regulations, unit organization/manning requirements, environmental conditions, unit SOP and directives from the higher headquarters. Essential elements include identification of authorized/prioritized users, access control policies/strategies, and information security training as well as system/software upgrades that enable interoperability and compatibility. The battalion does not have all the expertise required to secure the network, so the S-6 must coordinate with higher or external signal assets to secure the network. In addition, developing a PACE communications plan will mitigate short term loss of connectivity and maintain situational and shared understanding. The commander refers to Individual Tasks 113-367-5001, *Implement Network Protection Measures*; and 113-473-7007, *Implement Network Security Measures within a System Architecture*, as needed.

REFINE PROCESSES AND PROCEDURES

1-88. In this table the commander refines and updates processes and procedures to organize activities within and between the headquarters, and between flank, subordinate, supported, and supporting units. The battalion staff conducts the following processes: the operations process, MDMP, the targeting process, the intelligence process, intelligence preparation of the operational environment (IPOE), the information collection process, and the KM process. The commander refines processes and procedures based on running estimates, AARs, and the commander directed assessment plan, which may include measures of effectiveness (MOEs) and measures of performance (MOPs). As updates and changes are made, the commander ensures those actions are captured in SOPs and published to the force. Refer to Individual Task 150-LDR-5251, *Organize the Command and Control System*, and Collective Task 71-BN-5125, *Implement the Battle Rhythm*. Examples of typical battalion processes and procedures that C2 information systems support include:

- CP battle drills.
- Shift-change briefings.
- Operation update and assessment briefings.
- Operations synchronization meetings.
- Transferring control of the operation between CPs.
- The battle rhythm.

EVALUATE THE COMMAND POST SIGNATURE

1-89. The commander, with S-2, S-3, S-4, and S-6 input, considers the digital systems and CPs required to support C2 based on the mission set and OE. They evaluate the unit's electromagnetic signature based on enemy detection capabilities. The commander ensures that the unit is mitigating/minimizing its footprint while still maintaining C2. Mitigation measures might include limiting the amount of satellite time or reducing redundant information systems that create significant signatures. At the battalion level the S-6 sill have to coordinate with higher headquarters for the technical assets required for the battalion to analyze its signature.

1-90. The commander ensures that cyber defense drills are being conducted and assessed throughout training events. These drills replicate a 'near peer' competitor in the OE environment as directed by the commander. Refer to Individual Task 113-25E-3003, *Define the Electromagnetic Operational Environment (EMOE)*, and GTA 11-11-001, *Emission Control Planning Aid*.

ASSESS TACTICAL SITUATION AND OPERATIONS

1-91. As the unit begins performing METs within its designed capabilities against the newly assigned mission set, the commander refines their assessment plan to measure mission accomplishment. Commanders can use Collective Task 71-BN-5130, *Assess the Tactical Situation and Operation*.

MAINTAIN CONTINUITY OF COMMAND AND CONTROL

1-92. During this table commanders should begin exercising succession of responsibilities to seconds in charge of sections and cells, delegating responsibilities, and otherwise accounting for contingencies that stress the C2 system. Commanders can use events in the master scenario events list (MSEL) to trigger conditions that force the C2 system to react (e.g. an indirect fire attack temporarily renders a CP incapable of performing its primary functions). Commanders can use Individual Task 150-LDR-5029, *Maintain Continuity of Command and Control*, and Collective Task 71-BN-5250, *Maintain Continuity of Command and Control*.

TABLE VIII: APPLY THE MISSION COMMAND APPROACH TO COMMAND AND CONTROL

1-93. This table nests the graduate levels of C2 with the integration of additional personnel and equipment. Table VIII prepares the commander for the validation rehearsal in Table IX and the CTE for the headquarters in Table X. As with the other tables, this C2 training table aligns with events already being conducted by the unit. For example, the commander uses a CPX for training tables VIII-IX over a four day exercise. Figure 1-8 on page 22 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VIII: Apply the Mission Command Approach to Command and Control	Outputs
• Table VII Inputs & Outputs	• Lead the Operations Process **150-LDR-5100** and (*Conduct the Operations Process for Command and Control*[1]) **71-BN-5100** • Establish the Mission Command Approach to Command and Control **150-LDR-5028** and (*Lead the Unit*) **150-LDR-5015** • Develop Cohesive Teams Through Mutual Trust **158-LDR-5001** • Establish a Shared Understanding **150-LDR-5007** • Issue Commander's Guidance **150-LDR-5009** • Communicate the Commander's Intent **150-LDR-5004** • Establish control of operations (*Determine the Appropriate Level of Control*) **150-LDR-5036** / (*Establish Control Measures*) **150-LDR-5020** • Establish Conditions for Subordinates to Exercise Initiative **150-LDR-5006** • Use the Mission Order Technique **150-LDR-5003** • Maintain the Commander's Estimate **150-LDR-5040** • Establish the Five Integrating Processes **150-LDR-5043**	• Commander's C2 System assessment and guidance
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The commander completes all activities described in Table VIII.** [1]Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training & Evaluation Outline C2 Command and Control		

Figure 1-8. Battalion Commander Table VIII: Apply the Mission Command Approach to Command and Control

LEAD THE OPERATIONS PROCESS

1-94. The commander uses Collective Task 71-BN-5100, *Conduct the Operations Process for Command and Control*, and Individual Task 150-LDR-5100, *Lead the Operations Process*, to train and evaluate the headquarters' execution of the operations process in support of a MET. Integral to the completion of these collective tasks is the commander driving the operations process. Commanders drive the operations process through their activities of understanding, visualizing, describing, directing, leading, and assessing (UVDDLA) operations. Battalion commanders also use mission variables in combination with operational variables to refine their understanding of the situation and how these variables might affect the mission. How the commander implements UVDDLA activities, identifies key variables, and conveys their intent to drive the operations process has a direct impact on the unit's ability to establish unity of effort and exploit vulnerabilities. The operations process is the overarching framework for exercising C2.

1-95. As battalion commanders drive the operations process to support the tactical fight, they provide guidance on how to exercise control. No single control option works best for all situations. The XO and S-3 are trained and able to drive the operations process in the absence of the commander. This does not negate the commander's responsibility to be present for commander designated performance measures listed in the collective T&EOs. For example, the battalion commander delivers the commander's intent at the CP as part of a leader's performance measure within the Collective Task 71-BN-5100, *Conduct the Operations Process for Command and Control*.

- Understand – Commanders actively collaborate with other commanders, the staff, and unified action partners, to create a shared understanding.
- Visualize – Commanders visualize the operation's end state and potential solutions to solve problems.
- Describe – Commanders describe this visualization to their staffs and subordinates. This description facilitates shared understanding of the situation, mission, and intent.
- Direct – Based on this understanding, commanders make decisions and direct action throughout the operations process.
- Lead – Commanders use the operations process to lead Soldiers and forces by providing direction and guidance.

- Assess – Commanders assess operations continuously to better understand current conditions and determine how operations are progressing. Commanders incorporate the assessments of the staff, subordinate commanders, and unified action partners into their personal assessment of the situation. Based on their assessment, commanders modify plans and orders to better accomplish the mission. If their assessment reveals a significant variance from their original commander's visualization, commanders reframe the problem and develop a new operational approach.

ESTABLISH THE MISSION COMMAND APPROACH TO COMMAND AND CONTROL

1-96. In previous tables the commander performed different subtasks of the C2 WFF. Table VIII combines those previous efforts to implement the mission command approach to C2. The MC approach to C2 is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of LSCO. The commander completes, or refines if completed in previous tables, the listed Individual Tasks:

- 150-LDR-5028, *Establish the Mission Command Approach to Command and Control*.
- 150-LDR-5015, *Lead the Unit*.
- 158-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*.
- 150-LDR-5007, *Establish a Shared Understanding*.
- 150-LDR-5009, *Issue Commander's Guidance*.
- 150-LDR-5004, *Communicate the Commander's Intent*.
- 150-LDR-5036, *Determine Appropriate Level of Control*.
- 150-LDR-5020, *Establish Control Measures*.
- 150-LDR-5006, *Establish Conditions for Subordinates to Exercise Initiative*.
- 150-LDR-5003, *Use the Mission Order Technique*.
- 150-LDR-5040, *Maintain the Commander's Estimate*.
- 150-LDR-5043, *Establish the Five Integrating Processes*.

1-97. As the commander leads the headquarters through the completion of collective training, the commander assesses synchronization, integration, and interoperability of all non-organic units to include unified action partners and liaisons. This assessment includes information systems, personnel or liaison exchanges, and CP elements. The commander adjusts the C2 system based on their observations.

TABLE IX: COMMAND AND CONTROL WFF VALIDATION EXERCISE REHEARSAL

1-98. The commander designates the training event and conditions for the conduct of Table IX. This event takes place in a field environment and is scenario driven using the same variables of political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT) that will be used in the unit's EXEVAL. The conduct of this table is tied to all four training audiences of the C2TT working as a unified C2 system towards the successful execution of the unit's METL. Units can also tie this event to training on A-METL. During this table, each CP (such as main, TAC, combat trains, field trains) displace at least once in preparation for evaluating displacements during Table X. Figure 1-9 on page 24 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal	Outputs
• Table VIII Inputs & Outputs	• Drive the operations process (*Lead the Operations Process*[1]) **150-LDR-5100** • Lead the Rehearsal **150-LDR-5039** • Conduct Pre-Combat Inspections **150-LDR-5022** • Command Forces **150-LDR-5037** • Conduct the RDSP (*Lead the Rapid Decision-Making and Synchronization Processes*) **150-LDR-5014** • Conduct AARs (*Conduct a Formal After Action Review*) **150-C2-5133**	• FRAGORD • AAR results (headquarters and subordinate units) • Final refinements of SOPs, orders, and systems for the validation exercise

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table IX.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

RDSP	Rapid Decision-Making and Synchronization Process	AAR	After Action Review
FRAGORD	Fragmentary Order	SOP	Standard Operating Procedure
		T&EO	Training Evaluation Outline

Figure 1-9. Battalion Commander Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal

DRIVE THE OPERATIONS PROCESS

1-99. Commanders are the most important participants in the operations process. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs, led by the XO perform essential functions that contribute to the effectiveness of operations, commanders drive the operations process through activities of understand, visualize, describe, direct, and assess in each major operations process activity of plan, prepare, execute, and assess.

1-100. The commander performs these activities throughout the training event as the mission dictates. The commander applies an appropriate degree of command presence at the appropriate time and place within each major operations process activity while still allowing the headquarters to exercise disciplined initiative within their capabilities.

LEAD THE REHEARSAL

1-101. A rehearsal is a session in which the commander, staff, and unit practices expected actions to improve performance during execution (ADP 5-0). Rehearsals are the commander's tool to ensure that staffs and subordinates understand the commander's intent and the concept of operations. They allow commanders and staffs to identify shortcomings in the plan that have not been previously recognized. Rehearsals also contribute to external and internal coordination, as the staff identifies additional coordinating requirements.

1-102. The commander leads the unit's combined arms rehearsal (CAR) and any of the support rehearsals (fires, reconnaissance and surveillance, sustainment, etc.) that the commander considers particularly important to executing the MET about to be performed. Commanders command the rehearsal just as they will command the operation. They maintain the focus and level of intensity, limiting the potential for subordinate confusion. An effective rehearsal is not a commander's briefing to subordinates, nor a subordinate brief to the commander. The CAR should be similar to a "practice", where participants simultaneously rehearse their actions, reports, and control measures. An effective rehearsal validates synchronization—the what, when, and where—of tasks that subordinate units will perform to execute the operation, how they relate to each other, and achieve the commander's intent. Individual Task 150-LDR-5039, *Lead the Rehearsal*, guides the commander for their role in executing the rehearsal.

PREPARE FOR OPERATIONS

1-103. Commanders drive preparation activities with a focus on leading and assessing. The functions of preparation include the following:

- Improve situational understanding.
- Develop a common understanding of the plan.
- Train and become proficient on critical tasks.
- Task-organize and integrate the force.
- Ensure forces and resources are positioned,

1-104. The commander employs subordinate leaders, such as the CSM to verify that subordinate units are conducting directed and SOP pre-combat inspections and provides guidance to the XO and operations SGM for doing the same with the staff, CPs, and digital crew. See Individual Task 150-LDR-5022, *Conduct Pre-Combat Inspections*, for greater detail.

COMMAND FORCES

1-105. The commander leads forces in the execution of the unit METL, exercising authority and responsibility to effectively use available resources to accomplish the assigned mission. The commander combines the elements of command (authority, responsibility, decision making, and leadership) to employ all available combat power to create multiple dilemmas for enemy forces, gain positions of relative advantage, and exploiting opportunities to achieve results. Commanders evaluate their performance using Individual Task 150-LDR-5037, *Command Forces*.

CONDUCT THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

1-106. Commanders use rapid decision-making and synchronization process (RDSP) for situations when the current events do not match the predetermined plan and necessitates an adjustment decision without enough time for full MDMP. The commander leads the staff through the conduct of the RDSP. The commander completes Individual Task 150-LDR-5014, *Lead the Rapid Decision-Making and Synchronization Process*. This task is performed in conjunction with a collective task. For example, the battalion commander uses RDSP after receiving a change in mission from higher to conduct a security operation in conjunction with conducting an attack.

CONDUCT AFTER ACTION REVIEWS

1-107. The commander leads an AAR of the operation conducted during Table IX training with a focus on identifying and correcting training deficiencies and/or unit procedures that must be corrected prior to the Table X external evaluation. Refer to Individual Task 150-C2-5133, *Conduct a Formal After Action Review*.

TABLE X: COMMAND AND CONTROL WARFIGHTING FUNCTION VALIDATION EXERCISE

1-108. This event is typically concurrent with a CTE such as the battalion EXEVAL or combat training center (CTC) rotation. This table is directly tied to all four training audiences for this TC (the commander, the staff, the CP, and the digital crew). This event is externally evaluated while the unit executes collective tasks on the unit's METL or A-METL. Each CP (such as main, TAC, combat trains, or field trains) will be evaluated on its ability to displace during the validation exercise.

1-109. The outcome of Commander Table X is that the evaluating commander validates that the battalion commander is prepared to lead the battalion using the mission command approach to C2 in the execution of METs during LSCO. Figure 1-10 on page 26 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table X: Command and Control Warfighting Function Validation Exercise **	Outputs
• Table IX Inputs & Outputs • External Evaluators	• Drive the operations process (*Lead the Operations Process*[1]) **150-LDR-5100** • Lead the unit in completion of assigned tactical tasks (*Command Forces*) **150-LDR-5037** • Evaluate METL tasks	• Validated C2 system

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the commander is prepared to lead the unit and its C2 system in the conduct of multidomain operations.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

** Table is executed as part of an externally evaluated culminating training exercise, usually the unit's EXEVAL or CTC rotation.

METL	Mission Essential Task List	C2	Command and Control
T&EO	Training and Evaluation Outline	CTC	Combat Training center
EXEVAL	External Evaluation		

Figure 1-10. Battalion Commander Table X: Command and Control Warfighting Function Validation Exercise

Drive the Operations Process

1-110. Commanders are the most important participants in the operations process. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs, led by the XO, perform essential functions that contribute to the effectiveness of operations, commanders drive the operations process through activities of understand, visualize, describe, direct, and assess in each major operations process activity of plan, prepare, execute, and assess.

1-111. The commander performs these activities throughout the training event as the mission dictates. The commander applies an appropriate degree of command presence within each major operations process activity while still allowing the headquarters to exercise disciplined initiative within their capabilities.

Lead the Unit in Completion of Assigned Tactical Tasks

1-112. The commander leads the battalion and supporting forces to accomplish the tactical mission tasks from the unit's METL per the orders of the higher headquarters. See Individual Task 150-LDR-5037, *Command Forces*.

Evaluate METL Tasks

1-113. The battalion commander considers the observations of the external evaluation team and determines the T-level achieved by the battalion on the METs performed during the exercise for updating the unit status report (USR). See FM 7-0.

SECTION III – BATTALION STAFF TRAINING TABLES

1-114. Section III discusses the command and control training tables for the battalion staff.

COMMAND AND CONTROL TRAINING TABLES FOR THE BATTALION STAFF

1-115. This section guides the commander and XO through the tables used to train, certify, and validate the staff. The principal staff officers consist of the officers that lead coordinating and special staff sections, and personal staff officers. The staff consists of the principal staff officers and the officers, NCOs, and Soldiers that work in their sections.

1-116. This section does not cover every aspect of training, nor pinpoint exactly how to train each collective or individual task. Commanders and leaders wanting more information on training the force will reference the T&EOs for each task, the available training support packages, and FM 7-0 for assistance.

1-117. While the commander is responsible for certifying the staff, the XO is responsible for overall staff training. Principal staff officers are responsible for training their staff sections for certification, and for ensuring leaders of all staff members participating in a particular function under their purview (e.g. conducting a battle update brief, which falls under the S-3) prepare their Soldiers to fulfill their roles. Principal staff officers ensure their subordinate Soldiers and Leaders are trained to execute the following:

- The tasks in the individual critical task list (ICTL) for their military occupational specialty (MOS) and skill level.
- Tasks in the ICTL for additional skill identifiers (ASI) assigned to their soldiers in the unit's table of organization and equipment (TO&E). For example, the C2 information integrator can perform all the tasks on the ICTL for ASI 5C.
- Section level collective tasks, such as maintaining the section's running estimate.
- Individual and collective tasks associated with their role in functions outside the section such as:
  - A section representative to the current operations cell.
  - A member of the unit's digital crew.
  - A member of the CP crew.
  - A representative of the section to a staff board, working group, or planning team.

1-118. The important responsibility of principle staff leaders and their subordinate officers and NCOs to train their sections and cell personnel can be overlooked, particularly at battalion level where daily operational duties consume much of their time. Nevertheless, this responsibility is vital to successful operations of the staff in LSCO and should not be neglected. Battalion leaders must train and evaluate subordinate staff officers and NCOs to properly train them. They should give feedback to them on their performance of this function in performance and professional growth counseling per ATP 6-22.1.

1-119. Training a battalion staff can be challenging. The commander, XO, and principal staff officers must balance daily operational requirements with training opportunities. The XO will leverage the principal staff officer's section and cell NCOs in charge (NCOICs), and Headquarters and Headquarters Company (HHC) command team to conduct many aspects of the tables below. However, at a minimum tables V and VI must be performed as a unit to achieve the desired level of training proficiency. Once the staff is certified, they can proceed to unit training in Tables VII through X.

1-120. Tables I through V are designed to train the battalion staff at the individual, section, and cell levels. Tables I-II occur on an on-going basis as Soldiers and officers join the unit. Table V is the rehearsal, as the headquarters elements come together to work as a collective unit. The commander certifies the staff on Table VI. There are no external attachments or liaisons required for the execution of Tables I through VI. The XO is the authority, as determined by the commander, to transition the staff through tables I through V. The commander certifies the staff using Table VI for transitioning to the more advanced Tables VII through X.

1-121. During Tables VII – X, the staff in all the unit's CPs function as one C2 system to conduct the operations process and support the commander's decision making. To do this successfully, all staff members must understand the roles and functions of not just their section and CP, but of all sections and CPs in the C2 system.

1-122. The tables are written so the commander can retrain the staff to overcome skill atrophy or personnel turnover before a future training event. For example, the commander can use an upcoming STAFFEX or STX to retrain the staff on Tables III through V to achieve a greater level of proficiency before a CPX is to be conducted in a few months. The tables are meant to be flexible for the commander to train the staff to a level of proficiency needed to conduct LSCO.

1-123. Once the commander certifies the staff at Table VI, the staff receives an OPORD/FRAGORD for the battalion's EXEVAL. This order is used throughout tables VII-X to drive training.

1-124. Upon completion of Table X and the formal & informal AARs conducted by the EXEVAL team, leaders of staff sections and cells, CPs, and the digital crew should conduct internal sessions with their Soldiers to identify areas for retraining or other corrective actions such as making changes in SOPs. Commanders should include designated time for these activities in the training schedule.

TABLE I: ORGANIZE AND ACCLIMATE THE STAFF TO THE ORGANIZATION

1-125. This table is the introduction of the staff members to the unit. This table assumes that all officers, NCOs, and Soldiers will come to the unit with a basic proficiency in their individual MOS skills. Principal staff officers can use programmed training time to retrain job skill deficiencies. In Table I the staff section leaders further the training and develop initial staff training through basic understanding of duties, responsibilities, and the mission under the supervision of the principal staff officers and XO. Table I-II tasks are considered perishable skills and must be performed frequently to maintain basic proficiency. Table I-II can also be used to integrate new personnel upon arrival to the unit during the unit/commander orientation program. Figure 1-11 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table I: Organize and Acclimate Staff to the Organization	Outputs
• SOP • Policies • Drills • TC 6-0 • FM 3-0 • ATP 6-0.5 • ADP 6-0 • ATP 6-22.1 • MTO&E • Unit manning roster	• Understand unit doctrine applications, staff duties, responsibilities, and SOPs (*Establish a Shared Understanding*[1]) **150-LDR-5007** • Organize the staff as the XO (*Organize the Command and Control System as the Staff Officer*) **150-C2-0000** • Conduct WFF and CP organization (*Organize the Staff for Operations*) **150-LDR-5013** • Build staff relationships (*Develop Cohesive Teams Through Mutual Trust*) **158-LDR-5001** (*Develop a Cohesive Team through Mutual Trust*) **71-TM-5004** • Develop NCOs and Soldiers (*Conduct Initial Assessment for a Leadership Position*) **158-LDR-8003**	• Staff duties and responsibilities refined in SOP • Staff organization • Records of initial counseling

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff completes all activities described in Table I.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

SOP	Standard Operating Procedure	CP	Command Post
MTO&E	Modified Table of Organization and Equipment	NCO	Noncommissioned Officer
XO	Executive Officer	T&EO	Training and Evaluation Outline
WFF	Warfighting function		

Figure 1-11. Battalion Staff Table I: Organize and Acclimate Staff to the Organization

UNDERSTAND UNIT DOCTRINE APPLICATIONS, STAFF DUTIES, RESPONSIBILITIES, AND STANDARD OPERATING PROCEDURES

1-126. All members of the staff familiarize themselves on all command policies, procedures, and current staff section and cell SOPs. battalion staff officers and NCOs familiarize themselves with the doctrine relevant to the battalion conducting LSCO, including FM 3-0 and applicable FMs and ATPs for the unit type. They also familiarize themselves with their specific branch/functional area responsibilities at the battalion level. The staff section or cell leader develops a basic understanding of upcoming unit missions and how those requirements translate into the basic skills section/cell members will need. Section leaders further define the roles and responsibilities of each section member and determine current and future expectations. Staff section leaders study and refine individual and section battle drills relating to their duty position and the current organization. They train their Soldiers using individual and collective tasks as defined by the appropriate proponent. For example, the S-2 conducts intelligence preparation of the OE training for their section using Collective Task 34-SEC-3180, *Perform Intelligence Preparation of*

the Operational Environment, provided by the Intelligence Center of Excellence. Refer to Individual Task 150-LDR-5007, *Establish a Shared Understanding* for building section and cell level teams.

ORGANIZE THE STAFF

1-127. The XO and principal staff officers, after consultation and guidance from the commander, will direct the organization or reorganization of the battalion staff. The commander determines and the XO and principal staff officers clearly define extra duties. See Individual Task 150-C2-0000, *Organize the Command and Control System as the Staff Officer*. (See FM 6-0 for additional information.)

CONDUCT WARFIGHTING FUNCTION AND COMMAND POST ORGANIZATION

1-128. The XO, with the assistance of the principal staff officers, organizes the staff according to commander's guidance and using Individual Task 150-LDR-5013, *Organize the Staff for Operations*. Once the XO has established the staff structure, the principal staff officers, and section and cell NCOs ensure that all members of their staff elements understand their roles within the CP to which they are assigned, as well as how their section interacts with other entities of the entire staff. This applies to staff elements in all CPs, not just the main CP (TAC CP, combat trains CP, field trains, or any other alternate CP the commander establishes). Furthermore, each member of the staff must develop an understanding of the roles and responsibilities of other staff sections and cells and unit CPs. The officers and NCOs in charge of the battalion CPs consider manning, maturity, subject matter expertise or specialty of assigned personnel. They also consider CP requirements such as collaboration frequency, coordination requirements, facilitation for rapid exchange of information, inputs and outputs, and mission requirements for presentation to the XO with recommendations for staff organization.

BUILD STAFF RELATIONSHIPS

1-129. The XO directs basic team building among the staff, and nests staff team building with the commander's program and the higher headquarters. For example, the XO conducts teambuilding for the staff by conducting morning physical training together periodically.

1-130. Typically, senior level staff members conduct team building events independently of most of the staff, but together with senior company level leaders. Additionally, senior level staff members build unity among staff sections by holding combined team building events.

1-131. Battalion level team building events will have consistent employment of professionalism and interpersonal skills that foster effective open communication and builds unity within the command. Using a variety of venues and techniques which allow team members to contribute through observable means is essential to relationship building. Feedback mechanisms are established to promote interaction or prevent conflict within the staff. See Individual Task 158-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*, and Collective Task 71-TM-5004, *Develop a Cohesive Team Through Mutual Trust*.

DEVELOP NONCOMMISSIONED OFFICERS AND SOLDIERS

1-132. Section leaders will ensure that NCOs and Soldiers are developed to accomplish their mission and can provide their expertise and input to the operations process. NCO and Soldier development is grounded in the unit professional development program. The program must combine developmental expectations with the projected mission requirements the organization will experience. The section leader will use every opportunity to seek appropriate technical/skill qualification schools, standardized training with proficiency assessments, as well as any additional training opportunities that may benefit the NCO, each Soldier, and the organization. Refer to Individual Task 158-LDR-8003, *Conduct Initial Assessment for a Leadership Position.*

TABLE II: DEVELOP MILITARY DECISION-MAKING PROCESS SKILLS AT THE SECTION LEVEL

1-133. The XO continues to supervise the principal staff officers as they refine the basic and intermediate skills of their section and its members. Principal staff officers have primary responsibility for this table,

but the XO can bring the staff together as needed to begin staff integration during rehearsals. This table is conducted in a garrison environment. Figure 1-12 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table II: Develop Military Decision-Making Process Skills at the Section Level	Outputs
• Table I Inputs & Outputs • Order or plan from higher HQ • Commander's initial planning guidance • ADP 5-0 • FM 6-0 • ATP 5-0.3 • FM 7-0 • Commander's training guidance	• Develop section running estimates (*Develop a Running Estimate*[1]) **150-C2-5144** and **71-BN-5144** / (*Analyze the Mission Variables*) **150-C2-5129** / *(Analyze the Operational Variables*) **150-C2-5137** • Conduct the Military Decision-Making Process **71-BN-5111**, individual MDMP tasks **150-C2-5110** thru**150-C2-5121** • Conduct Rapid Decision-Making and Synchronization Process **71-BN-5002** / (*Identify Variances*) **150-C2-5142** • Review commander's decision support products (*Develop a Decision Support Template),* **71-BN-5009** / (*Conduct the Military Decision-Making Process*) **150-C2-5111** / (*Develop a Decision Support Matrix*) **150-C2-5139** / (*Develop a Decision Support Template*) **150-C2-5138** • Assess the current Situation and Operations (*Assess the Tactical Situation*) **150-C2-5130** • Conduct section rehearsals (*Facilitate A Rehearsal*) **150-C2-5122** • Verify section outputs (*Establish Boards and Working Groups*) **150-LDR-5011** • Develop section training plans (*Write the Unit Training Plan Operation Order*) **150-COM-7170**	• Staff section running estimates • Staff section MDMP inputs • Decision products • Section level proficiency • Section outputs for working groups, boards, briefings, or procedures • Training plan • Refined planning SOP

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff completes all activities described in Table II.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

HQ	Headquarters	OPORD	Operations Order
MDMP	Military Decision-Making Process	SOP	Standard Operating Procedures
RDSP	Rapid Decision-Making and Synchronization Process	T&EO	Training Evaluation Outline

Figure 1-12. Battalion Staff Table II: Develop Military Decision-Making Process Skills at the Section Level

DEVELOP RUNNING ESTIMATES

1-134. As part of each staff section understanding their role within the headquarters, the principal staff officer and section leaders will train their sections on the purpose behind and the development of running estimates: to record information, provide expert analysis/opinions and to provide recommendations that will help the commander make decisions. Running estimates should include analyzed information that pertains to the operation and is of value to the commander, not raw data. Running estimates always include recommendations for anticipated decisions. Leaders use Collective Task 71-BN-5144, *Develop a Running Estimate*, Individual Task 150-C2-5144, *Develop a Running Estimate*, and tasks from their corresponding WFF proponent, such as 63-BN-4007, *Develop Sustainment Running Estimate* for the S-4 section. Staff leaders will find Individual Tasks 150-C2-5129, *Analyze the Mission Variables*, and 150-C2-5137, *Analyze the Operational Variables*, useful in this training as well.

CONDUCT THE MILITARY DECISION-MAKING PROCESS

1-135. Principal staff officers review with their section its roles and contributions to the MDMP. Leaders run their sections through drills using the OE selected by the commander. Leaders ensure the training enhances the section's thoroughness, clarity, sound judgment, logic and professional knowledge to understand situations, develop options to solve problems, and make recommendations.

1-136. Once the section gains basic proficiency in MDMP, the principal staff officer or section leader will run abbreviated MDMP drills and scenarios based on a time constrained environment. The leader will use the collective tasks listed here to ensure the section understands and fulfills their duties and responsibilities for MDMP. It is not intended for the XO to integrate all the sections into a full MDMP

at this time. Staff officers use Collective Task 71-BN-5111, *Conduct the Military Decision-Making Process* to ensure they understand the section's roles. Staff personnel participating in MDMP refer to Individual Tasks 150-C2-5110 through 150-C2-5121 for detailed guidance on the conduct of each step in the process. Individual staff sections also refer to their proponent training products for more tailored training.

1-137. The outcome of this element of Table II is that staff section personnel know what products and inputs they contribute to the MDMP according to their unit SOP and are prepared to produce them once the staff begins collective MDMP.

CONDUCT THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

1-138. The *rapid decision-making and synchronization process* (RDSP) is a technique that commanders and staffs commonly use during execution when they recognize that reality does not match assumptions made during planning (see Individual Task 150-C2-5142, *Identify Variances*). While identified here with a specific name and method, the approach is not new; its use in the Army is well established. Commanders and staffs develop this capability through training and practice. The RDSP facilitates integration and synchronization of the WFFs to address ever-changing situations. The RDSP is based on an existing order and the commander's priorities as expressed in the order. The most important control measures developed during RDSP are the draft proposed commander's intent, concept of operations, and CCIRs. Refer to FM 5-0 and Collective Task 71-BN-5002, *Conduct Rapid Decision-Making and Synchronization Process*.

REVIEW COMMANDER'S DECISION SUPPORT TEMPLATE AND DECISION SUPPORT MATRIX

1-139. The decision support template (DST) and the decision support matrix (DSM) provide the projection of where and when a decision must be made based on expected events at specified locations with stated criteria and planned friendly actions in a narrative form. The battalion includes standard formats for decision support materials in the unit SOP, and tailor those products to the situation at hand.

1-140. The DST graphically represents decision points and projected situations, and indicates when, where, and under what conditions a decision is most likely to be required to initiate a specific activity or event. It contains time phase lines, named areas of interest, target areas of interest, and decision points.

1-141. A DSM is a written record of a war-gamed COA that describes decision points and associated actions at those decision points. It lists decision points, locations of decision points, criteria to be evaluated at decision points, actions that occur at decision points, and the units responsible to act on the decision points. It also lists the units responsible for observing and reporting information affecting the criteria for decisions. Refer to Collective Task 71-BN-5009, *Develop a Decision Support Template*, and Individual Tasks, 150-C2-5111, *Conduct the Military Decision-Making Process*, 150-C2-5138, *Develop a Decision Support Template*, and 150-C2-5139, *Develop a Decision Support Matrix*.

1-142. Battalion leaders can use DST and DSM from earlier missions as training aids while conducting Table II. During this table, and as part of the MDMP instruction, the principal staff officers will:

- Run their sections through internal wargaming drills.
- Instruct how their wargaming inputs result in outputs to feed the DST and DSM in COA development.
- Instruct how the DST and DSM inform the commander for COA selection.
- Train procedures their sections take once a COA is selected including:
  - Refining DST graphics over space and time as the situation develops.
  - Refining the DSM written record, to include decision points, over space and time as the situation develops.

1-143. In addition to the DST and DSM, commanders and staffs use a wide array of tools (orders, overlays, templates, matrices, lists, tables, and charts) to assist them in synchronizing operations and making decisions. A common tool is the execution matrix, a visual and sequential representation of critical tasks and responsible organizations by time. An execution matrix could be for the entire force,

such as an air assault execution matrix, or it may be specific to a WFF as in a fire support execution matrix. Each principal staff officer and section leader will train on and incorporate tools specific to their warfighting function to assist the commander in decision-making. For a listing of these tools, see ATP 6-0.5, appendix D.

ASSESS THE CURRENT SITUATION AND OPERATION

1-144. Each principal staff officer/section leader will use the proponent T&EOs for assessment tasks to manage and train their section on the use and application of these assessments. Refer to Individual Task 150-C2-5130, *Assess the Tactical Situation*, to train on formal assessments.

CONDUCT SECTION REHEARSALS

1-145. Table II rehearsals begin at the section level. Principal staff officers ensure that their section and cell members thoroughly understand their role in section/cell operations through rehearsals. The leader identified the tasks the section must be prepared to perform during Table I. In Table II they train and practice the section in their performance of them. The section/cell members should be trained to execute assigned tasks with the other shift members they will be assigned with during operations. As the shift teams gain proficiency leaders can increase the difficulty by taking out shift members or increase overall team competency by swapping members from one shift to the other during new repetitions. Refer to Collective Task 71-BN-5122, *Perform a Rehearsal*, and Individual Task 150-C2-5122, *Facilitate a Rehearsal*.

VERIFY SECTION OUTPUTS

1-146. The XO ensures that all sections and cells account for respective, predetermined outputs per unit SOP. These outputs come in all types and serve various purposes, including those that provide direction to subordinate units; inputs to other staff processes/procedures within the battalion; and those that inform or drive processes for higher, adjacent, supporting, and supported headquarters. All outputs must lead to a better understanding of a situation and facilitate steps towards a decision. Examples of these can include a daily threat update from the S-2 that is an input to other staff sections and processes, and a sustainment forecast over space and time that includes friendly losses from the S-1 that informs the unit DSM and the battalion personnel replacement process. Refer to Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

DEVELOP SECTION TRAINING PLANS

1-147. Staff leaders must have a comprehensive understanding of their respective section/cell requirements and inputs/outputs and have identified the training required for their section to be responsive to the commander's decision-making process. The C2TT and the unit CATS should prove helpful to the staff leader in identifying tasks to train. The XO, in coordination with the S-3 and headquarters company leaders, provides guidance and direction for section/cell leaders to develop a training plan that focuses on the needs of their section, its designed capabilities, the mission, and the commander's requirements. The S-3 captures these training plans in the overall battalion training schedule. Once all sections have formalized their internal training plans, the S-3 develops a unit training plan to present to the commander. The commander provides guidance, and the S-3 and staff leaders will adjust the plan until approval is received and the training plan is published. Refer to Individual Task 150-COM-7170, *Write the Unit Training Plan Operation Order*.

TABLE III: ESTABLISH STAFF AND CELL PROCESSES AND INTEGRATE WARFIGHTING FUNCTIONS

1-148. Table III begins the effort of integrating the staff by the XO forming CP cells. This table also refines the section skills with the principal staff officer/section leader training their sections on more aspects of the MDMP. This table can be performed in a garrison environment. Figure 1-13 3 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table III: Establish Staff and Cell Processes and Integrate Warfighting Functions	Outputs

• Table II Inputs & Outputs • Commander's estimate & planning guidance • ATP 6-01.1 • ITSP 150-C2-5115, *Wargaming* • ITSP 150-C2-5123 / 1.0, *Establish the Battle Rhythm*	• Organize the Staff as the XO (*Organize the Command and Control System as the Staff Officer*[1]) **150-C2-0000** • Validate WFFs **150-C2-0001/0002/0003/0004/0005/0006** • Conduct the Military Decision-Making Process **71-BN-5111** ▪ Conduct Receipt of Mission **150-C2-5110** / Prepare a Warning Order **150-C2-5117** ▪ Conduct Mission Analysis **150-C2-5112** / Perform Intelligence Preparation of the Operational Environment **34-SEC-3180** / Provide Input for Intelligence Preparation of the Operational Environment **150-C2-2210** ▪ Recommend the Commander's Critical Information Requirements **150-C2-5113** ▪ Conduct a risk assessment (*Conduct Risk Management*) **150-C2-5145** / (*Integrate Risk Management into the Operations Process*) **71-BN-5145** ▪ Engage in Course of Action Development **150-C2-5114** ▪ Conduct course of action analysis (*War-Gaming*) **150-C2-5115** ▪ Conduct Course of Action Comparison **150-C2-5116** ▪ Conduct a Course of Action Decision Briefing **150-C2-5009** ▪ Conduct Course of Action Approval **150-C2-5121** ▪ Prepare an Operation Order **71-BN-5119** and **150-C2-5119** • Develop a KM plan (*Conduct Knowledge Management*) **71-BN-5330** / (*Perform Knowledge Management*) **150-C2-7654**	• Staff organization • Planning portion of unit SOP • MDMP products • OPORD/ FRAGORD/ OPLAN ▪ Mission statement ▪ Commander's intent ▪ Concept of the operation ▪ CCIR/EEFI • KM plan

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff completes all activities described in Table III.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

XO	Executive Officer	KM	Knowledge Management
WFF	Warfighting Function	SOP	Standard Operating Procedures
MDMP	Military Decision-Making Process	FRAGORD	Fragmentary Order
CCIR	Commander's Critical Information Requirements	OPLAN	Operation Plan
OPORD	Operations Order	T&EO	Training Evaluation Outline

Figure 1-13. Battalion Staff Table III: Establish Staff and Cell Processes and Integrate Warfighting Functions

ORGANIZE THE STAFF

1-149. The XO organized the various sections into functioning CP(s) in Table I and II. Table III begins with the commander and XO reviewing the results of Table II and deciding if any changes to earlier organizational decisions should be made. Of note, not all battalions will have the full range of warfighting functions nor a large enough staff to establish planning cells and may have inexperienced staff officers and NCOs working in their first assignment to a staff. The commander and XO establish CP cells based on these factors, the unit MTO&E, and its capabilities and mission. They refer to FM 6-0 and the doctrine for their unit on establishing these cells. The XO, principal staff officers, and section leaders use Individual Task 150-C2-0000, *Organize the Command and Control System as the Staff Officer.*

VALIDATE WARFIGHTING FUNCTIONS

1-150. As the unit receives new members to the staff or the staff realigns for operational reasons, the XO will validate each of the unit's WFFs. The individual tasks covering each WFF are listed in the next paragraph. The XO verifies adherence to SOPs, the commander's intent, orders from higher headquarters, and operational requirements. This publication will not get into the finer details of what actions each staff section performs or how they are to perform them. For example, the commander wants the S-2 section to conduct more detailed intelligence integration training based on an influx of additional personnel. The S-2 consults the unit CATS and finds Task Set (TS) 52-TS-8131, *Integrate Intelligence*

Activities in Support of Operations. The commander sees that within that TS there are several tasks to train the intelligence section, to include:

- 34-SEC-3171, *Plan Integration into the Intelligence Architecture*.
- 34-SEC-3171, *Plan Integration into the Intelligence Architecture*.

1-151. The CATS displays the recommended number of times and hours that the sections are to train on the task set to gain the desired proficiency (crawl/walk/run). The XO uses the following individual tasks for validating each WFF (for those functions represented on the unit staff):

- 150-C2-0001, *Validate the Movement and Maneuver Warfighting Function Staff*.
- 150-C2-0002, *Validate the Intelligence Warfighting Function Staff*.
- 150-C2-0003, *Validate the Fires Warfighting Function Staff*.
- 150-C2-0004, *Validate the Sustainment Warfighting Function Staff*.
- 150-C2-0005, *Validate the Command and Control Warfighting Function Staff*.
- 150-C2-0006, *Validate the Protection Warfighting Function Staff*.

CONDUCT THE MILITARY DECISION-MAKING PROCESS

1-152. The MDMP helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understanding situations, developing options to solve problems, and reaching decisions. This process helps commanders, staffs, and others think critically and creatively while planning. In Table III, the staff begins collectively training the MDMP using the scenario and higher headquarters order that is used during certification in Table VI. Refer to FM 5-0, Collective Task 71-BN-5111, *Conduct the Military Decision-Making Process*, and Individual Tasks 150-C2-5110 through 150-C2-5121 for the steps and procedures used during MDMP.

1-153. All the following steps of the MDMP should be conducted in accordance with the unit SOP.

CONDUCT RECEIPT OF MISSION

1-154. The S-3 uses the OPORD issued for conducting Table VI (later) to lead the staff through the steps of receipt of mission including alerting the staff, gathering the tools, updating estimates, conducting an initial assessment, receiving the commander's guidance, and issuing a warning order using Individual Tasks 150-C2-5110, *Conduct Receipt of Mission*, and 150-C2-5117, *Prepare a Warning Order*.

CONDUCT MISSION ANALYSIS AND INTELLIGENCE PREPARATION OF THE OPERATIONAL ENVIRONMENT

1-155. Commanders and their staffs (informed by subordinate and adjacent commanders and by other partners) gather, analyze, and synthesize information to orient themselves on the current conditions of the OE. The commander and staff conduct mission analysis to better understand the situation and problem, and identify what the command must accomplish, when and where it must be done, and most importantly why—the purpose of the operation. IPOE is the systematic process of analyzing the mission variables of mission, mission, enemy, terrain & weather, troops & support available, time available, civil considerations, and informational considerations (METT-TC(I)) in an area of interest to determine their effect on operations. The IPOE process identifies critical gaps in the commander's knowledge of an OE. Training time spent conducting thorough mission analysis and IPOE at this stage of the training tables will pay great dividends later. Refer to ATP 2-01.3 and Collective Tasks 71-BN-5112, *Conduct Mission Analysis*, and 34-SEC-3180, *Perform Intelligence Preparation of the Operational Environment*, for detailed execution guidance. Each contributing staff officer refers to Individual Task 150-C2-2210, *Provide Input for Intelligence Preparation of the Operational Environment*, when preparing their input to the IPOE.

RECOMMEND COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

1-156. As the staff begins work as a cohesive unit and prepares for the staff rehearsal, the XO leads the battalion on recommending CCIR to the commander. CCIR are information requirements identified by the commander as being critical to facilitate timely decision-making. Each staff section identifies and recommends FFIR and PIR to the commander to designate as the CCIR.

1-157. CCIR are established as part of the MDMP and refined throughout the conduct of operations. The staff uses Individual Task 150-C2-5113, *Recommend the Commander's Critical Information Requirements*.

CONDUCT A RISK ASSESSMENT

1-158. Staff leaders begin risk management by conducting risk assessment in conjunction with mission analysis. Throughout the operations process, commanders and their staffs, use risk assessment to establish a basis to manage risks associated with hazards that have the potential to injure or kill friendly and civilian personnel, damage or destroy equipment, or otherwise impact mission effectiveness. See Individual Tasks 150-C2-5145, *Conduct Risk Management*, and Collective Task 71-BN-5145, *Integrate Risk Management into the Operations Process*. See ATP 5-19 for further description of risk management FM 5-0, Appendix G for a discussion of integrating risk management into the operations process.

ENGAGE IN COURSE OF ACTION DEVELOPMENT

1-159. The battalion XO or S-3 leads the staff through COA development drills, ensuring each functional cell contributes to planning efforts within its functional responsibilities. The XO also designates the COA development roles and responsibilities of the special staff. The commander's planning guidance for this step is important in COA development. Commander's guidance must reflect an appreciation of the unpredictable and uncertain nature of the OE, and how to cope with ambiguity. It should include parameters for enabling subordinate unit initiative while establishing adequate controls based on risk. The staff employs the Table II step above on the DST and DSM to build initial decision products that they will subsequently use and refine in the wargame. The XO and staff members use Individual Task 150-C2-5114, *Engage in Course of Action Development*.

1-160. The planning team establishes evaluation criteria. The commander and staff use these criteria to measure the relative effectiveness and efficiency of one COA relative to other COAs. Evaluation criteria address factors that affect success and those that can cause failure. Criteria change from mission to mission and must be clearly defined and understood by all staff members before starting the war game to test the proposed COAs. Normally, the XO establishes weights based on the assessment of each criterion's relative importance and the commander's guidance.

CONDUCT COURSE OF ACTION ANALYSIS

1-161. COA analysis enables commanders and staffs to identify difficulties or coordination problems as well as probable consequences of planned actions for each COA being considered. It helps them think through the tentative plan. COA analysis not only appraises the quality of each COA, but it also uncovers potential execution problems, required decisions, and contingencies. Section leaders train their personnel to contribute analysis for their designated function during the wargaming process. For example, the personnel section will contribute analysis regarding projected casualties based on the tempo and type of operation for each COA. Refer to Individual Task 150-C2-5115, *Conduct Course of Action Analysis (War-Gaming)*, and ITSP 150-C2-5115 / 1.0, *Wargaming*, to guide their participation in comparing COAs for detailed execution guidance.

CONDUCT COURSE OF ACTION COMPARISON

1-162. The staff conducts COA comparison as an objective process to evaluate COAs independently and against set evaluation criteria approved by the commander or the commander's designated representative. The goal is to identify the advantages and disadvantages of each COA, compare COAs to determine cost and benefit, which enables recommending and selecting a COA with the highest probability of success, and then further developing a COA in an OPLAN or OPORD. Staff members should use Individual Task 150-C2-5116, *Conduct Course of Action Comparison*.

CONDUCT A COURSE OF ACTION DECISION BRIEFING

1-163. After completing its analysis and comparison, the staff identifies its preferred COA and makes a recommendation. The staff then delivers a decision briefing to the commander. The XO highlights any changes to each COA resulting from the war game. At the end of the briefing the commander (or the XO

acting as the commander for training purposes) selects a COA that will carry the staff through Table VI; approves the mission statement and CCIR; and provides commander's intent. Refer to Individual Task 150-C2-5009, *Conduct a Course of Action Decision Briefing*, to evaluate this event.

CONDUCT COURSE OF ACTION APPROVAL

1-164. After the decision briefing, the commander selects the COA to best accomplish the mission. If the commander rejects all COAs, the staff starts COA development again. If the commander modifies a proposed COA or gives the staff an entirely different one, the staff develops and analyzes the new COA and presents the results to the commander with a recommendation. After the commander approves a COA, the staff records the commander's final planning guidance, including refined intent and approved CCIR. The staff issues another warning order for subordinate units per FM 5-0. Use Individual Task 150-C2-5121, *Conduct Course of Action Approval*.

PREPARE AN ORDER

1-165. The battalion is required to publish an OPORD as part of the operations process. The staff must be proficient in conducting the MDMP, and the OPORD reveals that proficiency. The length and detail of the order can vary due to time and the mission. Once the order is approved by the commander or S-3, the staff prepares and executes an OPORD brief based on commander's guidance. They also distribute the order to higher, adjacent, lower/subordinate, supporting, and supported units. Adhere to the basic standards, as written in Individual Task 150-C2-5119, *Prepare an Operation Order*, and Collective Task 71-BN-5119, *Prepare an Operation Order*.

DEVELOP KNOWLEDGE MANAGEMENT PLAN

1-166. The ability to efficiently manage information and knowledge is essential to effective mission accomplishment. The volume of available information at the battalion level makes it difficult to identify and use relevant information. KM provides the means to efficiently share knowledge, thus enabling shared understanding and learning. During Table III, the staff, led by the KMO, conduct the first three steps of the KM process (Assess, Design, and Develop) to draft the knowledge management plan (KMP). Later in the training tables, the KMO will lead the piloting and implementation of the KMP, and will lead the KM working group to assess and update the KMP leading to the Validation Exercise in Table X. The staff will use Individual Task 150-C2-7654, *Perform Knowledge Management*, and Collective Task 71-BN-5330, *Conduct Knowledge Management*.

TABLE IV: SYNCHRONIZE COMMAND POST OPERATIONS

1-167. Table IV begins the process of fully integrating the functional and integrating cells within the headquarters. The XO begins the more complex steps of conducting the entire operations process as well as manning the CPs. Table IV can take place during a STAFFEX or a similar training event for one of the battalion's mission essential tasks. Table IV is designed to be scenario driven in a complex and dynamic OE, and against a hybrid threat. Figure 1-14 on page 37 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IV: Synchronize Command Post Operations	Outputs
• Table III Inputs & Outputs • Higher headquarters battle rhythm • Draft command post portion of unit SOP • Battle drills	• Integrate Staff Cells for Operations **150-C2-5126** • Synchronize staff processes (*Establish Boards and Working Groups*[1]) **150-LDR-5011** • Establish a Battle Rhythm **150-C2-5123** • Conduct rehearsals [combined arms, fires, intelligence, etc.] (*Perform a Rehearsal*) **71-BN-5122** / (*Prepare a Fragmentary Order*) **150-C2-5125** / (*Develop a Decision Support Template*) **150-C2-5138** / (*Develop a Decision Support Matrix*) **150-C2-5139** • Publish orders (*Prepare a Fragmentary Order*) **150-C2-5125** • Practice staff battle drills [*see FM 6-0, Appendix E for a list of appropriate drills*] • Refine the Plan **150-C2-5124** / (*Perform Planned Actions, Sequels, and Branches*) **71-BN-5132** • Establish the CP (*Establish a Command Post*) **71-BN-0050**	• Battle rhythm • FRAGORD for OPORD refinements • Initially operational command post • Refined battle drills and battle rhythm portion of SOP

	• Formalize shift crews (*Lead A Shift Change*) **150-C2-5205** • Verify command post SOP functionality (*Conduct Command Post Operations*) **150-C2-5200**	

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff completes all activities described in Table VI.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

SOP	Standard Operation Procedures	CP	Command Post
FRAGORD	Fragmentary Order	SOP	Standard Operating Procedure
OPORD	Operations Order	T&EO	Training Evaluation Outline

Figure 1-14. Battalion Staff Table IV: Synchronize Command Post Operations

INTEGRATE STAFF CELLS FOR OPERATIONS

1-168. The XO uses the training exercise in Table IV to fully integrate the WFFs and integrating cells in the headquarters to enable synchronization for decision-making. The XO can use the battle rhythm for this event to conduct this integration. For this step within the table, the XO ensures inputs and outputs by staff sections are integrated and the sections/cells are not acting as independent bodies. The cells complement and feed the proper cell or working group for rapid and informed decision-making. The XO will adjust the organization as needed or as directed by the commander. See Individual Task 150-C2-5126, *Integrate Staff Cells for Operations*.

SYNCHRONIZE STAFF PROCESSES

1-169. The XO, with the assistance of the principal staff officers and cell NCOs, synchronizes staff working groups, planning teams, and processes. When the process or activity being synchronized leads to a command decision, a board may be the appropriate forum. These working groups, boards, and processes take place throughout the operations process and as the mission and commander require. The staff will also participate in and provide input to the boards, working groups, and processes of the higher headquarters. The XO allows adequate time in the battle rhythm for working groups, boards, and processes to run their course so outputs can achieve the desired effects. See Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

ESTABLISH A BATTLE RHYTHM

1-170. The battle rhythm is a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. A headquarters' battle rhythm consists of a series of meetings, briefings, and other activities synchronized by time and purpose. The battle rhythm provides structure and synchronization for managing a headquarters' most important internal resource – the time of the commander and staff. As part of this synchronization, the XO establishes a staff battle rhythm. The battle rhythm must include all unit CPs, and account for the battle rhythm requirements of higher, subordinate, and supported units. However, the battle rhythm is not static. An effective battle rhythm is modified as the situation evolves to include the types of meetings with expected staff representation, outcomes, and delegated decision authority for particular purposes or functions. Considerations for an effective battle rhythm include:

- Facilitates commander-centric requirements for touch points.
- Leads to timely decisions by the commander.
- Addresses daily, weekly, and monthly requirements.
- Balances time allotted for discussion, synchronization, and production.
- Facilitates interaction between the commander, staff, and subordinate commanders.
- Supports building and maintaining shared understanding throughout the headquarters.
- Establishes a routine for staff interaction and coordination.

1-171. To ensure meetings are organized well and achieve what is intended, staff leads develop instructions for each meeting (sometimes referred to as "7-Minute Drills") to include the following:

- Purpose.
- Frequency, duration, and location.
- Medium (face-to-face, video teleconference, and others).
- Expected participants (staff lead, chairperson, and members).
- Required inputs (such as updated collection plan).
- Expected outputs (such as approved target nominations).
- Agenda.

1-172. Commanders and XOs allow white space in the battle rhythm and avoid inundating the staff with too many meetings. The XO uses Individual Task 150-C2-5123, *Establish a Battle Rhythm*. Refer to ATP 6-0.5 and ITSP 150-C2-5123 / 1.0, *Establish the Battle Rhythm*.

CONDUCT REHEARSALS

1-173. Rehearsals are the commander's tool to ensure staffs and subordinate units understand the commander's intent and the concept of operations. The primary purpose for rehearsals is to generate shared understanding of the commander's visualization of the upcoming operation. They allow commanders, their staffs, and subordinate unit commanders to identify shortcomings in the plan not previously recognized (though the purpose is not to conduct wargaming again). Rehearsals also contribute to external and internal coordination as the staff identifies additional coordinating requirements. During Table IV, the XO will lead the staff in rehearsing the planned operation to perform the mission associated with the MET selected for the training scenario. The XO should lead the staff to practice all rehearsals designated by the battalion SOP (combined arms, fires, sustainment, etc.). Following the rehearsal, the S-3 will publish the results and refinements to the plan in a FRAGORD. Refer to FM 6-0 and Collective Task 71-BN-5122, *Perform a Rehearsal*, and Individual Task 150-C2-5125, *Prepare a Fragmentary Order*. While executing rehearsals, the staff should refine decision support products initially developed during planning per Individual Tasks 150-C2-5138, *Develop a Decision Support Template*, and 150-C2-5139, *Develop a Decision Support Matrix*.

PRACTICE STAFF BATTLE DRILLS

1-174. A *battle drill* is a collective action rapidly executed without applying a deliberate decision-making process. A battle drill or SOP rehearsal ensures that all participants understand a technique or a specific set of procedures. While the battalion establishes its own battle drills in the SOP, FM 6-0 has a list of suggested battle drills for CPs.

REFINE THE PLAN

1-175. The commander and staff continuously refine the plan during all phases (plan, prepare, execute, assess) of the operation. The commander maintains a personal situational understanding of the OE (the commander's estimate) through battlefield circulation, monitoring voice networks, and a variety of updates from the staff and subordinate leaders. The commander provides direction on key activities for the staff to monitor that may require additional refinement or adjustments to the plan. Refining the plan typically takes place when new information validates or invalidates assumptions made during planning, intelligence confirms or denies enemy actions, or the status of friendly forces changes as the situation develops. The XO leads the staff through a refinement of the plan and the mission objectives contained therein. The S-3 will publish approved refinements to the plan in FRAGORDs to the battalion. The XO will use Individual Task 150-C2-5124, *Refine the Plan*, and Collective Task 71-BN-5132, *Perform Planned Actions, Sequels, and Branches*

ESTABLISH THE COMMAND POST

1-176. A CP is designed to help the commander exercise C2. Depending on the type of battalion, the unit will have a main CP and may have a TAC CP (or simply TAC), a combat trains CP, a field trains CP or may have other alternate CPs. The staff is organized into functional cells and staff sections in each of the battalion CPs to facilitate coordination and promote efficiency. These provide the battalion commander flexibility in arranging the battalion's C2 nodes within the battalion's assigned area.

1-177. The commander determines the sequence of deployment, timing of moves, initial locations and task organization for all the battalion's CPs based on the mission variables of METT-TC(I) and the commander's visualization. The commander task-organizes functional capabilities and personnel across the main and other CPs to match the commander's concept for control of operations. The battalion TACs and main CPs deploy to separate locations or are consolidated based on the mission variables. Each CP performs functions implied by its organizational design and those tasks assigned by the commander. In the C2 paragraph (paragraph 5) of the battalion OPORD, the commander details any changes to the doctrinal authority, responsibilities, and task organization of the battalion CPs and any special instructions for them.

1-178. Each battalion CP standardizes procedures associated with:

- CP battle drills.
- Shift-change briefings.
- Operations update and assessment briefings.
- Operations synchronization meetings.
- Transferring control of the operation between CPs.

1-179. The unit will use Collective Task 71-BN-0050, *Establish a Command Post*. Refer to ATP 6-0.5.

Formalize Shift Crews

1-180. Once the CPs are established and manned, the XO will formalize and recommend shift crews to the commander. When organizing shifts, the XO and principal staff officers must consider the duties and responsibilities inherent to an area of expertise or WFF required for that specific CP in relation to time, space, and other battlefield conditions. The commander adjusts or confirms the shift crews early in the C2TT so crews can gain familiarity with one another and their shift leader. The XO will ensure crews understand the inputs, outputs, and battle rhythm to support the commander. The XO will ensure the formalized shifts have ample opportunity to exercise 'reps and sets' to build shift proficiency. Refer to Individual Task 150-C2-5205, *Lead a Shift Change*.

1-181. Unit manning documents for most battalion-sized units are designed to provide two 12-hour shifts to meet the requirement for continuous operations (ATP 6-0.5). Units organize available personnel to provide effective continuous operations. Establishing shifts provides a sufficient quantity of personnel to operate the CP and the required expertise to make decisions on major issues. Units may organize shifts using the standard shift, heavy or light shift, and stagger shift techniques described in ATP 6-0.5.

1-182. Regardless of the method used, several considerations apply. The commander and key leaders are not placed on a duty shift. Personnel who do not work permanently in the CP are not integral parts of a duty shift. This includes liaison officers and any attached special staff officers who are unit leaders or commanders. Additionally, members of the command group and the tactical CP are not included. These personnel integrate into the existing manning schedules when present at the main CP for an extended period.

Verify Command Post Standard Operating Procedures and Functionality

1-183. Once the shifts and CPs are established, and the staff runs through the event, the section leaders and the XO will ensure that all SOPs are continuously updated based on changes to the OE AARs; lessons learned; the evolving needs of the commander; higher, lower, and supporting units; and the mission set. Commanders ensure that comprehensive and detailed SOPs are developed, maintained, trained, and used for all aspects of operations. In this way, operations become a matter of routine that are successfully executed in periods of stress and great demand. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations.*

TABLE V: CONDUCT STAFF REHEARSAL

1-184. By conducting Table V, the XO will verify the staff is prepared to achieve the commander's certification in Table VI. This rehearsal incorporates all cells and processes into a single training exercise. This rehearsal aligns with an already scheduled collective training event in accordance with the unit CATS. For example, the battalion is performing their first CPX leading to an EXEVAL. As budget

and training days allow, this table is conducted in a field or simulated field environment with 24-hour operations whereby each shift has an opportunity to train appropriate drills, battle rhythm events, and procedures. Commanders choose which collective tasks to perform. For example, the commander establishes that the battalion will use 55-BN-4800, *Conduct Expeditionary Deployment Operations*, MET as the primary task for a deployment exercise (DEPEX). The commander might also select Collective Tasks 71-BN-5100, *Conduct the Operations Process for Command and Control*, and 55-BN-4802 *Conduct Home Station Mobilization Activities at the Battalion Level*, as supporting collective tasks. Figure 1-15 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the tables.

Inputs	Table V: Conduct Staff Rehearsal	Outputs
• Table IV Inputs & Outputs • Commander's COP guidance (Commander's Training Table IV)	• Review staff organization (*Organize the Staff for Operations*[1]) **150-LDR-5013** / (*Organize the Command and Control System as the Staff Officer*) **150-C2-0000** / (*Task Organize for Operations*) **71-BN-5123** • Establish the Common Operational Picture **150-C2-5315** & **71-BN-5319** • Conduct the operations process (*Conduct the Operations Process for Command and Control*) **71-BN-5100** • Prepare an Operation Order **150-C2-5119 & 71-BN-5119** • React to a FRAGORD (*Process a Fragmentary Order*) **71-BN-5203** / (*Conduct Rapid Decision-Making and Synchronization Process*) **71-BN-5002** • Finalize the battle rhythm (*Implement the Battle Rhythm*) **71-BN-5123** • Finalize decision support products (*Develop a Decision Support Template*) **150-C2-5138** / (*Develop a Decision Support Matrix*) **150-C2-5139** • Employ the command and control system (*Organize the Command and Control System*) **150-LDR-5251** • Conduct Command Post Operations **71-BN-5200** • Control Operations **71-BN-5103** • After Action Review (*Conduct a Formal After Action Review*) **150-C2-5133**	• Refined staff organization • Commander-approved COP • OPORD • FRAGORDs • Finalized battle rhythm • Refined DSM /other decision support products • AAR results • Refined staff SOP

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff completes all activities described in Table V.

[1]Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

COP	Common Operational Picture	DSM	Decision support Matrix
C2	Command and Control	T&EO	Training and Evaluation Outline
OPORD	Operations Order	AAR	After Action Report
FRAGORD	Fragmentary Order	SOP	Standard Operating Procedures
T&EO	Training and Evaluation Outline		

Figure 1-15. Battalion Staff Training Table V: Conduct Staff Rehearsal

1-185. The XO and commander organized the staff in Table I-IV. In consultation with the commander, the XO uses this table as a last look for staff organization and operations. The rehearsal will give the XO time to confirm or reorganize the staff as needed based on manning and mission requirements. If changes are required, the XO makes those changes before the Table VI certification. The principal staff officers go through the same review process and make recommendations to the XO. During this table, the commander identifies, and the XO defines all additional duties yet to be assigned. See Individual Tasks 150-LDR-5013, *Organize the Staff for Operations*; 150-C2-0000, *Organize the Command and Control System as the Staff Officer*; and Collective Task 71-BN-5123, *Task Organize for Operations.*

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-186. This task is performed in unison with establishing the CP. The S-3 designates a battle captain and a COP manager prior to or during this event. The COP manager works for the battle captain. The COP manager is a person selected and designated to serve in this position due to their high degree of attention to detail, C2IS experience, computer skills, knowledge of FM 6-0, intelligence expertise, and experience working in a CP. The COP manager's duties include:

- Displaying all information required for the COP and decision-making.
- Updating unit locations and events through the digital component of the COP.
- Updating unit locations and events on the analog COP.
- Coordinating with other staff sections for COP manipulation during briefings.
- Receiving guidance from the command group on specific views or manipulations of the COP for situational understanding purposes.
- Coordinating COP requirements with higher headquarters and subordinate units.

1-187. Both the COP manager and the battle captain work under the authority of the S-3 and are part of the KM team. The C2 information integrator assists in the establishment of the COP as well. C2

information integrators are the commander's subject matter experts regarding operation, maintenance, integration, and operator training for unit C2IS. The C2 information integrator duties include:

- Integrating CP C2 information systems.
- Assisting in establishing the CP network.
- Troubleshooting C2 information systems architecture.
- Assisting the COP manager in developing the COP.
- Implementing a unit individual digital training program.

1-188. While the C2 information integrator and the S-6 establish the framework and systems for the COP, the population of that framework and integration into training is the responsibility of operators within the staff, under the guidance of the COP manager and KMO. The XO ensures that the staff establishes the COP to meet the requirements of the mission, in accordance with unit SOP and the commander's intent.

1-189. COP displays within a CP are conspicuous, recognizable, and accessible to those attempting to gain and maintain situational awareness. Adequate COP visibility sets the condition for effective battle tracking and decision-making. CP personnel prioritize and emplace COP displays—both digital and analog—to facilitate situational awareness. See Collective Tasks 71-BN-5319, *Establish the Common Operational Picture*, and Individual Task 150-C2-5315, *Establish the Common Operational Picture.*

CONDUCT THE OPERATIONS PROCESS

1-190. The XO trains the staff to achieve a go in all performance measures on the T&EO for Collective Task 71-BN-5100, *Conduct the Operations Process for Command and Control*. The staff will conduct the operations process fully supporting the commander and the mission. Each section will maintain running estimates and recommend any plan variations and changes in a timely manner to the commander. The staff will conduct the operations process while conducting tasks from the battalion's standard METL, A-METL, or other tasks assigned by the higher headquarters or the commander.

PREPARE AN OPERATION ORDER

1-191. The battalion is required to publish an OPORD as part of the operations process. The staff must be proficient in conducting the MDMP, and the OPORD reveals that proficiency. The length and detail of the order can vary due to time and the mission. They also distribute the order to higher, adjacent, lower/subordinate, supporting, and supported units. The XO evaluates the OPORD against the basic standards established in Collective Tasks 71-BN-5119, *Prepare an Operation Order*.

REACT TO A FRAGMENTARY ORDER

1-192. At some point during the operation, the commander (or XO acting in their behalf for training purposes) initiates either a verbal or a written FRAGORD. This can be for any reason as determined by the commander and following the training scenario. For example, the battalion commander has the staff react to a FRAGORD from brigade directing a transition of the force temporarily into a hasty defensive posture. The staff will conduct RDSP to ascertain necessary changes to the current plan and recommend changes to the commander within the designated timeline. See Collective Task 71-BN-5203, *Process a Fragmentary Order*, and 71-BN-5002, *Conduct Rapid Decision-Making and Synchronization Process*.

FINALIZE THE BATTLE RHYTHM

1-193. The XO and principal staff officers will use the commander's guidance and the staff rehearsal to finalize the battle rhythm in the unit SOP. The XO will ensure that the commander has adequate time to participate (exercising command presence) during the operations process, and ample time for battlefield circulation and key leader engagements. This battle rhythm, at a minimum, will ensure all inputs and outputs are based on resources, the DSM/DST, mission, training objectives, delegated authorities, and the commander's intent directly in support of decision-making and resource allocation. Refer to Collective Task 71-BN-5125, *Implement the Battle Rhythm*.

FINALIZE DECISION SUPPORT PRODUCTS

1-194. The DSM is an integral part of staff priorities. Here the staff refines the DSM and DST as well as the processes for employing and updating them. The DSM is tied to both the operations process and is a product of the MDMP. The DSM and DST portray key decisions and potential actions that are likely to arise during the execution of each COA (FM 5-0, Ch. 5). The DSM is tied to resources, events, and decisions that the commander needs to make affecting outcomes. During the event, the staff will brief the commander on any changes to the DSM and DST. Delegation authorities are stipulated within the DSM and DST for decisions that must be made in the commander's absence. Refer to Individual Task 150-C2-5138, *Develop a Decision Support Template*, and 150-C2-5139, *Develop a Decision Support Matrix*.

EMPLOY THE COMMAND AND CONTROL SYSTEM

1-195. The XO fine tunes the C2 system, which includes:

- Personnel – Ensures the staff is organized and all personnel are positioned appropriately according to job skill and the needs of the command.
- Processes– Ensures all lessons learned to this point in the tables are captured in the unit SOP. All inputs and outputs from the various cells, boards, working groups, and planning teams are updated. Information management and its display are within command guidelines.
- Networks – Ensures the servers, wires, networks and C2IS are updated, operating, and secure.
- CPs – Ensures all equipment is maintained, reserved, and ground cleared. All command equipment (including vehicles) is maintained and prepared to execute the mission.

1-196. Changes identified for retraining or adjusting during the Table V rehearsal are made prior to the Table VI certification. Refer to Individual Task 150-LDR-5251, *Organize the Command and Control System*.

CONDUCT COMMAND POST OPERATIONS

1-197. The staff personnel conduct CP operations to support the commander in developing a shared understanding and making decisions. They execute several routine and recurring tasks to establish, operate, and move the CP. With the assistance of the staff, commanders develop processes and procedures for the execution of these tasks and capture them in the CP SOP. See ATP 6-0.5 and Collective Task 71-BN-5200, *Conduct Command Post Operations*.

CONTROL OPERATIONS

1-198. While executing one of the battalion METs the staff assists the commander in controlling unit operations by arranging forces in time, space, and purpose to produce maximum relative combat power at the decisive point. During preparation phase of the operation, the staff monitors the progress of subordinate units' conduct of precombat checks and inspections (PCIs), mission-specific training, implementation of risk controls, preparations to sustain themselves, and protecting themselves. Once the operation begins, the staff sections:

- Advise and inform the commander.
- Maintain running estimates.
- Provide recommendations.
- Prepare plans, orders, and other staff products.
- Assess the progress of operations against what was planned.
- Manage information within their area of expertise.
- Identify and analyze problems.
- Perform risk management.
- Exercise staff supervision over their area of expertise.

1-199. The XO should use Collective Task 71-BN-5103, *Control Operations*, to evaluate the staff.

CONDUCT SECTION/CELL AFTER ACTION REVIEWS

1-200. Staff section and cell leaders conduct internal AARs to identify adjustments to make to the SOP and retraining required prior to conducting certification in Table VI. Refer to 150-C2-5133, *Conduct a Formal After Action Review* for additional information.

TABLE VI: CONDUCT STAFF CERTIFICATION

1-201. This table is conducted during a CPX or FTX (see the unit CATS). As budget and training days allow, this table is ideally conducted in a field environment with 24 hour operations. Certification is an internally evaluated event. The externally evaluated event is Table X.

1-202. Commanders choose which tactical tasks are to be performed. The commander certifies that the staff have met all the training criteria for their Table VI by achieving at least a P rating in each of the tasks listed here. Once the staff is certified, they can proceed to unit training in Tables VII through X.

1-203. This table is a culmination of all previous tables, and the commander can use any of the collective tasks from previous tables for retraining as necessary. Any retraining required from poor performance of tasks in the earlier tables should occur prior to Table VI.

1-204. Commanders organize their C2 system to support decision-making and facilitate communications. The XO manages the C2 system—the arrangement of people, processes, networks, and CPs that enable commanders to conduct operations.

1-205. The outcome of Tables I through VI is that the staff work as a cohesive unit, led by the commander. Each staff section/cell in each CP understands and operates within their designed capabilities and the mission. Certification indicates individual and section/cell competency meets Army standards and the commander's intent. The staff performs the operations process seamlessly, without outside augmentation. Figure 1-16 on page 44 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VI: Conduct Staff Certification	Outputs
• Table V Inputs & Outputs	• Conduct the operations process (*Conduct the Operations Process for Command and Control*[1]) **71-BN-5100** • Execute battle rhythm (*Implement the Battle Rhythm*) **71-BN-5125** / (*Establish Boards and Working Groups*) **150-C2-5123** • Conduct Command Post Operations **71-BN-5200** • Establish a Shared Understanding **150-LDR-5007** & **71-BN-5007** • Control Operations **71-BN-5103** • Transfer control of operations between CPs (*Maintain Continuity of Command and Control*) **71-BN-5250** / (*Conduct Transfer Control of Operations*) **71-BN-5202** • Displace the Command Post **71-BN-5201** / (*Conduct Quartering Party Operations*) **71-BN-5205**	• AAR results • Staff certifications

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff completes all activities described in Table VI.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training Evaluation Outline	CP	Command Post
AAR	After Action Report		

Figure 1-16. Battalion Staff Training Table VI: Conduct Staff Certification

CONDUCT THE OPERATIONS PROCESS

1-206. The staff must successfully complete all performance measures listed under Collective Task 71-BN-5100, *Conduct the Operations Process for Command and Control*. The staff will conduct the operations process fully supporting the commander and the mission. Each section will maintain running estimates and recommend any plan variations and changes in a timely manner to the commander. The

staff will conduct the operations process while conducting tasks off their standard METL, A-METL, or other tasks assigned by the higher headquarters or the commander.

EXECUTE THE BATTLE RHYTHM

1-207. The XO will ensure that the established battle rhythm is executed in support of the mission and the commander's intent. See Collective Task 71-BN-5125, *Implement the Battle Rhythm*, and Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

CONDUCT COMMAND POST OPERATIONS

1-208. CP personnel execute several routine and recurring tasks to establish, operate, and displace the CP. With staff assistance, commanders develop processes and procedures for executing these tasks and capturing them in the CP SOP. See ATP 6-0.5 and Collective Task 71-BN-5200, *Conduct Command Post Operations*.

CREATE SHARED UNDERSTANDING

1-209. The XO and principal staff officers will use running estimates, MCIS, and meetings to establish shared understanding across the staff. This shared understanding encapsulates the commander's vision, guidance, intent, desired end state, and the operational environment. The shared understanding is displayed in the common operational picture by the unit mission command system. Staff members use Individual Task 150-LDR-5007, *Create a Shared Understanding*, as a reference for this task

CONTROL OPERATIONS

1-210. The staff controls operations by arranging forces in time, space, and purpose to produce maximum relative combat power at the decisive point. They use tools such as staff estimates, the COP, DSM and DST, operations schedule, execution matrix, and graphic control measures to constantly evaluate progress of the operation against what was planned to occur. They take actions within their authority and area of expertise to bring combat power to bear and seek guidance from or make recommendations to the commander or higher headquarters when a situation exceeds the staff's authority. The staff should use Collective Task 71-BN- 5103, *Control Operations*.

TRANSFER CONTROL OF OPERATIONS BETWEEN COMMAND POSTS

1-211. The staff will pass control of the operation from one CP to another during the execution of Table VI, either to displace a CP or in reaction to an attack on a CP. While doing so, the commander and XO will ensure that they maintain continuity of C2. The staff in each CP will successfully transfer control of the functions for which they are primarily responsible from their CP to another CP per unit SOP, and then resume control when capability is restored. The XO works with the SGM on which systems to shut down, and in what order to ensure C2 is maintained throughout the process. The XO will use Collective Tasks 71-BN-5250, *Maintain Continuity of Command and Control*, and 71-BN-5202, *Conduct Transfer Control of Operations*.

DISPLACE THE COMMAND POST

1-212. The unit will displace each CP at least once during this training event. Critical aspects of C2, such as contact with higher headquarters and subordinate units, must be maintained during displacement. Displacements are planned to ensure the main CP is stationary during critical phases of the operation. All other CPs will displace per unit SOP at least once during the certification event (e.g. TAC, combat trains, and field trains). Refer to Collective Task 71-BN-5201, *Displace the Command Post*, and 71-BN-5205, *Conduct Quartering Party Operations*.

FOLLOWING CERTIFICATION

1-213. The unit will displace each CP at least once during this training event. Critical aspects of C2, such as contact with higher headquarters and subordinate units, must be maintained during displacement. Displacements are planned to ensure the main CP is stationary during critical phases of the operation. All other CPs will displace per unit SOP at least once during the certification event (e.g. TAC, combat

trains, and field trains). Refer to Collective Task 71-BN-5201, *Displace the Command Post*, and 71-BN-5205, *Conduct Quartering Party Operations*.

TABLE VII: INTEGRATE THE COMMAND AND CONTROL SYSTEM

1-214. Table VII begins with receipt of an order from higher headquarters for the unit's external evaluation. Depending on the unit type and the nature of the operation planned for the EXEVAL, the unit may begin receiving liaisons and building the larger team with subordinate units and unified action partners. The XO, under the direction of the commander, will lead the command through the MDMP with the inclusion of the liaisons and attachments. Cells and sections will also identify and establish reporting requirements through the correct channels, and the XO will ensure that the headquarters can report these requirements to higher. The command will task organize based on mission requirements. The venue and location is determined by the commander in accordance with the unit CATS and mission requirements. For example, the battalion commander may hold a CPX and combines tables VII through IX based on an abbreviated timeline for an upcoming mission. Figure 1-17 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VII: Integrate the Command and Control System	Outputs
• Table VI Inputs & Outputs • Higher headquarters FRAGORD • Draft KM plan	• Conduct the Military Decision-Making Process **71-BN-5111** / (*Develop a Decision Support Template*[1]) **71-BN-5009** / (*Develop a Decision Support Matrix*) **150-C2-5139** / (*Develop an Execution Matrix*) **71-BN-5008** • Task-Organize for Operations **71-BN-5123** • Coordinate efforts with higher, lower, adjacent, and supporting units (*Establish Coordination and Liaison*) **71-BN-5121** / (*Establish Liaison*) **150-C2-5134** • Assess the Tactical Situation **71-BN-5130** • Manage Command and Control Information Systems **150-LDR-5253** • Conduct Knowledge Management **71-BN-5330**	• FRAGORD • Refined staff structure • Updated running estimates • Reporting portion(s) of SOP • Revised CCIR / EEFI • Refined KM plan

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff completes all activities described in Table VII.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training Evaluation Outline	SOP	Standard Operation Procedures
FRAGORD	Fragmentary Order	CCIR	Commander's Critical Information Requirements
KM	Knowledge Management	EEFI	Essential Element of Friendly Information

Figure 1-17. Battalion Staff Training Table VII: Integrate the Command and Control System

CONDUCT THE MILITARY DECISION-MAKING PROCESS

1-215. Once the liaisons and attachments are received and integrated, the XO will lead the staff through the MDMP. The XO will use the order issued by higher headquarters for the external evaluation in Table X. The planning staff will refine tools for use during execution such as the DST, DSM, and operations overlays. The staff will use Collective Tasks 71-BN-5111, *Conduct the Military Decision-Making Process*, 71-BN-5009, *Develop a Decision Support Template*, and 150-C2-5139, *Develop a Decision Support Matrix*.

TASK ORGANIZE FOR OPERATIONS

1-216. Once the liaisons and attachments are received and integrated, the XO will lead the staff through the MDMP. The XO will use the order issued by higher headquarters for the external evaluation in Table X. The planning staff will refine tools for use during execution such as the DST, DSM, and operations overlays. The staff will use Collective Tasks 71-BN-5111, *Conduct the Military Decision-Making*

Process, 71-BN-5009, *Develop a Decision Support Template*, and 150-C2-5139, *Develop a Decision Support Matrix.*

COORDINATE EFFORTS WITH HIGHER, LOWER, ADJACENT, AND SUPPORTING UNITS

1-217. As part of conducting the scenario driven MDMP, the XO will ensure that the cells and sections are properly leveraging and tasking higher, lower, adjacent, and supporting units as appropriate. The XO will further ensure that the battle captains and cell leads are relaying all information as a command to higher, lower, adjacent, supported, and supporting units based on mission requirements (understanding that the relaying of information may be notional for training purposes). The XO further directs all relevant information is shared throughout the staff. See Individual Task 150-C2-5134, *Establish Liaison*, and Collective Task 71-BN-5121, *Establish Coordination and Liaison*.

ASSESS THE TACTICAL SITUATION

1-218. The commander approved an assessment plan in the Commander Table VII. The staff integrates that assessment plan with the training objectives, the commander's DSM, DST, and the desired end state. The XO ensures all CPs contribute to assessment. The XO informs the commander of any overlaps, conflicts, or issues. The XO and principal staff officers use Collective Task 71-BN-5130, *Assess the Tactical Situation and Operation*.

MANAGE COMMAND AND CONTROL INFORMATION SYSTEMS

1-219. The battalion manages C2ISs to support reliable, timely information flow in support of operations in the battalion AO, within the authorities granted it by unit type and/or mission. The command plans, engineers, installs, operates, maintains, and protects Department of Defense Information Network – Army (DODIN-A). The command supports operations by executing enterprise management, network assurance, and content management, as directed. Use Individual Task 150-LDR-5253, *Manage Command and Control Information Systems*, as a guide.

CONDUCT KNOWLEDGE MANAGEMENT

1-220. The commander ensures that the staff are correctly conducting KM and information management. The staff, led by the KMO, revise the KMP. The KM working group assesses new information requirements for any attachments and other partners, and updates the KMP leading to the Validation Exercise in Table X. All CPs/staff sections contribute to developing the KMP. See Collective Task 71-BN-5330, *Conduct Knowledge Management*.

TABLE VIII: SYNCHRONIZE OPERATIONS

1-221. The XO synchronizes WFFs. The table is event and scenario driven in a manner that the unit can work towards MET proficiency with collective task T&EOs as determined by the commander. The venue and facility location are determined by the commander in accordance with the unit CATS and mission requirements. If the training scenario for Table X EXEVAL calls for the battalion to work closely with unified action partners, the battalion staff will incorporate partner operations and information requirements into the battalion's plans, orders, and procedures during this table. The staff should practice the full array of battle rhythm reports and events during the execution of Table VIII. Figure 1-18 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VIII: Synchronize Operations	Outputs
• Table VII Inputs & Outputs	• Exercise battle rhythm (*Implement the Battle Rhythm*[1]) **71-BN-5125** • Conduct the operations process (*Conduct the Operations Process for Command and Control*) **71-BN-5100** • Control Operations **71-BN-5103** • Conduct an Operations Synchronization Meeting **71-BN-5135** • Process Relevant Information **71-BN-5315** • Conduct rehearsals (*Perform a Rehearsal*) **71-BN-5122**	• Refined battle rhythm • Refined rehearsal SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).		

The staff completes all activities described in Table VIII. [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO Training Evaluation Outline	SOP Standard Operating Procedures

Figure 1-18. Battalion Staff Training Table VIII: Synchronize Operations

EXERCISE BATTLE RHYTHM

1-222. The battle rhythm is based on unit capabilities, mission requirements, and the commander's intent. The XO will ensure these means of controlling operations account for any attachments or augmentation the unit will have when executing Table X. Now that the staff is working with other live units instead of simulating their interactions, the XO may have to adjust the battle rhythm to meet the needs of higher, lower, supported, and supporting units. Commands build upon the battle rhythm developed in tables IV through VI. Refer to Collective Task 71-BN-5125, *Implement the Battle Rhythm*.

CONDUCT THE OPERATIONS PROCESS

1-223. With all attachments, liaisons, and supporting units participating in the exercise, the commander leads the staff through the operations process. The XO will use Collective Task 71-BN-5100, *Conduct the Operations Process for Command and Control*, to assess their proficiency in conducting the operations process in connection with the collective tasks being performed for the training event. The staff should also execute the battle drills developed prior to Table VI when conducting the Execute phase of the operations process.

CONTROL OPERATIONS

1-224. The staff assists the commander in C2 operations by arranging forces in time, space, and purpose to produce maximum relative combat power at the decisive point. They take actions within their authority and area of expertise to bring combat power to bear and seek guidance from or make recommendations to the commander or higher headquarters when a situation exceeds the staff's authority. They use such tools as staff estimates, the COP, DSM and DST, operations schedule, event matrix, and graphic control measures to constantly evaluate progress of the operation against what was planned to occur. The staff should use Collective Task 71-BN-5103, *Control Operations*.

CONDUCT AN OPERATIONS SYNCHRONIZATION MEETING

1-225. The current operations staff should conduct multiple repetitions of the operations synchronization meeting and conduct an AAR after each one with the primary goal of making the meetings both effective and efficient. Identify information that was presented that was unnecessary and coach participants to brief their information as succinctly as they can while covering what is relevant. See Collective Task 71-BN-5135, *Conduct an Operations Synchronization Meeting*.

PROCESS RELEVANT INFORMATION

1-226. Relevant information is information that commanders need to make decisions or that staff officers need to perform their duties. Relevant information includes not just the information requirements identified during planning, but also exceptional information that wasn't understood to be relevant during planning but becomes relevant during execution of operations. The staff will display and share relevant information based on security and mission requirements and disseminates it to other units or partners to whom it will also be relevant. The display is tied to the COP and nested with the commander's DSM. If unified action partners are present, the command will ensure security and foreign disclosure policies and procedures are met. See Collective Task 71-BN-5315, *Process Relevant Information*.

CONDUCT REHEARSALS

1-227. Conducting the operations process includes the XO leading the staff to conduct a combined arms rehearsal. The rehearsal nests all warfighting functions and the capabilities of the unit, attachments, available support, or unified action partners for the mission. Staff leaders will conduct functional rehearsals (for example, the sustainment rehearsal) in accordance with commander's guidance and the

battalion SOP. The commander's DSM and the plan are updated based on the outcomes of the rehearsals. See Collective Task 71-BN-5122, *Perform a Rehearsal*.

TABLE IX: COMMAND AND CONTROL WFF VALIDATION EXERCISE REHEARSAL

1-228. The validation exercise rehearsal is conducted in accordance with unit CATS and the commander's intent. This event is conducted in a real or simulated OE which the unit is allocated against for a given contingency. The exercise is conducted using 24-hour operations and lasts more than two days. The exercise will also be based on the order issued prior to Table VII by the evaluating headquarters for Table X. The intent is that this exercise match as closely as possible the training circumstances and requirements anticipated in Table X, The C2 WFF Validation Exercise. At the conclusion of executing Table IX, functional and integrating cell chiefs conduct informal internal AARs prior to the commander's unit AAR. Figure 1-19 on page 49 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal	Outputs
• Table VIII Inputs & Outputs	• Conduct the Operations Process **71-BN-5100** / (*Conduct Rapid Decision-Making and Synchronization Process*[1]) **71-BN-5002** / Control Operations **71-BN-5103** • Conduct Knowledge Management **71-BN-5330** • Revise the Plan **71-BN-5124** • Emplace and displace the command post (*Establish a Command* Post) **71-BN-0050** / (*Displace the Command Post*) **71-BN-5201** / (*Maintain Continuity of Command and Control*) **71-BN-5250** • Conduct Command Post Operations **71-BN-5200** • Conduct After Action Reviews (*Conduct a Formal After Action Review*) **150-C2-5133**	• FRAGORD • Finalized SOPs / staff structure / battle rhythm • AAR results
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The staff completes all activities described in Table IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before T&EO number.		
FRAGORD Fragmentary Order T&EO Training and Evaluation Outline		SOP Standard Operating Procedures AAR After Action Report

Figure 1-19. Battalion Staff Training Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal

CONDUCT THE OPERATIONS PROCESS

1-229. The staff conducts the operations process while conducting MET collective tasks. See Collective Tasks 71-BN-5100, *Conduct the Operations Process for Command and Control*; 71-BN-5002, *Conduct Rapid Decision-Making and Synchronization Process (RDSP)*; and 71-BN-5103, *Control Operations*.

CONDUCT KNOWLEDGE MANAGEMENT

1-230. The XO ensures the staff is conducting KM and IM to standard. Both of these are tied to running estimates and the display of the COP. The management of knowledge and information reflects the commander's intent, the DSM, the mission, and orders from higher headquarters. See Collective Task 71-BN-5330, *Conduct Knowledge Management*.

REVISE THE PLAN

1-231. During the course of the exercise, the battalion will have to react to opportunities and unforeseen challenges. The staff re-synchronizes the operation and revises the plan, ensuring the revised plan

complies with commander's guidance and intent and accurately reflects updated circumstances. Refer to Collective Task 71-BN-5124, *Revise the Plan*.

EMPLACE AND DISPLACE THE COMMAND POST

1-232. The unit displaces all CPs at least once each during this event. The command maintains continuity of C2 during the CP displacement. The staff, led by the XO and under the direction of the commander completes Collective Tasks:

- 71-BN-5201, *Displace the Command Post*.
- 71-BN-0050, *Establish a Command Post*.
- 71-BN-5250, *Maintain Continuity of Command and Control*.

CONDUCT COMMAND POST OPERATIONS

1-233. CP personnel execute several routine and recurring tasks to establish, operate, and move the CP. With the assistance of the staff, commanders develop processes and procedures for the execution of these tasks and encapsulate them into the CP SOPs to govern CP operations. See ATP 6-0.5 and Collective Task 71-BN-5200, *Conduct Command Post Operations*.

CONDUCT AFTER ACTION REVIEWS

1-234. The commander conducts a formal AAR at the conclusion of Table IX and provides guidance to the staff on final adjustments to make prior to executing the Table X Validation Exercise. Refer to Individual Task 150-C2-5133, *Conduct a Formal After Action Review*.

TABLE X: COMMAND AND CONTROL WARFIGHTING FUNCTION VALIDATION EXERCISE

1-235. This is the culminating event for all four training audiences in the battalion headquarters. The validation exercise typically takes place at the unit EXEVAL for METL proficiency and reporting. This exercise is driven by the evaluating commander and mission requirements. Figure 1-20 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table X: Command and Control Warfighting Function Validation Exercise **	Outputs
• Table IX Inputs & Outputs	• Conduct the Operations Process for Command and Control **71-BN-5100** / (*Conduct Rapid Decision-Making Process*[1]) **71-BN-5002** • Conduct Knowledge Management **71-BN-5330** • Revise the Plan **71-BN-5124** / (*Conduct Rapid Decision-Making Process*) **71-BN-5002** • Displace the Command Post **71-BN-5201** / (*Conduct Transfer Control of Operations*) **71-BN-5202** / (*Maintain Continuity of Command and Control*) **71-BN-5250** • Conduct Command Post Operations **71-BN-5200** • Execute battle rhythm (*Implement the Battle Rhythm*) **71-BN-5125**	• MET assessment • Staff validations • Validated SOPs • AAR results

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the commander is prepared to lead their command and control system in the conduct of unified land operations.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

** Table is executed as part of an externally evaluated culminating training exercise.

T&EO	Training Evaluation Outline	SOP	Standard Operating Procedure
MET	Mission Essential Task	AAR	After Action Report

Figure 1-20. Battalion Staff Training Table X: Command and Control Warfighting Function Validation Exercise

CONDUCT THE OPERATIONS PROCESS

1-236. The staff conducts the operations process while the unit performs tasks on their unit standard METL, or other tasks as directed by the commander. The XO and staff will use Collective Tasks 71-BN-5100, *Conduct the Operations Process for Command and Control*, and 71-BN-5002, *Conduct Rapid Decision-Making and Synchronization Process*, to evaluate the staff.

CONDUCT KNOWLEDGE MANAGEMENT

1-237. The XO and principal staff officers will use the COP, running estimates, C2IS, and meetings to maintain shared understanding across the force. The KMO will lead the KM working group to update and implement the battalion KMP as changes to the situation drive changes in information requirements. Shared understanding is based on the commander's vision, guidance, intent, desired end state, and the OE. Refer to Collective Task 71-BN-5330, *Conduct Knowledge Management*.

REVISE THE PLAN

1-238. The staff will use the battle rhythm and the DST and DSM to make and implement execution decisions during the course of Table X. If variances are detected, then the staff will use RDSP to recommend adjustment decisions and re-synchronize the operation. The XO will ensure that the working groups and meetings have outcomes that directly support decisions that the command must make to achieve the desired end state. The meetings outlined above are nested within the unit battle rhythm and support higher commander's decision-making. Refer to Collective Tasks 71-BN-5124, *Revise the Plan*, and 71-BN-5002, *Conduct Rapid Decision-Making Process*.

DISPLACE THE COMMAND POST

1-239. The unit is required to displace each CP at least once during this training event. While doing so, the commander and XO will ensure that they maintain continuity of C2. The staff will successfully transfer C2 from the main CP to the alternate CP, and then back to the main CP upon completion of the displacement. Similarly, the other CPs will hand off responsibilities, move, reestablish the CP, and resume responsibilities. The battle captain and operations SGM direct the staff on when to relinquish

responsibilities to counterparts in another CP, and to begin preparation for movement. The staff will use Collective Tasks 71-BN-5201, *Displace the Command Post*, 71-BN-5202, *Conduct Transfer Control of Operations*, and 71-BN-5250, *Maintain Continuity of Command and Control*.

CONDUCT COMMAND POST OPERATIONS

1-240. The staff execute routine and recurring tasks to establish, operate, and move the CPs in accordance with the unit SOP to ensure support to the commander's decision-making. The staff executes SOP-based battle drills as exercise events trigger them (for example, the main CP receives incoming artillery fire). See ATP 6-0.5 and Collective Task 71-BN-5200, *Conduct Command Post Operations*.

EXECUTE THE BATTLE RHYTHM

1-241. The XO ensures the staff execute the established battle rhythm and adjusts the battle rhythm as exercise events interfere with its execution. Refer Collective Task 71-BN-5125, *Implement the Battle Rhythm*.

1-242. The outcome of Tables VII through X is external validation that the staff in each CP, with external augmenters and liaisons, is prepared to support the battalion commander's decision-making and execution of C2 during the conduct of LSCO. Each staff section/cell and CP understands and operates according to their assigned roles and responsibilities. The staff performs the operations process seamlessly. Training shortfalls were identified by Table IX and corrected before Table X.

1-243. Completing Table X indicates that the command is prepared to conduct METL tasks at the T proficiency level and is prepared at an advanced level to conduct operations. The outcome of Table X is that the evaluating commander has validated that the battalion staff is prepared to support the battalion commander in the execution of commanding forces and controlling operations during operations.

SECTION IV – BATTALION COMMAND POST TRAINING TABLES

1-244. Section IV discusses the command and control training tables for the battalion command posts.

COMMAND AND CONTROL TRAINING TABLES FOR THE BATTALION COMMAND POST

1-245. The battalion employs a main CP. Depending on the unit type, the battalion may have a TAC CP, a combat or field trains CP, or some other alternate CP. Commanders will ensure that all battalion CPs are trained in accordance with unit manning and design capabilities. This training includes that the personnel in each CP understand the roles and responsibilities of all CP, how the CPs interact with each other to support the operations process, and how each interacts with higher, lower, adjacent, supported, and supporting headquarters.

1-246. For the purpose of this TC, the CP consists of the junior officers and NCOs on the staff who conduct the routine functions that keep the CPs functioning during 24-hour operations. This section walks the commander, XO, battle captains and operations SGMs through the tables needed to train, certify, and validate CPs. This section does not cover every aspect of training, nor will it pinpoint exactly how one trains each collective or individual task. Commanders and leaders wanting more information on training the force will reference the T&EOs for each task and FM 7-0 for assistance in conducting training management.

1-247. The XO and principal staff officers ensure each section NCOIC devotes a portion of their section training to CP operations under the guidance of the battle captains and operations SGMs. Commanders empower the NCOs in the battalion to complete the tasks within these tables.

1-248. For this TC, the operations SGM is the senior NCO in each CP responsible for monitoring and supervising the performance of the enlisted operations staff. At the battalion level, most operations SGMs may be below the rank of E-9. The operations SGM assists the S-3 in all matters pertaining to the operations process to include planning, rehearsals, and monitoring and controlling operations in the

combined operation and intelligence cell (COIC). In addition, the operations SGM assists the CP officer in charge with CP administration to include the following:

- Establishing the CP.
- Displacing the CP.
- Providing CP security.
- Maintaining continuity of CP operations.
- Executing sleep plans.
- Managing stress within the CP.

1-249. The operations SGM in each CP directs section NCOs to manage guard rosters, sleep plans, and shift schedules as well as to maintain discipline in and around the CP. The operations SGM works hand in hand with the headquarters company NCO to fulfill the logistics requirements, tactical employment, and security of the CP.

1-250. Battalion CP Tables I through VI are directed at the individuals, teams and cells led by the operations SGM. The culmination of this training comes in Table V, rehearsal, and Table VI, certification, as the headquarters comes together to work as a collective unit. There are no external attachments required for the execution of these tables. The XO is the authority, in coordination with the battle captain and operations SGM, to transition the staff from CP Tables I through V. Tables I-II are designed to occur on a continuous basis as new personnel arrive to the unit. The XO and operations SGMs will verify training proficiency of the CP in Table V, the rehearsal for certification.

1-251. The commander certifies each CP at Table VI allowing them to transition to the more advanced battalion CP Tables VII through X.

1-252. Tables VII through X build on basic CP competency and may (depending on unit type and mission) require inclusion of augmentees, unified action partners, emplacement and displacement, operational security, and continuous 24-hour operations.

TABLE I: CONDUCT PRE-COMBAT INSPECTION (EQUIPMENT ACCOUNTABILITY & MAINTENANCE)

1-253. This table is the introduction to training CPs. Section leaders can use maintenance and sergeant's time training to fill basic CP job skill deficiencies. For example, the operations SGM and intelligence NCOIC run a generator operations class for Soldiers of the CP during sergeant's time. In Table I the CP leaders develop initial CP training through basic understanding of duties and responsibilities, under the supervision of the XO and operations SGM. Figure 1-21on page 53 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table I: Conduct Pre-Combat Inspection (Equipment Accountability and Maintenance)	Outputs
• Equipment TMs • Unit SOP • MTO&E • ATP 6-0.5	• Inventory command post equipment (*Conduct Command Post Operations*[1]) **150-C2-5200** • Verify command post equipment readiness (*Conduct Command Post Operations*) **150-C2-5200** • Identify sustainment requirements for the command post(s) (*Support Command Posts)* **71-CO-0433** • Schedule maintenance requirements (*Conduct Command Post Operations)* **150-C2-5200**	• Completed hand receipts • Requisitions for shortfalls • Maintenance records
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The CP crew completes all activities described in Table I.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training and Evaluation Outline TM Training Manual		SOP Standard Operating Procedures MTO&E Modified Tables of Organization and Equipment

Figure 1-21. Battalion Command Post Training Table I: Conduct Pre-Combat Inspection (Equipment Accountability and Maintenance)

INVENTORY COMMAND POST EQUIPMENT

1-254. Here all members of the CP familiarize themselves on section equipment. Staff section leaders will train their Soldiers using individual and section collective tasks as defined by the appropriate proponent. For example, the S-6 NCOIC conducts an inventory of all the equipment their section is responsible for in accordance with the unit MTO&E. Leaders take note of what equipment is required to run each CP (node) and where there are gaps. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations*.

VERIFY COMMAND POST EQUIPMENT READINESS

1-255. The section leader ensures that all members of the section understand how their assigned equipment operates both internally to their section and within the CP as a whole. Section NCOICs verify the readiness of their equipment in accordance with the equipment preventive maintenance checks and services (PMCS) and other equipment services found within each piece of equipment's technical manual (TM). Each section NCOIC verifies all assigned equipment according to the TM and report any shortages per unit SOP. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations*.

IDENTIFY SUSTAINMENT REQUIREMENTS FOR THE COMMAND POSTS

1-256. The operations SGMs work with staff section NCOICs to develop CP sustainment requirements for current and future operations. Each operations SGM works with the headquarters company to fulfill those requirements in accordance with Collective Task 71-CO-0433, *Support Command Posts*.

SCHEDULE MAINTENANCE REQUIREMENTS

1-257. The Section NCOICs will, based on operational requirements, manning constraints, and guidance from the headquarters company commander, schedule PMCS activities on a routine basis. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations*.

TABLE II: IDENTIFY COMMAND POST CHARACTERISTICS

1-258. The section NCOICs and operations SGMs continue to supervise the CP Soldiers as they refine the basic and intermediate skills of their sections. Section NCOICs have primary responsibility for this table. Commanders staff, equip, and organize CPs to control operations for extended periods of time. CP personnel use information systems and equipment to support 24-hour operations. As such, CP personnel and equipment must be protected and sustained. This requires an effective SOP and personnel trained on CP administration to include the following:

- Establishing the CP.

- Displacing the CP.
- Providing security.
- Maintaining continuity of operations.
- Executing sleep plans.
- Managing stress.

1-259. Figure 1-22 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table II: Identify Command Post Characteristics	Outputs
• Table I Inputs & Outputs	• Identify command post requirements (*Develop a Command Post Layout*[1]) **150-C2-5202** • Design command post configuration (*Develop a Command Post Layout*) **150-C2-5202** • Review command post SOPs (*Conduct Command Post Operations*) **150-C2-5200** • Identify functional gaps and commercial solutions (*Develop a Command Post Layout*) **150-C2-5202**	• Command post layout design • Updated command post SOPs
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The CP crew completes all activities described in Table I.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training Evaluation Outline	SOP Standard Operating Procedure	

Figure 1-22. Battalion Command Post Training Table II: Identify Command Post Characteristics

IDENTIFY COMMAND POST REQUIREMENTS

1-260. Once the commander establishes the C2IS requirements (see Commander Training Table I), the operations SGMs work with the S-6, battle captains, and the XO to conceptualize how the CP will be organized and set up. This step of the tables is meant as a tabletop drill or sketch only. The operations SGM will lead the discussion as the other attendees provide inputs. The operations SGM works with the CP systems and other resources the command has on hand. If new or replacement systems are needed, the operations SGM brings these requests to the XO. Refer to Individual Task 150-C2-5202, *Develop a Command Post Layout*.

1-261. At this point, the commander will have directed which additional CPs are to be established for upcoming mission requirements. At the conclusion of Table II, each operations SGM will have a detailed configuration of all CP requirements.

DESIGN COMMAND POST CONFIGURATION

1-262. Commanders validate the layout of their CPs during exercises and training events, including positioning of personnel, information systems and displays, equipment, network cabling, and electricity requirements. Even as there are a number of factors to consider in laying out the floor plan of a CP, designs must incorporate considerations for mobility and agility to be survivable. Once the operations SGMs and XO get approval from the commander on their conceptualized plan for each CP, the section NCOICs configure their individual sections based on mission requirements. The operations SGM will oversee this action ensuring that system and hardware power requirements are being met. From this point through Table IX the operations SGMs will ensure layouts are tested, adjusted as required, and captured in the unit's SOP.

1-263. Well-designed CPs integrate command and staff efforts. Within a CP, the location of CP cells and staff elements are arranged to facilitate efficient internal communication and coordination. Refer to

Individual Task 150-C2-5202, *Develop the Command Post Layout*, and ATP 6-0.5. This arrangement may change over the course of operations as the situation changes. Other layout considerations include:

- Staff integration and crosstalk.
- Trafficability.
- COP visibility
- Lighting and climate control.
- Ease and speed of displacement.

REVIEW COMMAND POST STANDARD OPERATING PROCEDURE

1-264. Section leaders and NCOICs will review and update their section standard operating procedures (SOPs). These SOPs are nested with that of the CP as a whole. Section leaders will ensure that SOPs are reviewed and updated as the mission, equipment fielding, commander's intent, and orders from higher headquarters dictate. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations*.

IDENTIFY FUNCTIONAL GAPS AND COMMERCIAL SOLUTIONS

1-265. As the design for the CP begins to take shape, and the mission and needs of the commander are weighed, the operations SGM will identify parts and equipment that the unit will need to obtain. Refer to Individual Task 150-C2-5202, *Develop a Command Post Layout*.

TABLE III: ESTABLISH COMMAND POST LAYOUT

1-266. Table III begins with the command receiving a mission, whether it be an upcoming CPX, a CTC rotation, or another training event. This table begins configuration and functionality of future mission requirements into each CP (such as main, TAC, combat trains, and field trains). This table is performed at home station with the operations SGMs leading the effort under the direction of the XO. It is understood that CP and C2IS requirements are fluid at this point in the tables. However, the operations SGMs and section NCOICs can still get a general idea of the infrastructure requirements based on the commander's decisions and guidance in Tables I through III. Figure 1-23 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table III: Establish Command Post Layout	Outputs
• Table II Inputs & Outputs • Draft KM Plan • ATP 6-01.1 • ATP 6-02.60	• Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BN-5330** / *(Manage Information and Data)* **71-BN-5310** • Conduct information protection (*Protect Information*) **71-BN-5010** / (*Employ Operations Security Control Measures*) **150-C2-6111** • Integrate functionality (*Organize the Command and Control System*) **150-LDR-5251** • Determine command post ergonomics (*Conduct Command Post Operations)* **150-C2-5200** / (*Develop the Command Post Layout)* **150-C2-5202** • Identify power generation requirements (*Conduct Command Post Operations)* **150-C2-5200**	• Command post information requirements • Refined command post portion of KM plan • Refined command post layout • Command post power generation requirements
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The CP crew completes all activities described in Table III.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
KM Knowledge Management	T&OE Training Evaluation Outline	

Figure 1-23. Battalion Command Post Training Table III: Establish Command Post Layout

Implement the Knowledge Management Plan

1-267. The XO will inform the operations SGMs and section and cell leaders of the mission and related IM and KM requirements. These systems enable the provision of relevant information to the right Soldier at the right time and in a usable format in order to facilitate understanding and inform decision-making, regardless of in which CP the Soldier works.

1-268. The KM and signal personnel in CPs assist the commander and other staff members in developing and implementing effective KM and IM plans. Detailed doctrine on assessing, designing, developing, piloting, and implementing knowledge management solutions is in ATP 6-01.1. That ATP also includes doctrine on developing a KMP and offers techniques for content management. The operations SGMs will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BN-5330, *Conduct Knowledge Management*, and 71-BN-5310, *Manage Information and Data*.

Conduct Information Protection

1-269. The battalion implements directed information protection measures using operations security (OPSEC), information assurance (IA), computer network defense (CND) and electromagnetic protection (EP) to safeguard and defend friendly information and information systems. The battalion protects information regardless of media - telephonic, on paper, on digital devices, or traversing networks and residing on information systems; from time collected until the operation is over, the information is archived for historical purposes, and the information is authorized to be removed from unit digital and analog systems. See Collective Tasks 71-BN-5010, *Protect Information*, and 150-C2-6111, *Employ Operations Security Control Measures*.

Integrate Functionality

1-270. The majority of staff work occurs within the functional and integrating cells. Staff members must also integrate their efforts with other CP cells and staff sections and with organizations external to the headquarters. Effective staff integration occurs when functional expertise from across the staff comes together in support of the commander's decision requirements. The operations SGMs will lead the section and cell NCOICs to recommend a CP layout. For example, the operations SGM relocates the sustainment cell closer to the intelligence cell based on mission reports of enemy intent to target all

logistics routes across the area of operations. The XO then directs a mutual workspace for meetings/briefings. Refer to Individual Task 150-LDR-5251, *Organize the Command and Control System*.

DETERMINE COMMAND POST ERGONOMICS

1-271. *Ergonomics* is defined as people's efficiency in their working environment. Each section leader and section NCOIC will ensure that there is adequate working efficiency in the space provided. The operations SGM works with sections to help locate, re-locate, or co-locate equipment and personnel that may need to be adjusted based on efficiency and the integration for functionality mentioned above. Refer to Individual Task, 150-C2-5200, *Conduct Command Post Operations*, and 150-C2-5202, *Develop a Command Post Layout*.

IDENTIFY POWER GENERATION REQUIREMENTS

1-272. The operations SGMs, with the assistance of the section NCOICs, identify all power requirements within the CP. The Operations SGM compares these requirements to power generation availability, keeping in mind redundancy, fueling, and maintenance requirements of systems, and then establishes a power generation plan for the CP that is both tailorable and portable. The operations SGM also ensures section personnel and mechanics understand their responsibilities with power generation. Refer to Individual Task, 150-C2-5200, *Conduct Command Post Operations*.

1-273. If there is a staff engineer available at the brigade headquarters, consult that subject matter expert when determining these requirements.

TABLE IV: DETERMINE COMMAND POST SURVIVABILITY AND SUSTAINABILITY

1-274. It is expected that the CPs be set up for a STAFFEX, CPX, or FTX and operational for this table. The commander may choose to set up the CP at a particular site and in conjunction with the exercise performed by the staff for Table IV. For this table, CPs train in isolation to establish internal processes and procedures, with limited or simulated interactions between the unit's CPs and those of higher, adjacent, lower, supporting, and supported units. Figure 1-24 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IV: Determine Command Post Survivability and Sustainability	Outputs
• Table III Inputs & Outputs • Unit manning roster • GTA 11-11-001, *Emission Control Planning Aid*	• Establish a Command Post **71-BN-0050** • Establish the command post C2IS construct (*Manage Command and Control Information Systems*[1]) **150-LDR-5253** • Establish the command post security plan (*Conduct Security of Critical Sites*) **19-CO-2204** • Establish a sustainment plan (*Support Command Posts*) **71-CO-0433** • Finalize shift crews (*Lead a Shift Change*) **150-C2-5205** • Finalize shift crew responsibilities (*Conduct Command Post Operations*) **150-C2-5200** • Prepare to perform in a contested electromagnetic spectrum (*React to Electromagnetic Interference*) **11-CW-D5903** / **11-PLT-D5902** [Drills]	• Command post security plan • Command post sustainment plan • Command post battle roster • Refined command post shift change portion of the SOP

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The CP Crew completes all activities described in Table IV.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	SOP	Standard Operations Procedure

Figure 1-24. Battalion Command Post Training Table IV: Determine Command Post Survivability and Sustainability

ESTABLISH THE COMMAND POST

1-275. As part of the event for Table IV, the commander directs the establishment of the CPs in accordance with established unit SOP, the commander's intent, and operational variables. For example, the battalion establishes their main CP at the beginning of an STX. See Collective Task 71-BN-0050, *Establish a Command Post*.

ESTABLISH THE COMMAND POST COMMAND AND CONTROL INFORMATION SYSTEM CONSTRUCT

1-276. As the headquarters prepares for Table V, the commander describes the purposes of the C2IS construct for each CP based on mission requirements and the commander's intent. CP leaders configure each CP based on the commander's guidance, the mission, and current SOPs when refining locations for the C2IS within the CP. See Individual Task 150-LDR-5253, *Manage Command and Control Information Systems*.

ESTABLISH THE COMMAND POST SECURITY PLAN

1-277. With the CPs operational, the commander directs the establishment of CP security. The headquarters company leadership and the operations SGMs, under the guidance of the XO and protection cell, review all operational considerations and establish security plans for each CP based on mission variables (METT-TC(I)). The team will use Collective Task 19-CO-2204, *Conduct Security of Critical Sites*.

ESTABLISH A SUSTAINMENT SECURITY PLAN

1-278. With the CPs operational, the headquarters company commander directs the establishment of CP sustainment. The operations SGMs, under the guidance of the XO, will work with the headquarters company supply section and S-4 logistics section to review all operational sustainment considerations and establish the sustainment plan. The team will refer to the following Collective Task to participate in sustainment plan development: Collective Task 71-CO-0433, *Support Command Posts*.

FINALIZE SHIFT CREWS

1-279. The operations SGMs, working with the XO, principal staff officers, battle captains, and section NCOICs will finalize the shifts for each CP based on operational requirements and strengths of the staff. Once finalized, the operations SGM and section leads maintain the shifts and allow them to begin the process of training as a shift. See Individual Task 150-C2-5205, *Lead a Shift Change*.

FINALIZE SHIFT CREW RESPONSIBILITIES

1-280. Once the crews are established, the operations SGMs, with the section NCOICs, will ensure that all CP responsibilities are set. For example, all sections know that they will give up one Soldier every shift to conduct security. See Individual Task 150-C2-5200, *Conduct Command Post Operations*.

PREPARE TO PERFORM IN A CONTESTED ELECTROMAGNETIC SPECTRUM

1-281. CP crews must recognize and react to activity in the electromagnetic spectrum (EMS) that effects unit use of the EMS. Interference can be deliberately caused by enemy activity, or it can be from friendly or civilian uses of the EMS. CPs can also be targeted by the enemy through monitoring a CP's electromagnetic emissions. CP crews and supporting signal Soldiers use Drills 11-CW-D5903 and 11-PLT-D5902, both titled *React to Electromagnetic Interference*, to prepare for this eventuality. CP leaders should use GTA 11-11-001, *Emission Control Planning Aid*, to assist them in preparing the CP for the contested EMS.

TABLE V: CONDUCT COMMAND POST REHEARSAL

1-282. This table is conducted in concert with the staff Table V and in accordance with the unit CATS. The operations SGM will validate that each CP is operational, meets the commander's intent and operational variables, and is ready for CP Table VI (Certification). The commander may opt to conduct

Tables V and VI with all CPs simultaneously and interacting with each other, but the C2TT model does not require this condition until Table VII. Figure 1-25 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table V: Conduct Command Post Rehearsal	Outputs
• Table IV Inputs & Outputs • Higher HQ order	• Displace the Command Post **71-BN-5201** / (*Establish a Command Post*[1]) **71-BN-0050** / (*Maintain Continuity of Command and Control*) **71-BN-5250** • Finalize load plans (*Conduct Command Post Operations*) **71-BN-5200** • Finalize command post architecture (*Develop a Command Post Layout*) **150-C2-5202** • Identify Electromagnetic Signature (*Define the Electromagnetic Operations Environment*) **113-25E-3003** • Conduct battle drills *(Conduct Command Post Operations)* **150-C2-5200** [See FM 6-0, Appendix E, for a list of recommended drills.]	• Load plans • Measures to mitigate CP signature • Refined battle drills • AAR results

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The CP crew completes all activities described in Table V.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	AAR	After Action Review
HQ	Headquarters	EMOE	Electromagnetic Operations Environment

Figure 1-25. Battalion Command Post Training Table V: Conduct Command Post Rehearsal

DISPLACE THE COMMAND POST

1-283. The commander directs the displacement of each CP in accordance with established unit SOP, the commander's intent, and operational variables. Prior to displacing, CPs will transfer control of any current operations responsibilities to another CP and reassume them once established in the new location. See Collective Tasks 71-BN-5201, *Displace the Command Post*, 71-BN-0050, *Establish a Command Post*, and 71-BN-5250, *Maintain Continuity of Command and Control*.

FINALIZE LOAD PLANS

1-284. As part of each section understanding their role within the CP, each section leader and section NCOIC will ensure that all vehicles and equipment are able to emplace and displace as the mission, commander's intent, and orders from higher dictate. Refer to section SOPs and TMs for section equipment. Refer to Collective Task 71-BN-5200, *Conduct Command Post Operations*.

FINALIZE THE COMMAND POST ARCHITECTURE

1-285. The *CP architecture* is a dynamic, flexible structure that consists of the elements of, and interactions between, the OE, the CP, and the C2 system (people, processes, network, and CPs). The operations SGM will finalize the structure of the CP based on the architecture in which it resides, based on feedback from the commander, section leaders, and the results of Table V. This includes diagrams of all equipment and personnel. 150-C2-5202, *Develop a Command Post Layout*.

IDENTIFY ELECTROMAGNETIC SIGNATURE

1-286. Working with the S-6, and S-3, each CP operations SGM identifies the CPs' signature. This includes visual, thermal, and electromagnetic signatures. For example, the operations SGM identifies the heavy use of push to talk and cellular telephone usage within the CP and works with the XO and commander to mitigate the risk those devices represent based on threat capabilities. Once electromagnetic risks are identified, the operations SGM works to mitigate risks associated with the unit digital footprint. Refer to Individual Task 113-25E-3003, *Define the Electromagnetic Operations Environment*.

CONDUCT BATTLE DRILLS

1-287. Each operations SGM, in conjunction with the battle captain and XO, conducts drills for each shift. These drills are mission related and test the functionality of the crews within each shift and should be conducted in accordance with the unit SOP. See Individual Task 150-C2-5200, *Conduct Command Post Operations*. FM 6-0 lists recommended CP battle drills that the battalion develops to meet its mission requirements.

1-288. Upon completion of Table V, the operations SGM will address all required retraining for their CP before moving on to Table VI. The operations SGM may also use a single event to run the CP through Tables III through V for retraining.

TABLE VI: CONDUCT COMMAND POST CERTIFICATION

1-289. This table is conducted during an already scheduled collective training event determined by the commander, using the unit CATS as a reference. As budget and training days allow, this table is conducted in a field environment with 24-hour operations. When successful, the commander certifies each CP at the conclusion of this event. Figure 1-26 on page 60 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VI: Conduct Command Post Certification	Outputs
• Table V Inputs & Outputs • TC 6-0.2	• Displace the Command Post **71-BN-5201** • Maintain Continuity of Command and Control **71-BN-5250** • Certify shift crews (*Conduct Command Post Operations*[1]) **71-BN-5200** • Conduct Security of Critical Sites **19-CO-2204**	• Command post certification • AAR Results • Finalized command post portions of the SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The CP crew completes all activities described in Table VI.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training and Evaluation Outline AAR After Action Report	SOP Standard Operating Procedures	

Figure 1-26. Battalion Command Post Training Table VI: Conduct Command Post Certification

DISPLACE THE COMMAND POST

1-290. Each battalion CP displaces at least once for the CP certification. While displacing a CP, the XO ensures the primary functions of that CP are handed off to an alternate CP. See Collective Task 71-BN-5201, *Displace the Command Post*.

MAINTAIN CONTINUITY OF COMMAND AND CONTROL

1-291. As part of displacing the main CP, the operations SGM will work closely with the XO, battle captains, and S-6 to ensure that, after C2 has been transferred to the alternate CP, the systems are turned off in a thought-out progressive manner. The CP will still maintain situational awareness as the CP displaces. Each of the other unit CPs also displace per unit SOP. Refer to Collective Task 71-BN-5250, *Maintain Continuity of Command and Control*.

CERTIFY SHIFT CREWS

1-292. As part of certifying each CP, the commander also certifies the shift crews using Collective Task 71-BN-5200, *Conduct Command Post Operations*.

CONDUCT COMMAND POST SECURITY

1-293. The operations SGMs drill CP Soldiers on reacting to security threats CP in or close to the CP, and coordinates security requirements for external security with the headquarters company commander. Refer to Collective Task 19-CO-2204, *Conduct Security of Critical Sites*. See FM 6-0 for a list of recommended drills the unit should include in their SOP. Some of those drills have been drafted for units to use as the basis for drills in their SOP:

- 07-BN-D5147, *React to an Unknown Enemy Combatant Within the Perimeter*.
- 07-BN-D5148, *React to Indirect Fire on the Command Post*.
- 07-BN-D5210, *React to Power Outage Within the Command Post*.
- 07-BN-D7658, *React to a Mass Casualty Incident*.

1-294. The outcome of Tables I through VI is that each CP works as a cohesive unit, led by the commander and that CP's leadership, and is ready to proceed to collective training in Table VII with the staff, digital crew, and other CPs (the battalion's and those of higher, lower, adjacent, supported, and supporting). Each CP operates within their designed capabilities and the mission. Individual and section competency meets the design of the Army and the commander's intent. Completing Table VI indicates that the command is prepared to conduct CP operations at or above the P level.

1-295. Upon completion of Table VI and the certification of the CP, the headquarters, led by the XO, battle captain, operations SGM, and under the guidance of the C2 WFF. In them the CPs integrate external elements such as liaisons and unified action partners. The tables lead the command to the CTE of the headquarters which is typically an EXEVAL.

TABLE VII: CONDUCT COMMAND POST OPERATIONS

1-296. Table VII begins with receipt of an order from higher headquarters for the unit's external evaluation. The operations SGMs ensure location and equipment integration. The CPs also execute battle drills. The venue and facility location are determined by the commander based on the unit CATS and mission requirements. The unit will begin receiving liaisons and building the larger team with subordinate units and unified action partners (depending on the unit's role and mission). Figure 1-27 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VII: Conduct Command Post Operations	Outputs
• Table VI Inputs & Outputs • Higher headquarters FRAGORD	• Conduct Command Post Operations **71-BN-5200** • Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BN-5330** • Conduct command post battle drills (See FM 6-0, Appendix E, for recommended battle drills) • Perform command post administration (*Conduct Command Post Operations)* **150-C2-5200**	• Updated command post SOP and KM plan

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

Each command post crew completes all activities described in Table VII.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	KM	Knowledge Management
FRAGORD	Fragmentary Order	SOP	Standard Operating Procedures

Figure 1-27. Battalion Command Post Training Table VII: Conduct Command Post Operations

CONDUCT COMMAND POST OPERATIONS

1-297. Once any liaisons and attachments are received and integrated, the CPs will conduct operations in accordance with the commander's intent, operational requirements, and unit SOP. Refer to Individual Task 71-BN-5200, *Conduct Command Post Operations*. The TAC CP or other CPs will meet the same

criteria and Table VII-X standards as the unit main CP. For example, the battalion TAC CP will conduct battle drills in accordance with Table VII standards.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-298. The XO will inform the operations SGMs and section and cell leaders of the mission and related information and knowledge management requirements. Combined, KM and IM enable the provision of relevant information to the right person at the right time and in a usable format in order to facilitate understanding and decision-making. All staff sections and CPs contribute to developing the KMP. Refer to Collective Task 71-BN-5330, *Conduct Knowledge Management*.

CONDUCT COMMAND POST BATTLE DRILLS

1-299. As part of conducting the scenario, the XO or OIC of each CP will initiate CP battle drills. The operations SGM will use any of the applicable following doctrinal drills to develop and rehearse battle drills for the battalion SOP:

- Drill 07-BN-D5146, *React to Collateral Damage*.
- Drill 07-BN-D5147, *React to an Unknown Enemy Combatant Within the Perimeter*.
- Drill 07-BN-D5148, *React to Indirect Fire on the Command Post*.
- Drill 07-BN-D5210, *React to Power Outage Within the Command Post*.
- Drill 07-BN-D5315, *React to Incorrect Information Affecting the Operational Environment*.
- Drill 07-BN-D5203, *React to a Fragmentary Order*.
- 07-BN-D7658, *React to a Mass Casualty Incident*.

PERFORM COMMAND POST ADMINISTRATION

1-300. The XO, principal staff officers, battle captains, and operations SGMs will ensure that the CPs are staffed and that the administrative functions of the CP are executed. These administrative functions include but are not limited to having the security clearance access roster (SCAR) at access points, shift change schedules and briefing timelines, equipment refueling and maintenance schedules, Class I timeline, and transportation to and from the CP schedules. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations*.

TABLE VIII: SUSTAIN THE COMMAND POST

1-301. The operations SGMs in each CP, in coordination with HHC leaders and the unit logistics/sustainment officer, ensures that their CP can sustain itself for extended 24 hour operations. When conducting this table, the CP also practices sustaining information systems. This table is conducted in concert with the staff Table VIII. Figure 1-28 below establishes the inputs, tasks to be accomplished during this table, and the outputs for the table.

Inputs	Table VIII: Sustain the Command Post	Outputs
• Table VII Inputs & Outputs • ATP 5-19	• Conduct command post sustainment operations (*Support Command Posts*[1]) **71-CO-0433** • Conduct safety programs *(Integrate Risk Management into the Operations Process*) **71-BN-5145** • Conduct Command Post Operations **71-BN-5200** • Secure the command post (*Conduct Security of Critical Sites*) **19-CO-2204**	• Refined command post SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The CP crew completes all activities described in Table VIII.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training and Evaluation Outline	SOP Standard Operating Procedures	

Figure 1-28. Battalion Command Post Training Table VIII: Sustain the Command Post

CONDUCT COMMAND POST SUSTAINMENT OPERATIONS

1-302. After reviewing the CP sustainment plan and adjusting based on an increase in personnel from liaisons and attached units, the operations SGMs, in coordination with the logistics/sustainment officer and headquarters company leadership, conducts CP sustainment operations. The operations SGMs will refer to the following Collective Task 71-CO-0433, *Support Command Posts*.

CONDUCT SAFETY PROGRAMS

1-303. The operations SGMs and the battalion safety officer will ensure that all risk assessments and safety protocols are being met by each CP. Most safety programs are based on unit SOPs. SOPs are reviewed and updated based on current conditions. The unit will complete Collective Task 71-BN-5145, *Integrate Risk Management into the Operations Process*, and all proponent safety T&EOs.

CONDUCT COMMAND POST OPERATIONS

1-304. Each operations SGM will ensure their CP is fully functional and supports the command throughout the operations process. The operations SGMs will make corrections on the spot to maintain a smooth and functioning CP. Functions for this table include:

- CP sustainment.
- Power generation functionality.
- Electromagnetic signature mitigation.
- CP security and survivability.
- Battle drill proficiency.
- C2 system integration and sustainment.

1-305. Refer to Collective Task 71-BN-5200, *Conduct Command Post Operations*.

SECURE THE COMMAND POST

1-306. The operations SGM, in coordination with the HHC leadership, trains CP Soldiers on reacting to security threats to the CP in or close to the CP using Collective Task 19-CO-2204, *Perform Security at Critical Sites*.

TABLE IX: COMMAND AND CONTROL WFF VALIDATION EXERCISE REHEARSAL

1-307. The validation exercise rehearsal is conducted in accordance with unit CATS and the commander's intent. It is expected that this event be conducted in a real or simulated OE in which the unit is directed to operate. The exercise is conducted using 24 hour operations over at least two days. During the exercise, the training scenario drives all CPs to interact with each other and higher, lower, adjacent, supported, and supporting units. The exercise will also be based on the order the unit received for the external evaluation/validation exercise. The intent is that this exercise match as closely as possible the training circumstances and requirements anticipated for the Table X, The C2 WFF Function Validation Exercise. Figure 1-29 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal	Outputs
• Table VIII Inputs & Outputs	• Displace the Command Post **71-BN-5201** • Maintain Continuity of Command and Control **71-BN-5250** • Conduct Command Post Operations **71-BN-5200** • Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BN-5330** / (Manage Information and Data) **71-BN-5310** • Secure the command post *(Implement Physical Security Measures*) **63-BN-4057** / (*Conduct Security of Critical Sites*) **19-CO-2204** • Conduct AARs (*Conduct A Formal After Action Review*) **150-C2-5133**	• Finalized SOPs / staff structure / battle rhythm • AAR results

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander trains the command and control system, including the staff, unit command posts, and the digital crew in Tables VII through IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	AAR	After Action Review
SOP	Standard Operating Procedures	KM	Knowledge Management

Figure 1-29. Battalion Command Post Training Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal

DISPLACE THE COMMAND POST

1-308. This portion of Table IX should be conducted after the establishment of the CP and during the conduct of an operation. For example, the battalion displaces each CP while the unit is participating in a defensive operation. Each operations SGM will ensure that all SOPs and policies are met as the unit displaces the CPs. See Collective Task 71-BN-5201, *Displace the Command Post*.

MAINTAIN CONTINUITY OF COMMAND AND CONTROL

1-309. In connection with the displacement of the CP, the XO and operations SGMs ensure that the unit maintains continuity of C2. See Collective Task 71-BN-5250, *Maintain Continuity of Command and Control*.

CONDUCT COMMAND POST OPERATIONS

1-310. Each operations SGM will ensure the CP is fully functional and supports the commander and staff throughout the operations process. The operations SGM will make on the spot corrections as needed to maintain a smooth and functioning CP. Refer to Collective Task 71-BN-5200, *Conduct Command Post Operations*.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-311. The XO will inform the operations SGMs and section and cell leaders of the mission and related IM and KM requirements. Combined these systems enable the provision of relevant information to the right Soldier at the right time and in a usable format in order to facilitate understanding and inform decision-making. All staff sections and CPs contribute to developing the KMP.

1-312. The CP personnel assist the commander and other staff members in implementing effective knowledge and information management plans. ATP 6-01.1 includes doctrine on developing a KMP and offers techniques for content management. The operations SGM will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BN-5330, *Conduct Knowledge Management*, and 71-BN-5310, *Manage Information and Data*.

SECURE THE COMMAND POST

1-313. Each operations SGM, in coordination with the headquarters company leadership, trains CP Soldiers on reacting to security threats in or close to the CP. Each CP participates in rehearsals for

external security threats with the headquarters company. Refer to Collective Task 63-BN-4057, *Implement Physical Security Measures*, and 19-CO-2204, *Conduct Security of Critical Sites*.

CONDUCT AFTER ACTION REVIEWS

1-314. The commander leads an AAR of the operation conducted during Table IX training with a focus on identifying and correcting training deficiencies and/or unit procedures that must be corrected prior to the Table X external evaluation. The operations SGMs and battle captains ensure that changes identified during the AAR are implemented prior to beginning Table X. Refer to Individual Task 150-C2-5133, *Conduct a Formal After Action Review*.

TABLE X: COMMAND AND CONTROL WARFIGHTING FUNCTION VALIDATION EXERCISE

1-315. This is the culminating exercise of the C2 system as a whole. The validation exercise typically takes place as part of a battalion EXEVAL. This exercise is driven by the evaluating commander and mission requirements. During the exercise, the training scenario drives all CPs to interact with each other and higher, lower, adjacent, supported, and supporting units. The outcome of Table X is that the evaluating commander has validated that all battalion CPs are prepared to support the battalion commander and staff in the execution of C2 during LSCO, to include the ability to displace as the tactical situation requires. Figure 1-30 on page 65 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table X: Command and Control Warfighting Function Validation Exercise	Outputs
• Table IX Inputs & Outputs	• Displace the Command Post **71-BN-5201** • Maintain Continuity of Command and Control **71-BN-5250** • Conduct Command Post Operations **71-BN-5200** • Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BN-5330** / (*Manage Information and Data*) **71-BN-5310** • Secure the command post (*Perform Security at Critical Sites*) **19-CO-2204** / (*Implement Physical Security Measures*) **63-BN-4057**	• Command post validations • Validated SOPs • AAR results

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Fully Trained (T), Practiced (P), and Untrained (U).

Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the command and control system is trained to support the commander's decision making in multidomain operations.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training Evaluation Outline	AAR	After Action Report
SOPs	Standard Operating Procedures		

Figure 1-30. Battalion Command Post Training Table X: Command and Control Warfighting Function Validation Exercise

DISPLACE THE COMMAND POST

1-316. The battalion will displace all CPs at least once during this table. For example, the battalion displaces the main CP while the unit is conducting a defense and then displaces the TAC CP when transitioning to participating in a movement to contact. The operations SGM will ensure that all SOPs and policies are met as the unit displaces the CP. See Collective Task 71-BN-5201, *Displace the Command Post*.

MAINTAIN CONTINUITY OF COMMAND AND CONTROL

1-317. In connection with the displacement of each CP, the XO and operations SGMs ensure that the unit maintains continuity of C2. See Collective Task 71-BN-5250, *Maintain Continuity of Command and Control*.

CONDUCT COMMAND POST OPERATIONS

1-318. Each operations SGM will ensure the CP is fully functional and supports the command throughout the operations process in accordance with Collective Task 71-BN-5200, *Conduct Command Post Operations*. The operations SGMs will make on the spot corrections as needed to maintain a smooth and functioning CP. Certification of this table includes but is not limited to:

- CP sustainment.
- Power generation functionality.
- Electromagnetic signature mitigation.
- CP security and survivability.
- Battle drill proficiency.
- C2 system integration and sustainment.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-319. The CP personnel assist the commander and staff in implementing effective KM and IM plans. ATP 6-01.1 includes doctrine on developing a KMP and offers techniques for content management. The operations SGM will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BN-5330, *Conduct Knowledge Management*, and 71-BN-5310, *Manage Information and Data*.

SECURE THE COMMAND POST

1-320. Each operations SGM, in coordination with the headquarters company leadership, reacts to security threats to the CP using Collective Task 19-CO-2204, *Conduct Security of Critical Sites*. Refer to Collective Task 63-BN-4057, *Implement Physical Security Measures*.

1-321. The outcome of Tables VII through X is that the CPs work as a cohesive C2 system, led by the commander, with external augmenters and liaisons. Each CP section understands and operates within their designed capabilities and the mission. Individual and section competency meets the design of the Army and the commander's intent. The CP performs the CP operations seamlessly. Training shortfalls were identified by Table IX and corrected before Table X. The commander validates the CPs at the end of Table X to indicate that the command posts are prepared to support the commander and staff in commanding and controlling LSCO.

SECTION V – BATTALION DIGITAL CREW TRAINING TABLES

1-322. Section V discusses the command and control training tables for the battalion digital crew.

COMMAND AND CONTROL TRAINING TABLES FOR THE BATTALION DIGITAL CREW

1-323. This chapter is designed to enable the commander and staff to train with the digital crew and evaluate the ability of staff and C2IS operators to integrate systems and generate the COP. The COP is a single display of relevant information tailored to unit requirements that simultaneously creates shared understanding horizontally and vertically throughout an organization. This shared understanding is measured by the ability of commanders and their staffs to make timely and effective decisions.

1-324. Key trainers for the digital crew are the C2 information integrators (Soldiers expert in integrating C2 systems to establish the COP that lead digital crews), battle captains, KMOs, signal DMGs, and staff section leaders. It is also recommended that a trained C2 information integrator be assigned to every CP or node.

1-325. The digital crew consists of the unit C2 information integrators, the COP manager, and the individual C2IS operators in all shifts of all CPs. The tables for the digital crew assume the individual C2IS operators are certified to operate their C2IS according to the appropriate proponent technical and training manuals. The C2 information integrator prepares the digital crew training and the certification

program with the following Individual Tasks: 150-DMG-2030, *Coordinate Command and Control Information Systems with Enablers*, 150-DMG-2031 *Develop a Digital Training Program (Unit, Individual, or Crew)*, and 150-DMG-2032, *Execute the Digital Crew Training Program*. The C2 information integrator is focused on the integration of C2 information systems and is not trained to be the operator or expert of each C2IS. Execution of training tables occurs concurrently with other planned training to support organizational training requirements.

1-326. The digital crew integrates C2 information systems to display information that enables the commander in the decision-making process. Led by the information integrator, the digital crew is responsible for advising the staff on the most effective techniques to integrate their C2IS. The digital crews coordinate with the COP manager to integrate critical information from each WFF into the COP to support the commander's visualization.

1-327. The composition of the digital crew at the battalion echelon is adjusted to support commander's guidance. Considerations for guidance include training, education, experience of available personnel, and their ability to integrate their C2IS. The C2 information integrator and COP manager recommend composition and disposition of C2IS to the S-3 tailored to the OE. Planning factors include shift changeover, relocation of the CP, requirements for split operations, and mobile CP operations.

1-328. The S-3 is responsible for the training and management of the digital crew to produce the unit's COP through the execution of the digital crew training tables. The digital crew executes the training tables to support the commander's guidance and training objectives under the supervision of the operations officer with support from the C2 information integrator and the S-6. Considerations for training include stability and proficiency of digital crews, available equipment calendar, and operational need. The digital training tables are designed to be executed sequentially as each table builds on skills learned in previous tables. Tables I focus through VI on the digital crew building proficiency with some requirements from the staff (e.g. graphics developed during MDMP). The S-3 should verify at the end of Table V training that the digital crew is prepared for the commander's validation in Table VI. Tables VII through X focus on the employment and integration of the staff supported by the digital crews.

1-329. Digital crews are rated as fully qualified, qualified, or unqualified with a maximum and minimum performance standard within each rating. The intent is for the digital crew to participate in the tables simultaneously as an organization.

- Fully qualified – All assigned crew members have successfully completed Tables I-VI; at minimum, every member of the digital crew has completed these tables.
- Qualified – 80% of the digital crew have successfully collectively completed Tables III-VI; at 2846 minimum, every member of the digital crew has completed Tables I and II.
- Unqualified – 1 or more crew members have not completed Tables I-II or more than 20% of the digital crewmembers in the organization's headquarters have not completed Tables III-VI.

1-330. Once a crew is fully qualified, commanders are advised to maintain digital crew integrity, similar to battle-rostering weapons system crews. When replacing crew members, the new crew member must be individually qualified on Tables I and II for the crew to maintain a qualified rating. If more than 20% of the crew members are replaced from the original fully qualified crew, the digital crew is considered unqualified until the new crew conducts Tables III through VI as a collective unit.

TABLE I: EXECUTE BASIC COMMAND AND CONTROL INFORMATION SYSTEM OPERATIONS

1-331. Table I is the introduction. In it the C2 information integrator verifies C2IS operators understand the basics of their particular system and how to connect it to the C2 network. Figure 1-31 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table I: Execute Basic Command and Control Information System Operations	Outputs

• Digital crew battle roster • KM SOP • ATP 6-01.1 • System TMs and/or users manuals	• Operators demonstrate ability to: ▪ Setup C2IS (*Employ a Command and Control Information System*[1]) **150-C2-5250** ▪ Prepare C2IS for Operations ▪ Organize C2IS Data ▪ Employ C2IS ▪ Operate C2IS degraded (*Exercise Mission Command Under Degraded Conditions*)**150-DMG-2020**	• Operators validated on their individual systems
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The digital crew members complete all activities described in Table I.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training and Evaluation Outline SOP Standard Operating Procedure	KM Knowledge Management C2IS Command and Control Information System	

Figure 1-31. Battalion Digital Crew Training Table I: Execute Basic Command and Control Information System Operations

SET UP THE COMMAND AND CONTROL INFORMATION SYSTEM FOR OPERATIONS

1-332. Given the variety of WFF information systems in the Army and version updates associated with each, the C2 information integrator will ensure that Soldiers of the digital crew are operating their MTO&E authorized systems in accordance with associated TMs and most recently approved software. The commander directs which systems and configuration to use based on mission requirements, the OE (both current and forecasted), unit capabilities, equipment/systems and versions through the Army fielding initiatives, and higher headquarters requirements. The C2 information integrator determines what tasks are selected from the TM to validate the operators' abilities to employ the C2IS. Of note, the C2 information integrator should consider tasks based on the operator's duties and responsibilities and the unit SOP. Individual Task 150-C2-5250, *Employ a Command and Control Information System*, and system TMs suggest tasks the operators should complete for this verification which should include:

- Set up the C2IS for operation (Prepare the C2IS for Operations).
- Employ the C2IS for operations.
- Organize C2IS data.
- Operate C2IS degraded (150-DMG-2020, *Exercise Mission Command Under Degraded Conditions*).

1-333. The desired outcome for Table I is for the digital crew to understand the commander's guidance for employment of C2IS and demonstrate proficiency on the respective systems. Additionally, the digital crew must be able to sustain operations throughout degraded conditions and understand use of analog tracking systems.

TABLE II: INTEGRATE COMMAND POST SYSTEMS

1-334. The purpose of this table is to ensure that all digital crew members demonstrate that they can effectively transfer information and data to other systems on the entire network. Execution validates the C2IS integration across the staff as outlined in the KM SOPs to include setting permissions and sharing data. This table typically requires collaboration of the 'digital triad' (the C2 Information Integrator, Signal Digital Master Gunner [signal officer for units without the signal DMG], and KMO) in addition to appointed COP manager, S-3, and S-6. The appointed COP manager assists in the management of information for use in the COP. Digital crew members must be proficient at sharing information through the entire network at the conclusion of this table. If the entire network is not available or utilized for the table, the S-3, S-6, and C2 information integrator determine how to mitigate the associated risk and communicate their approach to the commander. Figure 1-32 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table II: Integrate Command Post Systems	Outputs

• Table I Inputs & Outputs • Draft command and control information system portion of unit SOP • FM 6-0 • ADP 5-0	• Integrate C2IS with the Mission Command Workstation **150-DMG-2033** • Perform Troubleshooting Procedures on C2IS **150-DMG-2034**	• Interoperability of information requirements across the entire network and integrated into each designated C2IS

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The digital crew members complete all activities described in Table II.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	C2IS	Command and Control Information System
SOP	Standard Operating Procedures		

Figure 1-32. Battalion Digital Crew Training Table II: Integrate Command Post Systems

INTEGRATE C2 INFORMATION SYSTEMS WITH THE MISSION COMMAND WORKSTATION (MCWS)

1-335. The C2 information integrator will use Individual Task 150-DMG-2033, *Integrate C2 Information Systems (C2IS) with the Mission Command Workstation (MCWS)*. Execution of this task allows the C2IS operator associated with each WFF to share information through the mission command workstation to update the COP. The C2 information integrator will ensure that each operator can publish graphics in accordance with unit SOPs for dissemination to all authorized users. The C2 information integrator also evaluates the C2IS operator's ability to import and export graphics. The operations SGM, battle captain, or battle NCO along with the C2 information integrator will confirm the digital crew's ability to import and share messages, reports, and overlays.

PERFORM TROUBLESHOOTING PROCEDURES ON C2IS

1-336. The C2 information integrator will use Individual Task 150-DMG-3003, *Perform Troubleshooting Procedures on the Command and Control Information System (C2IS)*. Operators use equipment and software TMs and users guides to troubleshoot problems with C2IS hardware or software. System operators will identify and correct system failure with successful functions check or escalate to higher level support in accordance with the applicable TMs. When this task is complete, the workstation is fully mission capable, or deficiencies and shortcomings are annotated and required maintenance actions to be performed by someone other than the workstation's operator are identified. The C2 information integrator and COP manager will observe and evaluate the performance measures of this task with the battle captain who will ensure that updates are provided in accordance with the digital SOP.

TABLE III: DEVELOP THE COMMON OPERATIONAL PICTURE

1-337. Table III focuses on the development of the common operating picture through collaboration of the digital crew, the COP manager, and staff operating within the commander's guidance. Each member of the digital crew will publish their respective digital efforts (graphics) through the network to populate the COP, providing real-time situational awareness. The commander tailors the COP through guidance to the staff WFF representatives who provide feedback to ensure achievement of commander's intent. The digital crew trains to support the commander's and staff's situational awareness through digitizing relevant information using the C2IS to display the digital COP. The updated COP reflects the most current events tailored to CCIR to support the commander's decision-making process. Figure 1-33 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table III: Develop the Common Operational Picture	Outputs

• Table II Inputs & Outputs • Commander's guidance (Commander Table II) • COP portion of digital SOP	• Establish the Common Operational Picture **150-C2-5315** • Communicate Using Command and Control Information System **150-DMG-2012** • Implement the COP related portions of the KM plan (*Conduct Knowledge Management*[1]) **71-BN-5330** / (*Manage Information and Data*) **71-BN-5310**	• COP • Validated COP portion of digital SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The digital crew completes all activities described in Table III.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
COP Common Operational Picture KM Knowledge Management		SOP Standard Operating Procedure T&EO Training and Evaluation Outline

Figure 1-33. Battalion Digital Crew Training Table III: Develop the Common Operational Picture

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-338. The C2 information integrator and COP manager will use Individual Task 150-C2-5315, *Establish the Common Operational Picture*. This task is critical to the success of the staff and digital crew and may require coordination with the COP manager, battle captain, or S-3 to validate the digital crew's ability to produce the COP. The COP manager and battle captain update the COP based on the mission, relevant information imported from C2IS, and information from other sources to enable the commander's decision making.

PREPARE THE DIGITAL COMMON OPERATIONAL PICTURE

1-339. The C2 information integrator leads the digital crew to develop a list of items to display on the COP, and practice putting them in appropriate C2IS, including:

- Boundaries.
- Phase lines.
- Objectives.
- Maneuver graphics.
- Fire support coordination measures (FSCM).
- Airspace coordinating measures (ACM).
- Known and suspected enemy locations.
- Supply routes and depots.
- Decision points.

1-340. The digital crew will determine which elements of the COP will be automatically populated on the COP versus those the crew will have to enter manually and practice doing so.

1-341. The C2 information integrator will use Individual Task 150-DMG-2035, *Prepare the Digital Common Operational Picture*, to guide the crew through Table III.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-342. The KMO will inform the operations SGM, C2 information integrator, and section and cell leaders of mission-related information and KM requirements. The COP, as part of the unit's combined KM plan, enables the provision of relevant information to the right person at the right time and in a usable format to facilitate understanding and decision-making. The C2 information integrator supervises the digital crew in establishing this key component of the KMP. The C2 information integrator participates in developing a KMP and digital portions of the unit SOP. The C2 information integrator will oversee staff sections configuring their systems and equipment to conform to the information

requirements established in the KMP. Refer to Collective Tasks 71-BN-5330, *Conduct Knowledge Management*, and 71-BN-5310, *Manage Information and Data*.

TABLE IV: SYNCHRONIZE OPERATIONS

1-343. This table builds on the skills of COP development and validates the digital crew's ability to transition from planning to current operations. This table also provides the opportunity for the commander to observe staff management of digital systems and refinement of SOPs through:

- Battle tracking.
- Maintaining running estimates.
- Executing battle drills.
- Transitioning between phases.
- Preparing and executing briefings.

1-344. Table IV builds the crew's proficiency from crawl to walk in preparation for table V. The crew, upon completion of this table, has the ability to respond and properly execute major events that are triggered individually. Figure 1-34 on page 71 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IV: Synchronize Operations	Outputs
• Table III Inputs & Outputs • Battle drills • Scenario events to drive populating the COP and executing drills • FM 6-0 Battle Drills Annex	• Execute battle drills (*Execute Battle Drills Using Command and Control Information Systems (C2IS)*[1]) **150-DMG-2015** • Share a Plan Using the Command and Control Information Systems (C2IS) **150-DMG-3006** • Present a Command Post Update Brief **150-DMG-2016**	• Validated battle drills • Command and control information system shared plan • Validated briefing portion of digital SOP • Refined COP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trai Practiced (P), and Untrained (U). **The digital crew members complete all activities described in Table IV.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before number.		
COP Common Operational Picture SOP Standard Operating Procedures		T&EO Training and Evaluation Outline

Figure 1-34. Battalion Digital Crew Training Table IV: Synchronize Operations

EXECUTE BATTLE DRILLS

1-345. The C2 information integrator will use Individual Task 150-DMG-2015, *Execute Battle Drills Using Command and Control Information Systems (C2IS)*. The successful unit will have an established list of approved battle drills that are published in the unit SOP (CP, plans, and digital sections). The staff reviews and executes battle drills in accordance with SOP and commander's guidance for training. This process is supervised by the COP manager, operations SGM, or S-3. The battle captain determines if execution of the battle drills achieves commander's information requirements outlined in the SOP. The staff verifies the battle drills supporting their WFF through screening criteria, setting conditions for successful operations.

SHARE A PLAN USING COMMAND AND CONTROL INFORMATION SYSTEMS

1-346. The C2 information integrator will use Individual Task 150-DMG-3006, *Share a Plan Using the Command and Control Information Systems*. The staff assists the commander's visualization through use of C2IS visualization aides including maps, charts, and tables. The C2 information integrator assists the COP manager, battle captain, or S-3 to select a briefing format that supports the commander's guidance and mission requirements.

PRESENT A COMMAND POST UPDATE BRIEFING

1-347. The C2 information integrator and COP manager will use Individual Task 150-DMG-2016, *Present Command Post Update Briefing*. The CP update brief is the culmination of the integration and information sharing to create situational and shared understanding. The battle captain, S-3, or commander validates the update briefing to ensure it meets the commander's guidance. A briefing manager is designated by the XO or S-3 to organize and control the briefing (typically the battle captain or battle NCO) in each CP. The designated briefing manager guides staff preparation for the update in coordination with the COP manager and C2 information integrator. Briefing preparation techniques traditionally focus on gaining efficiency by leveraging C2IS capabilities throughout the presentation. Briefing concludes with a rehearsal by warfighting function.

TABLE V: CONDUCT COMMAND AND CONTROL NETWORK REHEARSAL

1-348. The network rehearsal presents the last opportunity in digital training tables for digital crews to refine their processes before commanders certify their digital crews in Table VI. Table V is scenario driven and evaluates the digital crew's ability to use digital systems to support the operations process. Retraining may be required through multiple scenarios to ensure compliance with battle drills and refine unit SOPs. At the conclusion of Table V the digital crew should be operating at full capacity.

1-349. Once the digital crew successfully completes all requirements of Table V, the C2 information integrator reports to the S-3, the operations SGM, and each battle captain that the digital crew is prepared for the certification event (Table VI). Figure 1-35 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table V: Conduct Command and Control Network Rehearsal	Outputs
• Table IV Inputs & Outputs • Staff COP input	• Establish the COP **71-BN-5319** • Conduct command and control information system operations (*Communicate Using Command and Control Information System*[1]) **150-DMG-2012** • Maintain Continuity of Command and Control **71-BN**-5250 / (*Conduct Transfer Control of Operations*) **71-BN-5202**	• Finalized COP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The DC completes all activities described in Table V.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training and Evaluation Outline	COP Common Operational Picture	

Figure 1-35. Battalion Digital Crew Training Table V: Conduct Command and Control Network Rehearsal

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-350. The COP manager will lead the digital crew to complete Collective Task 71-BN-5319, *Establish the Common Operational Picture*. This table requires the staff to rehearse establishment of the COP prior to Table VI. The staff and digital crew will use their SOPs developed during Tables I-IV.

CONDUCT COMMAND AND CONTROL INFORMATION SYSTEM OPERATIONS

1-351. Digital crew members will use their C2IS to battle track, manage the COP, execute battle drills, maintain running estimates, conduct briefings, and manage the CCIR in accordance with Individual Task 150-DMG-2012, *Communicate Using Command and Control Information System*. At a minimum, the C2 information integrator requires the digital crew to conduct the following using assigned C2IS:

- Receive an OPORD.
- Develop running estimates.

- Support mission analysis with associated WARNORD distribution.
- Support COA development.
- Support a COA approval brief.
- Develop and distribute an OPORD.

MAINTAIN CONTINUITY OF COMMAND AND CONTROL

1-352. The digital crews in the unit's CPs rehearse handing over responsibility for maintaining the COP and executing digital elements of battle drills to each other. They should use Collective Tasks 71-BN-5250, *Maintain Continuity of Command and Control*, and 71-BN-5202, *Conduct Transfer Control of Operations*, as the basis for executing this process.

TABLE VI: CONDUCT DIGITAL CREW CERTIFICATION

1-353. This table is the culminating event intended for the certification of the digital crew and is conducted concurrently with the Table VI certifications for the commander, staff, and CPs. Digital crews use the C2IS to support the staff during the operations process. They are evaluated on creating planning products, maintaining the COP, creating storyboards, sharing information, and making recommendations to the commander. Digital crews are the experts in the integration of information and are fully prepared to support the commander and staff. Figure 1-36 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VI: Conduct Digital Crew Certification	Outputs
• Table V Inputs & Outputs	• Establish the Common Operational Picture **71-BN-5319** • Conduct command and control information system operations *(Communicate Using Command and Control Information System[1])* **150-DMG-2012**	• Digital crew certification • Refined knowledge management portion of SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The digital crew completes all activities described in Table VI.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
COP Common Operational Picture SOP Standard Operating Procedure		T&EO Training and Evaluation Outline

Figure 1-36. Battalion Digital Crew Training Table VI: Conduct Digital Crew Certification

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-354. The COP manager will use Collective Task 71-BN-5319, *Establish the Common Operational Picture*. This table is executed during events that require the headquarters staff to enable the commander's validation of the digital crew for the establishment of the COP and execution of an update brief. The digital crews will use SOPs established during Tables I through V.

1-355. Upon successful completion of Table VI, the commander certifies the digital crews. Any crew considered qualified or above is proficient at system integration, COP development, and supporting the staff's synchronization of operations. Crew members are able to provide integration advice to the staff during Tables VII through X and fully integrate their systems into the unit's operations process.

CONDUCT COMMAND AND CONTROL INFORMATION SYSTEM OPERATIONS

1-356. Digital crew members will use their C2IS to battle track, support the staff, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate Using Command and Control Information Systems*. At a minimum, the C2 information integrator requires the digital crew to conduct the same tasks they completed during Table V (Rehearsal).

1-357. The outcome of Tables I through VI is that digital crews operate as cohesive units. Each system operator understands and competently performs in their WFF staff role to support the mission. Completing Table VI indicates that the digital crew is prepared to support the commander in the conduct of LSCO. Upon completion of Table VI and the certification of the C2IS, the digital crew, led by the C2 information integrator and COP manager, transitions to Tables VII through X.

1-358. Tables VII through X are designed to train the staff, CPs, and digital crew as an integrated team. The certified digital crew will assist and enhance the staff's ability to conduct the operations process. As the unit transitions into Tables VII through X, the C2 information integrator also transitions from controlling the certification process to serving as an advisor to the command team. The C2 information integrator now serves as the subject matter expert on digital training and integration.

1-359. Digital crews must be familiar with all aspects of their digital systems and understand how they add value to the commander and staff through their C2IS. While the digital crew is considered an integral part of the staff for Tables VII through X, the digital crew's proficiency and actions are evaluated separately from the staff sections. This will allow the commander to validate the digital crew's qualification ratings separate from staff for meeting training objectives or retraining purposes, and to identify and isolate problems should they arise.

1-360. The commander uses the tables VII-IX as a means of integrating the digital crew and the systems into the headquarters and staff functions to obtain a higher level of proficiency. The C2 information integrator and digital triad works with the staff to refine the digital SOP and develop a retraining plan to ensure that the digital crew members maintain proficiency and operate effectively and efficiently within their staff section.

1-361. Upon completion of certifications in Table VI, the unit will receive an order from the headquarters responsible for the battalion EXEVAL in Table X. The digital crew will use the information from this order to train tables VII through IX.

TABLE VII: INTEGRATE THE COMMAND AND CONTROL SYSTEM

1-362. Table VII is led by the C2 information integrator operating under commander, XO, and S-3 guidance to integrate additional C2IS and their operators brought to the unit by liaisons and attachments into the digital crew as needed. It begins with the establishment of the CP and digital systems to include staff coordination with horizontal and vertical elements. This table includes establishing the network, C2 system integration, and establishing and disseminating the COP. Figure 1-37 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VII: Integrate the Command and Control System	Outputs
• Table VI Inputs & Outputs • ADP 6-0	• Establish a Command Post **71-BN-0050** • Process Relevant Information **71-BN-5315** • Display the COP (*Establish the Common Operational Picture*[1]) **71-BN-5319** • Disseminate COP and execution information (*Establish the Common Operational Picture*) **71-BN-5319** • Implement the KM plan (*Conduct Knowledge Management*) **71-BN-5330** / (*Manage Information and Data)* **71-BN-5310**	• Refined COP and digital crew portions of SOPs
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The digital crew completes all activities described in Table VII.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training and Evaluation Outline COP Common Operational Picture	SOP Standard Operating Procedures KM Knowledge Management	

Figure 1-37. Battalion Digital Crew Training Table VII: Integrate the Command and Control System

ESTABLISH A COMMAND POST

1-363. The XO will direct the S-3 and operations SGM to prepare to establish the unit's CPs per unit SOP. The COP manager and C2 information integrator focus on establishing digital capabilities of the CPs while the remaining staff focus on establishing CP. The digital crew's responsibility is to establish the network within the CP. The unit will refer to Collective Task 71-BN-0050, *Establish a Command Post*.

PROCESS RELEVANT INFORMATION

1-364. The XO and S-3 provide guidance on how the staff organizes to support the commander's exercise of C2. The staff provides relevant information to the commander to answer information requirements. The digital crew will support the staff in processing relevant information in accordance with the standard established in Collective Task 71-BN-5315, *Process Relevant Information*.

DISPLAY THE COMMON OPERATIONAL PICTURE

1-365. This task, as with all the tasks in Tables VII-X, is performed in conjunction with executing a tactical task the unit must perform in support of the higher headquarters order. The commander establishes requirements for information displayed on the common operational picture. The digital crew establishes C2IS to manage and share information based on SOPs and mission requirements. The staff maintains running estimates focused on the mission and commander's guidance under the direction of the XO. The digital crew, under the guidance of the COP manager, produce the COP using C2IS systems tailored to operational requirements and guidance. The command will use Collective Task 71-BN-5319, *Establish the Common Operational Picture*, for the execution of this task.

DISSEMINATE THE COMMON OPERATIONAL PICTURE AND EXECUTION INFORMATION

1-366. The staff, led by the XO, directs the execution of the KMP and distribution of the COP to subordinate CPs to create and maintain shared understanding. The battle captain and COP manager update the COP to ensure the most relevant information is displayed while the S-3 directs the COP manager and C2 information integrator to post and disseminate the COP across the C2 network. The COP manager and C2 information integrator ensure the COP is accurately disseminated to lower echelons across the network. The command will reference Collective Task 71-BN-5319, *Establish the Common Operational Picture*.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-367. The C2 information integrator supervises the digital crew in establishing the COP – a key component of the KMP. The C2 information integrator participates in refining the KMP and digital portions of the unit SOP. The C2 information integrator will oversee the staff sections and C2IS operators

configuring their systems and equipment to conform to the information requirements established in the KMP. Refer to Collective Tasks 71-BN-5330, *Conduct Knowledge Management*, and 71-BN-5310, *Manage Information and Data*.

TABLE VIII: SYNCHRONIZE OPERATIONS

1-368. This table trains the staff in the integration of operations. Critical to Table VIII is synchronization with the information requirements of higher, subordinate and supporting units, and any unified action partners across the WFFs, to achieve shared understanding. This table is scenario driven to achieve tactical proficiency. Upon completion of Table VIII, digital crews are integrated into the staff and prepared for a validation rehearsal exercise. Figure 1-38 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VIII: Synchronize Operations	Outputs
• Table VII Inputs & Outputs	• Develop a Running Estimate **71-BN-5144** • Conduct Rapid Decision-Making and Synchronization Process (RDSP) **71-BN-5002** • Conduct an Operations Synch Meeting **71-BN-5135**	• Digital crew running estimates • Updated synchronization matrix • Refined operations synch meeting portion of SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The digital crew completes all activities described in Table VIII.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training and Evaluation Outline	SOP Standard Operating Procedures.	

Figure 1-38. Battalion Digital Crew Training Table VIII: Synchronize Operations

DEVELOP RUNNING ESTIMATES

1-369. The digital crew supports the staff in conducting Collective Task 71-BN-5144, *Develop a Running Estimate*. The staff led by the XO, continues to update running estimates in their C2IS throughout operations to integrate relevant information into the COP.

CONDUCT THE RAPID DECISION-MAKING SYNCHRONIZATION PROCESS

1-370. The digital crew employs C2IS to conduct automated coordination with higher, adjacent, and subordinate units and any unified action partners to implement changes to the plan in support of the staff and commander making changes; and then implementing the changes in digital products. For example, the sustainment cell digital system operators will use their systems to coordinate changes to logistics priorities with supporting sustainment units. The command references Collective Task 71-BN-5002, *Conduct Rapid Decision-Making and Synchronization Process*.

CONDUCT AN OPERATIONS SYNCHRONIZATION MEETING

1-371. The command conducts an operations synchronization meeting electronically, including all CPs and relevant subordinate units using Collective Task 71-BN-5135, *Conduct an Operations Synchronization Meeting*, as a guide. Synchronization of staff efforts and priorities ensures productivity and unity of effort. The S-3, or designated representative, guides the staff through managing products to sustain the unity of effort. The staff provides updates to unit leaders through battle rhythm events such as daily briefings and staff updates to synchronize current and future events.

TABLE IX: COMMAND AND CONTROL WFF VALIDATION EXERCISE REHEARSAL

1-372. This table synchronizes the staff, digital crew, CP, and the commander to conduct the operations process using the C2 network. It supports the unit METL and is conducted over a continuous period of at least 48 hours. The evaluation of Table IX provides an assessment of staff and digital crew proficiency of their ability to integrate the C2IS. This table is conducted under the conditions similar to the projected Table X environment. These conditions can be tailored towards a future CTC rotation or other OE. Figure 1-39 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal	Outputs
• Table VIII Inputs & Outputs	• Establish a Command Post **71-BN-0050** / (*Conduct Command Post Operations*[1]) **71-BN-5200** • Validate the digital SOP (*Conduct Knowledge Management*) **71-BN-5330** • Assist the Commander in Executing Operations **150-C2-5131** / (*Control Operations*) **71-BN-5103** • Support the staff and command post crew in displacing the command post (*Displace the Command Post*) **71-BN-5201** / (*Conduct Transfer Control of Operations*) **71-BN-5202**	• Validated SOP • After action review results
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The commander trains the command and control system, including the staff, unit command posts, and the digital crew in Tables VII through IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
SOP Standard Operating Procedures	T&EO Training and Evaluation Outline	

Figure 1-39. Battalion Digital Crew Training Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal

ESTABLISH A COMMAND POST

1-373. The digital crew establishes the C2 network in support of the staff and CP crew setting up the CP, then uses it to support CP operations per unit SOP and Collective Tasks 71-BN-0050, *Establish a Command Post*, and 71-BN-5250, *Conduct Command Post Operations*.

VALIDATE THE DIGITAL STANDARD OPERATING PROCEDURE

1-374. Under the authority of the commander, the C2 information integrator will validate the digital systems portion of the unit SOP using Collective Task 71-BN-5330, *Conduct Knowledge Management*, ensuring that the critical SOP requirements below are met.

- Produce and disseminate mission orders through the C2IS.
- Conduct battle hand-over: each CP to an alternate CP and back.
- Execute update briefs.
- Display statuses.
- Track and report operations and sustainment.

ASSIST THE COMMANDER IN EXECUTING TACTICAL OPERATIONS

1-375. The headquarters conducts the operations process by integrating, analyzing, and synthesizing data to determine relevant information for action. This commander and staff process occurs internally and externally to the headquarters and simultaneously across the C2IS to achieve shared understanding at echelon and with adjacent units. The digital crew maintains a consistent and accurate COP to enable this process. The digital crew members will complete Individual Task 150-C2-5131, *Assist the Commander in Executing Operations*, and Collective Task 71-BN-5103, *Control Operations*.

SUPPORT THE COMMAND POST IN DISPLACING THE COMMAND POST

1-376. The digital crew supports the CP during displacements by conducting battle handover for COP responsibilities to an alternate CP, preparing C2IS for transportation, moving to the new CP location, reestablishing the network, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to Collective Tasks 71-BN-5201, *Displace the Command Post*, and 71-BN-5202, *Conduct Transfer Control of Operations*.

1-377. At the end of the training event, the C2 information integrator will conduct an informal AAR with the digital crew to capture final refinements to the COP and SOP and conduct any required retraining prior to the Validation Exercise.

TABLE X: COMMAND AND CONTROL WARFIGHTING FUNCTION VALIDATION EXERCISE

1-378. Commanders use observations and lessons learned from Table IX to refine planning and execution of Table X that serves as the CTE. Table X execution is synchronized with other unit CTEs – typically the unit's EXEVAL. During the training event, the digital crew and staff completes Collective Tasks 71-BN-0050, *Establish a Command Post*, and 71-BN-5200, *Conduct Command Post Operations*. Figure 1-40 on page 78 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table X: Command and Control Warfighting Function Validation Exercise***	Outputs
• Table IX Inputs & Outputs	• Establish a Command Post **71-BN-0050** / (*Conduct Command Post Operations*[1]) **71-BN-5200** • Support the CP in displacing the command post (*Displace the Command Post*) **71-BN-5201** / (*Conduct Transfer Control of Operations*) **71-BN-5202** • Conduct command and control information system operations (*Communicate Using Command and Control Information System*) **150-DMG-2012**	• Digital crew validations
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Fully Trained (T), Practiced (P), and Untrained (U). **Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the commander is prepared to lead their command and control system in the conduct of multidomain operations.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number. *** Table is executed as part of an externally evaluated culminating training exercise.		
T&EO Training Evaluation Outline		

Figure 1-40. Battalion Digital Crew Training Table X: Command and Control Warfighting Function Validation Exercise

ESTABLISH A COMMAND POST

1-379. The digital crew establishes the C2 network in support of the staff and CP crew setting up the CP, then uses it to support CP operations per the unit SOP and Collective Tasks 71-BN-0050, *Establish a Command Post*, and 71-BN-5250, *Conduct Command Post Operations*.

SUPPORT THE COMMAND POST IN DISPLACING THE COMMAND POST

1-380. The digital crew supports the CP during displacements (at least one for each CP) by conducting battle handover for COP responsibilities to an alternate CP, preparing C2IS for transportation, moving to the new CP location, reestablishing the network, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to 71-BN-5201, *Displace the Command Post*, and 71-BN-5202, *Conduct Transfer of Control of Operations*.

CONDUCT COMMAND AND CONTROL INFORMATION SYSTEM OPERATIONS

1-381. Digital crew members will use their C2IS to battle track, manage the COP, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate using Command and Control Information System*. At a minimum, the C2 information integrator requires the digital crew to conduct the following using assigned C2IS:

- Receive OPORD.
- Develop running estimates.
- Support mission analysis with associated WARNORD distribution.
- Support COA development.
- Support a COA approval brief.
- Develop and distribute an OPORD.

1-382. Tables VII through IX lead to digital crews that are integrated with their supported staff who operate as a cohesive unit. Simultaneously, the staff and commander are synchronized with external units and liaisons. Each staff section and cell member understands the commander’s intent and is capable of leveraging their digital crew and C2IS to seamlessly support the mission. At the conclusion of Table IX, the commander leads an AAR, and the digital crew makes any final changes to the COP and digital portions of the unit SOP. Training shortfalls identified during Table IX are corrected before beginning Table X.

1-383. The outcome of Table X is that the digital crew and staff work as a cohesive unit, led by the commander, with external augmenters and liaisons. The digital crew and C2IS perform the operations process seamlessly. Successfully completing Table X indicates that the command is prepared at an advanced level to conduct operations. The commander consults with the external evaluators and the evaluating headquarters commander and validates the digital crew as prepared to support the commander and staff to conduct the operations process during the conduct of LSCO.

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Chapter 2

Command and Control Warfighting Function Training Tables – Brigades

This chapter describes training tables for Army brigade combat teams, functional and multifunctional brigades, groups, and similar units commanded by colonels and that have staffs and one or more command posts (CP) (hereinafter referred to generically as 'brigades' or 'the brigade'). The command and control training tables (C2TT) for brigades are designed to develop and test the proficiency of four training audiences – commander, staff, CPs, and digital crew–at the basic, intermediate, and advanced levels. The tasks in each table are intended to replicate training under realistic conditions against all threats in all domains (air, land, maritime, space, and cyberspace) in the operational environment (OE). Progression through all Tables will reinforce perishable skills and refine organizational processes and procedures. This chapter initially discusses considerations and tasks the commander uses to be an effective commander. This is followed by the staff training tables that reflect how the staff supports the commander. The chapter then covers the tasks involved with training the CPs, and how the CP personnel support the commander. The chapter concludes with training the digital crew and how the digital crew supports the commander and staff.

SECTION I – INTRODUCTION TO CHAPTER 2

1-384. Section I discusses the overview and scope for chapter 2.

OVERVIEW

1-385. Chapter 2 assists brigade commanders in verifying proficiency in collective and individual training through a certification and validation process. The unit progresses through a common, standard, and commander-driven certification of the unit commander, staff, CPs, and digital crew. Validation of the unit's command and control (C2) system occurs through an externally evaluated culminating training event (CTE) (usually the brigade's external evaluation (EXEVAL). Refer to Appendix D for a cumulative listing of tasks and drills that are identified within this publication.

SCOPE

1-386. The tables in this chapter apply to Army brigade headquarters. Given the broad variety of brigade-sized units that this chapter covers, it is likely that some of those units will lack staff structure or equipment to execute selected tasks in some of these tables. For example, an Army field support brigade CP is not designed to be mobile and may not displace, or a theater signal brigade may not actually deploy its headquarters into a theater, so it wouldn't necessarily need to secure its CP while conducting C2. In such cases, brigade commanders would discuss which tasks to perform during each table – and in particularly during their Table X Validation Exercise – with their higher headquarters commander.

1-387. The C2TTs are closely aligned with the brigade level C2 functional Combined Arms Training Strategy (CATS). The exercises mentioned in the C2TTs are meant to nest with collective training the unit is already performing. A commander does not need to schedule a training event outside the scope of the unit CATS solely for purpose of completing the C2TT. However, as resources, time, and other restrictions affect training, commanders can extend or repeat any of the tables to enhance unit readiness, based on their assessment of the unit's proficiency.

1-388. Given the current Army training resources being focused on live training mostly at the company level and below, brigade commanders will have to seek opportunities to train their staff, CPs, and digital crew as they provide oversight of company level training, and in some cases battalion FTXs. In some cases, that brigade-level training may take the form of providing stimulation to and reacting to responses

from companies or battalions conducting company through squad/crew level training. Mission training complexes (MTC) can provide commanders with support to command post exercises (CPXs) and staff exercises (STAFFEXs).

1-389. This chapter details all levels of C2 warfighting function (WFF) training and certifications in detail. Table 2-1 summarizes how the C2TTs support C2 training and shows the progressive objectives for the brigade C2 system. Tables I-V guide the unit through basic proficiency of the listed tasks at the cell and section level. The four training audiences will typically train Tables I-V independently. Table VI is the certification for each of the training audiences (commander, staff, CP crew, digital crew), Tables VII-VIII reflect advanced task mastery at the headquarters level. Tables IX and X provide the framework for validating the C2 WFF proficiency of the brigade headquarters. The four training audiences will train together to progress through Tables VI-X.

Table 2-1. Brigade Command and Control Training Tables

Method	Table	Commander	Staff	Command Post	Digital Crew
Cell and Section Based Training	I	Establish Organizational Business Rules and Develop Training Strategy	Organize and Acclimate Staff to the Organization	Conduct Pre-Combat Inspection (Equipment and Maintenance)	Execute Basic Command and Control Information System Operations
	II	Establish the Training Environment	Develop Military Decision-making Process Skills at the Section Level	Identify Command Post Characteristics	Integrate Command Post Systems
	III	Organize the Command and Control System	Establish Staff and Cell Processes and Integrate Warfighting Functions	Establish Command Post Layout	Develop the Common Operational Picture
	IV	Prepare the Headquarters for Operations	Synchronize Command Post Operations	Determine Command Post Survivability and Sustainability	Synchronize Operations
Collective Training	V	Drive the Operations Process	Conduct Staff Rehearsal	Conduct Command Post Rehearsal	Conduct Command and Control Information System Rehearsal
	VI Certification	Assess and Certify the Headquarters	Conduct Staff Certification	Conduct Command Post Certification	Conduct Digital Crew Certification
Collective Training with Augmentees	VII	Direct Command and Control System Integration	Integrate the Command and Control System	Conduct Command Post Operations	Integrate the Command and Control System
	VIII	Apply the Mission Command Approach to Command and Control	Synchronize Operations	Sustain the Command Post	Synchronize Operations
Formal Evaluation	IX	Command and Control Warfighting Function Validation Exercise Rehearsal			
	X Validation (EXEVAL)	Command and Control Warfighting Function Validation Exercise			

1-390. Tables I through X for each training audience present a training strategy that supports the progressive development of C2 WFF proficiency. All subordinate steps list individual and collective task training and evaluation outlines (T&EOs) for each table. The tables are designed to support the commander's training plan through reinforcing repetitions and sets to achieve and maintain proficiency. The tables and associated individual and collective tasks are designed to be trained concurrent with training events already on the unit's CATS – the brigade should not have to schedule separate events specifically for executing the C2TT. Some CATS will have the C2TT already integrated into the unit CATS. In other cases, units may have to manually schedule the C2TT into training events listed on their CATS. See Appendix A for a discussion of how C2TT are incorporated into unit CATS.

1-391. Tables I through VI are designed to improve and enhance individual skills and to establish limited collective task proficiency while the unit progresses towards exercising C2 in the conduct of large-scale combat operations (LSCO). They are the 'crawl' of C2 training. The different audiences may enter training tables I through IV at different points based on different proficiency levels (e.g. the staff had more turnover than digital crew and starts with Table I whereas digital crew enter at Table III). Similarly, the different audiences may proceed through these tables at different paces as long as they all compete Table IV before beginning to work together in Table V.

1-392. Tables I-II are designed to facilitate reoccurring training throughout the year to integrate and build proficiency in new personnel as they are assigned to the unit. Tables III-IV are designed to establish staff section-level and CP cell-level proficiency prior to their integration into the staff and unit CP(s).

1-393. Tables V-VI are structured for the commander to evaluate, assess, and certify their organization while conducting mission essential tasks (METs) or assigned mission METs. Tables V and VI can be accomplished in the same CPX by designating two to three days for Table V, taking a break for after-action reviews (AAR) and adjusting, then completing the CPX with Table VI.

1-394. Commanders or staff leaders can choose to run Tables III-IV in a single event or across several events. For example, the brigade commander may use a STAFFEX prior to a CPX to exercise the headquarters through the first five tables on the first two days of the STAFFEX and then retrain Table IV under tougher conditions on the third and fourth day.

1-395. Table V should be conducted as a CPX under the same conditions the commander will certify the staff in Table VI. Leaders conduct section / cell level AARs to ensure their teams are ready for certification.

1-396. Once staff leaders have certified personnel in all shifts of their respective sections, cells, CPs and digital crews on their respective Table V requirements, the unit conducts Table VI simultaneously. The commander certifies that the staff, CPs, and digital crew are proficient on Table VI collective tasks, and that the entire C2 system as a whole is prepared to conduct 'walk' level training in tables VII and VIII. Table VI should be conducted as a CPX with the C2 system functioning in 24-hour operations with multidomain threats.

1-397. Tables VII through X build on unit competency and require inclusion of supporting and supported units, augmentees, unified action partners, or liaisons (as required by the mission or the OE). Tables VII-IX incorporate the full complement of echelon appropriate associated assets, a rigorous and dynamic OE, and the stresses typically experienced during CTEs or deployments. mission training complexes (MTCs) can assist the brigade with replicating higher, lower, supporting, or supported units or other friendly entities in the OE.

1-398. The figures at the beginning of each training table discussion for each training audience summarize the key inputs, performance elements, and outputs for each training table. The remainder of this chapter lays out the training tables for the four training audiences in greater detail in the following order:

- The commander training tables.
- The staff training tables.
- The CP training tables.
- The digital crew training tables.

SECTION II – BRIGADE COMMANDER TRAINING TABLES

1-399. Section II discusses the command and control training tables for the brigade commander.

COMMAND AND CONTROL TRAINING TABLES FOR THE BRIGADE COMMANDER

1-400. Commanders can use tables I through V for their own professional development and as a resource in counseling subordinate commanders. Many of the tasks in the early tables are designed to complement

the *Center for Army Leadership Publication, Army Handbook for Leadership Transitions*. Table VI is the commander certification training table. Brigade commanders certify themselves on Table VI and then, under the counseling and assessment of their evaluating commander, validate that certification in Table X. For example, the 82d Combat Aviation Brigade (CAB) commander performs Table X during a brigade FTX with external evaluators selected by the 82d Airborne Division commander. Based on the EXEVAL outcomes, discussion with the division commander, and AAR results, the 82 CAB commander validates the unit's C2 system.

1-401. Brigade commanders complete Tables I-VI at a pace consistent with the unit's training plan, mission variables, and the evaluating commander's guidance. Once commanders certify themselves and the other audiences in Table VI, the four training audiences transition into Tables VII-X together.

TABLE I: ESTABLISH ORGANIZATIONAL BUSINESS RULES AND DEVELOP TRAINING STRATEGY

1-402. Brigade commanders may use Table I as a reference prior to or at the onset of command to establish expectations for the organization. Figure 2-1 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table I: Establish Organizational Business Rules and Develop Training Strategy	Outputs
• ADP 6-0 • FM 6-22 • FM 3-0 • FM 6-0 • FM 7-0 • Unit-specific ATP • Unit SOPs • MTO&E • Army Leader Transitions Handbook	• Develop Cohesive Teams Through Mutual Trust **158-LDR-5001** • Employ Applied Critical Thinking **158-MC-8012** • Understand unit doctrine (*Transition to a New Leadership Position*[1]) **158-LDR-8000** • Establish a leader professional development program (*Conduct Self-Development*) **158-MC-8005** / (*Analyze Army Character Development*) **158-MC-8009** • Assess organizational efficiency and effectiveness (*Organize the Staff for Operations*) **150-LDR-5013** • Assess capabilities and establish command and control information system requirements (*Integrate the Command and Control Network*) **150-C2-5251**	• Leader development program • Command and control information system requirements

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table I.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

ATP	Army Training Publication	MTO&E	Modified Tables of Organization and Equipment
ADP	Army Doctrine Publications	C2IS	Command and Control Information System
FM	Field Manuel	T&EO	Training and Evaluation Outline
SOP	Standard Operating Procedures		

Figure 2-1. Brigade Commander Table I: Establish Organizational Business Rules and Develop Training Strategy

DEVELOP COHESIVE TEAMS THROUGH MUTUAL TRUST

1-403. Teambuilding is an essential ingredient when assembling any organization. However, building the team is a commander centric responsibility driven by perceptions and perspectives shaped by their schooling, personal experiences, personality, and military maturity with consideration of the staff's knowledge, skills, attributes, and capacity. Within time and resource constraints, the commander develops the entire team and encourages leadership within the command to conduct team building within their organizations, sections, cells, working groups, and warfighting functions. See Individual Task 158-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*.

EMPLOY APPLIED CRITICAL THINKING

1-404. *Applied critical thinking* is the deliberate process of applying tools and methodologies to critically review problems by asking better questions, deconstructing arguments, examining analogies, challenging assumptions, and exploring alternatives. During the first weeks of command, commanders

teach subordinates to understand their leadership style and how they best absorb information. The forms and methods in which they prefer information to be presented can change given the wide-ranging variety of responsibilities of the commander. Examples of this include military decision-making process (MDMP), decision briefings, town halls, budgets, and program management. How information is presented to the commander affects how they visualize concepts, understand data, and avoid predetermined outcomes. To assist their staff in establishing the preferred communication methods, the commander conducts a self-awareness assessment and reviews the applied critical thinking performance steps to ensure their subordinates understand their biases and problem-solving expectations to provide insight into their critical thinking methods. Commanders challenge their staff and subordinates to always ask themselves the "so what" of any given piece of information received or delivered. As the commander and staff relationship matures, the commander conducts a reassessment of their preferred communication methods to ensure the staff is meeting expectations aligned with organizational mission, goals and growth. Critical thinking skills are covered in Individual Task 158-MC-8012, *Employ Applied Critical Thinking*.

UNDERSTAND UNIT DOCTRINE APPLICATIONS

1-405. Brigade commanders will already have a thorough understanding of doctrine and policy. To successfully transition from Table I to Table II, the commander demonstrates an application of that understanding in the context of their organization. Further, the commander reviews and re-approves, amends, deletes, or adds policies and procedures appropriate to the organization that meet their leadership style and adhere to the Army Ethic. Commanders also review FM 7-0, regarding how to train their headquarters and the force as a whole. Refer to Individual Task 158-LDR-8000, *Transition to a New Leadership Position*.

ESTABLISH A LEADER PROFESSIONAL DEVELOPMENT PROGRAM

1-406. Commanders are responsible for a leader development program and a climate in which learning can take place to build stronger subordinates. Leader development is a continuous and purposeful process that can include assigned professional readings, a leader professional development program, staff rides, and so on. The brigade commander schedules leader development activities that incorporate the mission command approach to C2 and discussion of how they envision responsibilities when conducting the operations process. These activities focus on the seven principles of mission command as well as the tasks and systems that develop and integrate activities enabling the commander to balance the art of command and the science of control. The underlying theme for the overall program is to build competency in current and future leaders and to facilitate a deeper understanding and practice of the mission command approach to C2 WFF tasks, and the C2 system that enables the successful execution of the C2 tasks. Commanders use Individual Tasks 158-MC-8009, *Analyze Army Character Development*; and 158-MC-8005, *Conduct Self Development*; and FM 6-22 as the basis for their program.

ASSESS ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

1-407. Organizational redesign must address structure, processes, interrelationships and the integration of the work effort. This systems approach allows leaders to comprehend the multiple factors that create the organizational context. See *Army Handbook for Leadership Transitions*, Organizational Alignment section. These activities determine how commanders organize, tailor, or adapt their individual staffs to accomplish the mission (FM 6-0).

1-408. Commanders review their mission essential task list (METL), anticipated mission sets, and the staff's capabilities to address and meet impending mission requirements. Commanders also determine how the environment impacts the staff's effectiveness and efficiency across the C2 system. Assessing the staff's collaboration capability enables commanders to promote unity of effort. Commanders monitor each staff element's function, assign associated duties and responsibilities, and make other adjustments as needed within the commander's authority to change the doctrinal organization of their staff. Directing changes to the headquarters' physical organization to enhance collaboration and selecting personnel to fill key billets may be among the most effective techniques to develop a high functioning staff. For example, a maneuver enhancement brigade commander directs representation from all S-staff sections

to occupy a single large office space for garrison operations to develop the team and create a learning environment. The commander uses Individual Task 150-LDR-5013, *Organize the Staff for Operations*, and FM 6-0 to assist in this effort.

ASSESS CAPABILITIES AND ESTABLISH COMMAND AND CONTROL INFORMATION SYSTEM REQUIREMENTS

1-409. Upon assuming command, the new commander considers establishing their command and control information system (C2IS) requirements early in the process to give the staff maximum time to adjust. Commanders at brigade level typically understand the systems within their organization but may be unfamiliar with the integration capabilities or limitations between the information systems. Analyze the brigade's C2IS to identify critical system requirements for the mission, current problem set, or the OE. Commanders must understand the electro-magnetic signature, power generation requirements, and information requirements of their CPs. Further, they must understand the relationship to higher, adjacent, supporting, supported, and subordinate CPs; and the bandwidth requirements for data which must be pushed or pulled between CPs and other headquarters. Understanding interoperability between these systems is key. Commanders consider which systems are appropriate for each echelon and grouping of echelons. Refer to Individual Task 150-C2-5251, *Integrate the Command and Control Network*.

TABLE II: ESTABLISH THE TRAINING ENVIRONMENT

1-410. It is essential that the commander review the items in Table II closely as the decisions that the commander makes in this table directly impact the actions the staff takes in their Tables I through IV. The commander may tailor this table as need or as time allows. Figure 2-2 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table II: Establish the Training Environment	Outputs
• Table I Inputs & Outputs • ADP 5-0 • ATP 6-0.5 • Operational Environment • Unit Manning Roster • ITSP 150-C2-5123, *Establish the Battle Rhythm*	• Complete unit standard operating procedure review and updates (*Prepare to Transition to a New Leadership Position*[1]) **150-LDR-8001** • Establish a Common Vision **150-LDR-5018** • Establish command/leadership philosophy (*Transition to a New Leadership Position*) **158-LDR-8000** • Establish the Mission Command Approach to Command and Control **150-LDR-5028** • Establish planning/training guidance (*Establish Planning Guidance*) **150-LDR-5321** • Drive cell construct and processes (*Organize the Command and Control System*) **150-LDR-5251** • Establish inputs and outputs for the staff (*Establish Boards and Working Groups*) **150-LDR-5011**	• Refined standard operating procedures • Planning guidance • Command philosophy • Training guidance • Command and control system guidance • Guidance for staff organization
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The commander completes all activities described in Table II.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training and Evaluation Outline		

Figure 2-2. Brigade Commander Table II: Establishing the Training Environment

COMPLETE UNIT STANDARD OPERATING PROCEDURES REVIEW AND UPDATES

1-411. The commander conducts an internal review of all standard operating procedures (SOPs) and policies. The commander further directs an SOP review by all staff sections to ensure the latest doctrine and policies, and the results of recent unit AARs are incorporated and practiced in accordance with the current mission set and OE. Refer to Individual Task 158-LDR-8001, *Prepare to Transition to a New Leadership Position*.

ESTABLISH A COMMON VISION

1-412. As commanders begin to develop an understanding of the organization and the OE they start visualizing the operation's end state – in this case achieving C2 proficiency – and potential solutions to solve problems. Commanders refine visualization as their understanding matures. Visualization is typically articulated to staffs and subordinate commanders using a concise description statement of one to three sentences. This description facilitates shared understanding of the situation, mission, and intent. Commanders refer to FM 6-22 and ADP 6-0 for additional information as well as Individual Task 150-LDR-5018, *Establish a Common Vision*.

ESTABLISH COMMAND / LEADERSHIP PHILOSOPHY

1-413. Commanders establish their command (or leadership) philosophy. This philosophy establishes the commander's method for achieving personal and unit goals nested with the unit table of organization and equipment (TO&E) design and other resources. At the brigade level, the command philosophy focusses on the commander's vision, goals, objectives, and performance measures and either reinforces or alters the existing organizational values. The command philosophy sets the organizational compass to effectively manage and control the systems that drive operations and sets the foundation for how the organization will create shared understanding. Commanders review assessments of the unit from peers, higher headquarters, and subordinate leaders when crafting their command philosophy. The command philosophy is informed by the unit's standard METL. Commanders describe how they intend to achieve the principles of the mission command approach to C2 with their personal command or leadership philosophy to provide clarity to all subordinate commanders, leaders, and Soldiers.

1-414. Commanders deliver their command philosophy in a place or venue of their choosing. Many commanders post their command philosophy in their annual training guidance. Other commanders deliver their philosophy verbally before the start of an exercise or operation. Refer to Individual Task 150-LDR-5028, *Establish the Mission Command Approach to Command and Control*.

ESTABLISH PLANNING / TRAINING GUIDANCE

1-415. Working with the brigade S-3, the commander reviews the current planning and training guidance, and training objectives for each event taking place - including how those objectives nest with the unit mission as a whole. Refer to Individual Task 150-LDR-5321, *Establish Planning Guidance*. The commander tailors that guidance to fit the mission set and the needs of their own command philosophy, vision, and intent. The commander must provide this guidance for the staff to develop appropriate products that enable the commander to achieve their desired end state. The commander then provides the updated planning and training guidance to the staff and subordinate leaders. The commander's training guidance (CTG) can contain a variety of items to include the following (See FM 7-0, Appendix A, for a more comprehensive discussion of training guidance):

- Commander-to-commander dialogues.
- The command's current training plans and strategies.
- Changes in mission-essential task required proficiency, weapons proficiency, or collective live fire proficiency.
- Publication of senior headquarters annual training guidance (ATG).
- Major changes to training resources availability.
- Changes in the OE, threat conditions, or unit regional alignment.

DRIVE CELL CONSTRUCT

1-416. Typically, a brigade already has fully functioning staff cells. However, the commander reviews each during this portion of the tables and provides guidance for functional and integrating cell framework. This guidance and initial framework will allow the staff to establish these cells. The commander outlines the purpose for each cell using the SOP and unit-specific Army training publications (ATP) as a guide and directs updates or changes to processes and procedures. Refer to Individual Task 150-LDR-5251, *Organize the Command and Control System*.

ESTABLISH INPUTS AND OUTPUTS FOR THE STAFF

1-417. The commander ensures that all staff elements, processes, and procedures have established and approved inputs and outputs specific to their respective functions, enabling them to achieve commander expectations. Staff outputs generally involve a decision by the commander. For example, the brigade commander refines requirements for each staff element to contribute to the mission analysis led by the XO during MDMP. These inputs provide the staff planners information so they can create feasible, acceptable, suitable, complete, and discrete courses of action (COAs) to consider.

1-418. Defining the inputs and outputs assists in product refinement, creates processes standard to the unit, and manages staff involvement which enables effectiveness and efficiency within the organization. Refer to Individual Task 150-LDR-5011*, Establish Boards and Working Groups;* staff inputs and outputs are synchronized through an effective battle rhythm. The commander or designated representative for each working group must periodically review approved inputs and outputs to ensure alignment with changing conditions and commander requirements to create shared understanding within and external to the organization. Commanders and the XO) reference ATP 6-0.5, FM 6-0, and Individual Training Support Package (ITSP) 150-C2-5123 / 1.0, *Establish the Battle Rhythm* to develop input and output guidance. Appendix C of this TC addresses battle rhythm training considerations in more detail.

TABLE III: ORGANIZE THE COMMAND AND CONTROL SYSTEM

1-419. Tables I-II are typically completed by the commander once in their command cycle. However, the commander revisits Table III-IV as the staff performs similar tables for retraining. An example of this is the commander runs Table I-VI in the first three months of command. However, the commander notices that the staff needs retraining on staff Tables III-IV. The commander uses an upcoming CPX to retrain these tables. The commander runs through Tables III-V a second time to better refine the products and outputs needed by the staff allowing them to build proficiency. Figure 2-3 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table III: Organize the Command and Control System	Outputs
• Table II Inputs & Outputs • AR 25-50 • ITSP 150-DIV-0006 / 2.0 *The Division Commander Drives the Operations Process*	• Complete command, control, communications, computers, and intelligence construct within the HQ (*Manage Command and Control Information Systems*[1]) **150-LDR-5253** • Assess staff written and verbal communication skills (*Communicate Effectively*) **158-LDR-8009** • Develop initial command post architecture (*Develop a Command Post Layout*) **150-C2-5202** • Delegate authorities (*Designate Succession of Command*) **150-LDR-5320** / (*Delegate Authority*) **150-LDR-5319**	• Refined C4I design • Refined knowledge management plan • CP layout • Delegated authorities • Succession of command • Refined unit SOPs

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table III.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	C4I	Command, Control, Communications, Computers, and Intelligence
HQ	Headquarters		
SOPs	Standard Operating Procedures	CP	Command Post

Figure 2-3. Brigade Commander Table III: Organize the Command and Control System

COMPLETE COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, INTELLIGENCE CONSTRUCT WITHIN THE HEADQUARTERS

1-420. As the headquarters prepares for Table IV, *Prepare the Headquarters for Operations*, the commander must determine the purpose, interaction, organization, and construct of the command, control, communications, computers, and intelligence (C4I) systems within the CP. This is based on mission requirements, the commander's intent, and the OE. Table I began the process of determining what information systems to use and the interoperability of these systems. In this table, the commander refines those decisions and allows the staff to establish the structure to support those decisions. The commander must weigh the mission, current SOPs, and their tailored command philosophy when refining guidance for the C4I within the CP. When designing the C4I, the commander must weigh the importance of mobility, operability, and survivability of the CP. Refer to Individual Task 150-LDR-5253, *Manage Command and Control Information Systems*.

ASSESS STAFF WRITTEN AND VERBAL COMMUNICATIONS SKILLS

1-421. Commanders train subordinates to write and speak effectively through formal and informal opportunities. Commanders will still seek opportunities to assess the written and oral communications skills of the staff, but formal assessments can be delegated to principal staff officers. Commanders or designated representatives assesses staff and subordinates' written and verbal communications using AR 25-50 and Individual Task 158-LDR-5009, *Communicate Effectively*. Once assessments are complete, the commander and principal staff officers should help individual staff members to develop action plans to overcome weaknesses in their communications skills.

DEVELOP INITIAL COMMAND POST ARCHITECTURE

1-422. Once the commander understands the C2IS requirements, they provide guidance to develop the architecture for each CP. The XO, operations SGM, knowledge management (KM) team, and S-6 section establish and ensure network connectivity for the main CP, the tactical CP (TAC) and any other CPs the headquarters employs. Establishing guidance for each CP and how it is employed is based on its specific functions. Common considerations include:

- Administration operations.
- Assessing operations.
- Controlling operations.
- Coordinating with internal and external organizations.
- Building and maintaining situational understanding.

1-423. In addition, the commander and staff give attention to the identified or projected threats in the electromagnetic spectrum (EMS). Given the maturity of the organization and the dynamic threat that is encountered, CP guidance will constantly evolve and is addressed when internal or external conditions change that will affect the purpose, function, survivability, or effectiveness of the designated CPs. The commander references FM 6-0 and the appropriate doctrinal reference for their unit and can assess this with Individual Task 150-C2-5202, *Develop a Command Post Layout*.

DELEGATE AUTHORITIES

1-424. The unit will most likely have in place delegated authorities for legal, administrative, and other pertinent items. Each commander has a unique personal decision-making style and staff interaction preference. For example, one commander may prefer to personally make task organization decisions, where another prefers to delegate decision-making authority for task organization to the XO. The commander reviews these delegated authorities to ensure that they are in keeping with their intent and philosophy, the mission, and overall unit well-being. Commanders must thoughtfully consider the selection for delegation of decision-making authority for specific meetings and functions; commanders cannot attend everything and must allow their staffs to function and develop. Essential elements, at a minimum, in development of authority delegation include constraints, risks, and success criteria.

1-425. When delegating authorities, a commander considers how to best employ the command sergeant major (CSM) during the conduct of operations. As the senior noncommissioned officer (NCO) of the

command, the CSM carries out policies and enforce standards for the performance of individual training and conduct of Soldiers. They give advice and initiate recommendations to commanders and staffs in matters pertaining to enlisted Soldiers. In operations, a commander employs the CSM throughout the area of operations (AO) to extend command influence, assess morale of the force, and assist during critical events. Refer to Individual Tasks 150-LDR-5320, *Designate Succession of Command*, and 150-LDR-5319, *Delegate Authority*.

TABLE IV: PREPARE THE HEADQUARTERS FOR OPERATIONS

1-426. As commanders direct their staffs through the operations process, they provide guidance on the following topics:

- Common operational picture (COP) requirements.
- C2 system.
- Battle rhythm.
- CP organization.
- Assessment of subordinates.

1-427. Before any event, the commander establishes training objectives. This is a critical component in comprehensive preparation and establishing expectations prior to executing operations. Training objectives include identification of specified tasks with associated conditions and standards, as well as the expected proficiency rating the commander anticipates the unit to achieve by the conclusion of the training event. For example, the commander uses a STAFFEX to train the staff through Tables III-IV over four days in their third month of command. The training objectives for the event include: the unit achieve an overall Practiced (P) rating on two of the unit METs, all processes are validated, all retraining is identified by day three and completed by day four, and the headquarters is prepared to be certified through a CPX in three weeks. Assessments and training objective proficiency/deficiency is integrated into retraining or included in SOP adjustments prior to Table V.

1-428. At this stage of training the commander should strive to achieve basic C2 system competency. As the unit becomes more proficient, later tables should be conducted under tougher conditions that force the commander to refine their guidance to account for them in making decisions on such things as CP dispersion, site selection, security considerations and others. Figure 2-4 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IV: Prepare the Headquarters for Operations	Outputs
• Table III Inputs & Outputs • Higher HQ battle rhythm • ATP 6-22.1 • Rating chain • Staff MDMP products • ITSP 150-C2-5123 / 1.0, *Establish a Battle Rhythm*	• Prepare for driving the operations process (*Conduct the Operations Process for Command and Control*[1]) **71-BDE-5100** / (*Lead the Operations Process*) **150-LDR-5100** • Direct common operational picture requirements (*Provide Guidance for the Common Operational Picture*) **150-LDR-5315** • Organize the Command and Control System **150-LDR-5251** • Provide battle rhythm guidance (*Establish a Battle Rhythm*) **150-C2-5123** • Refine command post layout (*Develop Command Post Layout*) **150-C2-5202** and (*Conduct Command Post Operations*) **150-C2-5200** • Assess subordinate leaders (*Conduct Initial Assessment for a New Leadership Position*) **158-LDR-8003** • Refine training guidance (*Establish Planning Guidance*) **150-LDR 5321**	• Commander's COP guidance • Battle rhythm guidance to XO • CP layout for Brigade CP(s) • Refined unit SOPs

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table IV.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the TO&E number.

MDMP	Military Decision-Making Process	XO	Executive Officer
COP	Common Operational Picture	SOP	Standard Operating Procedures
CP	Command Post	T&EO	Training and Evaluation Outline

Figure 2-4. Brigade Commander Table IV: Prepare the Headquarters for Operations

PREPARE FOR DRIVING THE OPERATIONS PROCESS

1-429. As the staff initially begins integrating and preparing for operations, the commander uses Collective Task 71-BDE-5100, *Conduct the Operations Process for Command and Control*, as a reference and training aid to direct and refine actions. Commanders are the most important participants in the operations process and use Individual Task 150-LDR-5100, *Lead the Operations Process*, as needed to guide them through their role. While staffs perform essential functions that amplify the effectiveness of operations, commanders drive the operations process through understanding, visualizing, describing, directing, leading, and assessing operations. To effectively prepare for driving the operations process commanders consider and relay to the staff how they envision building and maintaining situational understanding, apply critical and creative thinking, and encourage collaboration and dialogue. The commander understands the doctrinal roles and responsibilities of each staff section and command post, and develops a primary, alternate, contingency, and emergency (PACE) plan within and between CPs that will sustain the operations process throughout the exigencies of LSCO.

1-430. The operations process is always conducted in conjunction with another task, normally drawn from the unit METL. To gain or maintain proficiency, commanders and senior staff incorporate supporting tasks that reinforce the major C2 activities performed during operations and allocate time for retraining as required. For example, the unit performs well in the majority of steps in MDMP but struggles in COA development. It is not required for the command to complete this task to the Trained (T) or even P proficiency level at this point in training (Table IV - step 5), but the staff must be poised to attain least basic task proficiency in the following table (Table V).

DIRECT COMMON OPERATIONAL PICTURE REQUIREMENTS

1-431. The *common operational picture* (COP) is a display of relevant information through a shared visual workspace where commanders and staff can monitor operations, analyze data, share thoughts, and plan COAs. Once the operations process is initiated, the commander begins directing COP requirements to assist in making informed and effective decisions through a display of relevant information. These requirements are based on all elements of the C2 system, the capabilities of the unit, the mission, the C4I construct, mission variables, operational variables, and the commander's personal leadership philosophy. In development of the COP, the commander must consider difficulties with C2 processes and procedures, digital and analog COP correlation, and network and information system integration.

1-432. The COP is key to each step of the operations process: plan, prepare, execute and assess. Commander requirements for incorporation of a relevant and comprehensive COP into a CP can include:

- How to display intent and planning guidance.
- Description of posted relevant information.
- Level and type of known and templated enemy threats, hazards, activities, and locations.
- How the organization will collaborate with higher and subordinate organizations.
- Use of planning and brief-back tools.
- Types of control measures, graphics, and efforts used.
- Level of battle tracking.
- Integration of information requirements.
- Display of significant activities SIGACT.
- Display of key nodes and critical infrastructure.

1-433. For specific guidance to the staff, commanders can review Individual Task 150-LDR-5315, *Provide Guidance for the Common Operational Picture*, and ATP 6-0.5.

ORGANIZE THE COMMAND AND CONTROL SYSTEM

1-434. The C2 system enhances the commander's ability to conduct operations. Individual Task 150-LDR-5251, *Organize the Command and Control System*, addresses the effort. This includes the arrangement of people, processes, networks, and CPs. A commander's C2 system begins with people. Commanders base their C2 system on human characteristics (skills, knowledge, and abilities) more than equipment and procedures. The C2 system must be organized to:

- Support the commander's decision-making.
- Collect, create, and maintain relevant information.
- Prepare knowledge products to support the commander's and other leaders' understanding and visualization.
- Prepare and communicate directives.

1-435. The commander ensures that the headquarters establishes and rehearses all aspects of the C2 system before the staff begins their final rehearsal for certification in Staff Table V.

PROVIDE BATTLE RHYTHM GUIDANCE

1-436. While the battle rhythm is managed by the XO, it is commander-centric and must be directed to support the commander's decision-making process. Either directly, or through the XO, the provides the criteria for development of a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. This guidance includes the types or series of meetings with expected staff representation, outcomes, and delegated decision authority for particular purposes or functions. The battle rhythm enables:

- A commander's decision making.
- A routine for staff interaction and coordination.
- Interaction between the commander and staff.
- Staff synchronization across time, space, and purpose.
- Staff planning.

1-437. The *battle rhythm* is a logical arrangement for the sequencing and timing of reports, meetings, and briefings based on the commander's preference, higher headquarters requirements, and the type of operations (FM 6.0). The commander must describe or direct their required touch points to the staff (both internal and external to the organization) to further develop and refine the battle rhythm to save time and energy and prevent frustration. Once the commander gives the direction, they will continue to monitor and receive updates from the staff on the effectiveness of the battle rhythm. The battle rhythm is tailored, adjusted, and assessed throughout the C2TT and unit events to match the needs of the command, the mission, and the OE. The commander can use Individual Task 150-C2-5123*, Establish a Battle Rhythm*, and Individual Training Support Package (ITSP) 150-C2-5123 / 1.0, *Establish the Battle Rhythm*, for reference in forming the battle rhythm framework, as well as FM 6-0 and ATP 6-0.5 for a list of integration functions and inputs and outputs to consider.

REFINE COMMAND POST LAYOUT

1-438. Throughout the event for Table IV, the commander will review, refine, and reassess the CPs' physical design to ensure that it meets the commander's information requirements and provides for efficient CP operations. The physical layout of a CP has a significant impact on its functionality. A layout contributes to how efficiently information is passed from one staff element to another and how effectively sections communicate with one another. Commanders will analyze the mission to vet the layout or design of their CPs (to include positioning of personnel, information systems and displays, equipment, network cabling, and electricity requirements) to ensure it is appropriate for the OE. This arrangement may change over the course of operations as the situation changes to maximize efficiency and effectiveness of collaboration and coordination. In addition, refinement guidance criteria also include considerations for mobility, agility, and survivability for each CP. The following list will aid in designing the CP physical layout:

- Staff integration and crosstalk.
- Meeting and working group workspace.
- Trafficability.
- COP visibility.
- Lighting and climate control.
- The ease of information flow.
- User interface with communications systems.
- The positioning of information displays for ease of use.
- Displaying complementary information on maps and information systems.

- Adequate workspace for the staff and commander.
- The ease of displacement (setup, tear-down, and movement).

1-439. The commander will continue to refine this design throughout the tables and upon notification of new mission requirements and by accounting for factors in the OE that influence the need for CP effectiveness and survivability. Refer to Individual Tasks 150-C2-5200, *Conduct Command Post Operations*, and 150-C2-5202, *Develop Command Post Layout*.

ASSESS SUBORDINATE LEADERS

1-440. The brigade commander trains subordinate leaders throughout all the tables. In Table IV, the commander is afforded the opportunity to conduct a holistic assessment of their leaders working as a team towards a common goal. Unique to each commander, assessments are developed to measure performance levels and proficiency in craft. Of note, commanders throughout the Army are responsible for leaders/subordinate commanders two levels down. For direct assessment, the brigade commander is typically responsible to assess and certify battalion and separate company commanders, and their primary staff leaders.

1-441. In Table III, the commander assesses basic written and verbal assessments of key staff leaders. The commander now focuses on building and developing their skills to be successful in all operational aspects of C2. The commander should develop an assessment plan that includes an evaluation of written directives, verbal communication of appropriate staff/subordinate mission requirements (including MDMP), leader actions, and routine operations observed in a variety of conditions over time. The certification of subordinate leaders takes place in Table V. Refer to Individual Task, 158-LDR-8003, *Conduct Initial Assessment for a New Leadership Position*.

REFINE TRAINING GUIDANCE

1-442. Commanders provide pre-execution guidance to subordinate units early in the planning process. This ensures the staff meets the commander's guidance throughout planning. This guidance helps keep subordinate leaders, planners, primary and special staff in synch with the commander's vision for the event. Before the event begins, the commander establishes the desired training outcome, training objectives for the event (such as iterations, duration, and participation level) through planning guidance. When developing training guidance for each event, the commander reviews previous evaluations of the organization, identifies the overall purpose of the training, describes the expected performance, dictates the conditions under which the task(s) is performed, identifies the standards used to measure performance, and reviews all applicable T&EOs for each MET to be trained (for example, Collective Task 55-BDE-4800, *Conduct Expeditionary Deployment Operations at the Brigade Level*, when conducting a deployment exercise).

1-443. When writing objectives use clear, direct language not indirect or passive words (like 'understand' or 'familiarize') and link the objectives to the event. Training objectives are tied to unit METL and achieving task proficiency. To avoid subordinate and staff confusion, commanders must be specific about what constitutes the expected/standard level of performance through simple, clear and concisely written objectives. For example, the brigade commander directs through their planning guidance that the upcoming CPX will focus on their 'movement to contact' and 'conduct a defense' METs. The commander further directs that the staff be proficient to the P level on performance measures outlined in the MET T&EOs, that the training of all Tables III-IV be performed, and that the CP be set up in the brigade training area. The commander may refer to Individual Task 150-LDR-5321, *Establish Planning Guidance*.

TABLE V: DRIVE THE OPERATIONS PROCESS

1-444. This table is conducted in conjunction with Table V for the staff, CP, and digital crew. Figure 2-5 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table V: Drive the Operations Process	Outputs
• Table IV Inputs & Outputs • Running estimates • Scenario (higher headquarters FRAGORD) • ITSP 150-DIV-0006 / 2.0 *The Division Commander Drives the Operations Process*	• Lead the Operations Process **150-LDR-5100** • Determine the Commander's Critical Information Requirements **150-LDR-5019** • Assess the Tactical Situation and Operation **71-BDE-5130** • Assess processes and procedures (*Conduct Command Post Operations*[1]) **150-C2-5200,** and (*Assess the Tactical Situation*) **150-C2-5130** • Certify subordinate leaders and crews (*Establish a Command Post*) **71-BDE-0050**	• Refined planning guidance • Commander's estimate • Mission statement • Commander's intent • COA decision • CCIR • OPORD/ FRAGORDs • Refined unit SOP • Leader certifications

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table V.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the TO&E number.

T&EO	Training and Evaluation Outline	CCIR	Commander's Critical Information Requirements
FRAGORD	Fragmentary Order	OPORD	Operation Order
COA	Course of Action	SOP	Standard Operating Procedures

Figure 2-5. Brigade Commander Table V: Drive the Operations Process

LEAD THE OPERATIONS PROCESS

1-445. Commanders are the most important participants in the operations process. Commanders drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing operations. Throughout the operations process, commanders apply leadership to translate decisions into action. This is achieved through exercising appropriate levels of command presence by sharing technical and tactical knowledge through experience with subordinates throughout the event as the mission and situation dictate. The enduring effects of successful employment of command presence provide a background for subordinates to realize how and when to adapt to achieve the commander's intent for mission accomplishment. In this table the commander certifies subordinate leaders and applicable crews on the overarching framework for exercising C2 through the operations process. The commander directs section/cell level AARs and that the staff conduct retraining as needed before Table VI certification. Commanders can use the same event as outlined in Table IV or a different event based on time and resources. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*.

DETERMINE COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

1-446. Determining the Commander's Critical Information Requirements (CCIR) is addressed in Individual Task 150-LDR-5019, *Determine the Commander's Critical Information Requirements*. These CCIR are based on the unit's OE, its mission, and the organization's designed capabilities. The commander develops CCIR to cover gaps in their own analysis and the staff's analysis or to identify critical information requirements to facilitate timely decisions. Thee CCIR allows the commander to better understand and visualize the OE, define/redefine the problem, and inform planning guidance to support time-sensitive decision-making requirements. However, CCIR are not focused solely on data or isolated information but rather provide relevant understanding to enable mission accomplishment. Well-developed CCIR, in combination with the commander's intent, assist in accelerating allocation of resources, guide and prioritize employment of collection assets/analysis resources, and aid in information flow to create shared understanding. The two key elements are friendly force information requirements (FFIR) and priority intelligence requirements (PIR). A CCIR is:

- Specified by the commander for a specific operation.
- Applicable only to the commander who specifies it.

- Situation dependent.
- Directly linked to a current or future mission.
- Time-sensitive.

1-447. CCIR will change and mature with mission priorities and the OE. Commanders dictate the notification criteria and reporting hierarchy with respect to prioritization and specified recipients. The commander also follows a process to periodically review and update the CCIR. Commanders widely distribute the CCIR and revise them as the situation changes. Information is continuously collected. It may be delivered on a routine schedule or as requested. An information-push system pushes information from the source to the user as it becomes available or according to a schedule (such as through routine reports). An information-pull system supplies information as requested. Commanders and staffs determine how to use and integrate both types of systems. In addition to CCIR, commanders develop a wake-up or notification criteria list/matrix/worksheet separate from CCIR. CCIR may be considered wake up criteria.

ASSESS TACTICAL SITUATION AND OPERATION

1-448. As the unit begins operating within its designed capabilities against its assigned mission set, the commander establishes how they will assess the unit's performance of assigned tasks and progress towards mission accomplishment. One technique is to establish measures of effectiveness (MOE) and measures of performance (MOP) to measure progress towards mission accomplishment during the Table VI training event. Commanders can use Collective Task 71-BDE-5130, *Assess Tactical Situation and Operation*.

ASSESS PROCESSES AND PROCEDURES

1-449. Though Staff Table V is designed for the XO to conduct a comprehensive assessment prior to the certification of the staff by the commander. The commander monitors this process and exercises appropriate degrees of command presence at key moments and decision points during the operations process to shape and prepare the staff for Table VI. While unable to devote all their time to planning, commanders follow the status of the planning effort, participate during critical events of the process, and make decisions based on the detailed work of the staff. The commander can also refer to Individual Tasks 150-C2-5200, *Conduct Command Post Operations*, and 150-C2-5130, *Assess the Tactical Situation*, to ensure members of the staff are following established processes and procedures, and formally changing them when necessary. At the conclusion of Table V, the commander directs any necessary updates or changes to identified processes and procedures before the progression to Table VI.

CERTIFY SUBORDINATE LEADERS AND CREWS

1-450. The brigade commander trains subordinate leaders throughout all the tables, and in Table V, the brigade commander then certifies these leaders. Brigade commanders use the T&EOs associated with each task in Training Tables I through V. Brigade commanders can also direct additional certification tasks for subordinate leaders based on the uniqueness of their organizations. The commander is ultimately responsible for all certifications within their organization. The commander trains and empowers the XO and staff primaries to assist in certification duties. Of note, as leaders cycle in-and-out of leadership positions, the commander continuously assesses, trains, retrains, and certifies these leaders. Refer to Collective Task 71-BDE-0050, *Establish a Command Post*.

TABLE VI: ASSESS AND CERTIFY THE HEADQUARTERS

1-451. This table is the certifying event for the commander and the headquarters. This table is conducted as a collective unit event during which the staff, CP, and digital crew execute their respective Table VI certifications while conducting MET training. The commander uses the tasks listed in each audience's Table VI to certify them. The commander completes this table when the headquarters successfully completes all Table VI requirements. The end state of this table is realized when the commander certifies that they, the staff, CP, and digital crew are prepared to perform their respective roles and functions during the conduct of collective training. For example, the brigade commander uses a CPX to conduct

one or more METS and simultaneously assesses the headquarters' performance against the standards for tasks in their respective C2 Training Table VI.

1-452. The commander certifies that the staff, each CP, and the digital crew have met all the training criteria for their Table VI by achieving at least a P rating in each of the tasks listed below based on evaluation criteria in the respective T&EOs. Once the audiences are certified, they can proceed to unit training in Tables VII through X. Figure 2-6 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VI: Assess and Certify the Headquarters**	Outputs

• Table V Inputs & Outputs	• Certify staff on preparing an operation order (*Prepare an Operation Order*[1]) **71-BDE-5119**
	• Certify subordinates on emplacing and displacing the command posts
	  • Conduct Command Post Operations **71-BDE-5200**
	  • Displace the Command Post **71-BDE-5201**
	  • Conduct Transfer Control of Operations **71-BDE-5202**
	  • Maintain Continuity of Command and Control **71-BDE-5250**
	• Certify the digital crew on establishing the COP (*Establish the Common Operational Picture*) **150-C2-5315** and **71-BDE-5319**
	• Certify the battle rhythm (*Establish A Battle Rhythm*) **150-C2-5123** and (*Implement the Battle Rhythm*) **71-BDE-5125**
	• Conduct AARs (*Conduct a Formal After Action Review*) **150-C2-5133**
	• Certify the command and control system (*Organize the Command and Control System*) **150-LDR-5251**
		• OPORD
		• Validated CP displacement SOP
		• C2 system certification
		• Commander self-certification
		• AAR results
		• Retraining Plan (as needed)

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table VI.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the TO&E number.

** Certification is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables.

T&EO	Training and Evaluation Outline	CP	Command Post
COP	Common Operational Picture	SOP	Standard Operating Procedures
AAR	After Action Review	C2	Command and Control

Figure 2-6. Brigade Commander Table VI: Assess and Certify the Headquarters

Certify Subordinates on Preparing and Operation Order

1-453. The commander assesses the staff and the XO as they develop the Operation Order (OPORD) using Collective Task 71-BDE-5119, *Prepare an Operation Order*.

Certify Subordinates on Emplacing and Displacing the Command Post

1-454. Commanders assess the emplacement and displacement of the CP (for those CPs that must move during the conduct of LSCO). The commander evaluates the headquarters using Collective Tasks:

- 71-BDE-5200, *Conduct Command Post Operations*.
- 71-BDE-5201, *Displace the Command Post*.
- 71-BDE-5202, *Conduct Transfer Control of Operations*.
- 71-BDE-5250, *Maintain Continuity of Command and Control*.

Certify Subordinates on Establishing the Common Operational Picture

1-455. Commanders assess the establishment of the COP as the S-3 completes Individual Task 150-C2-5315, *Establish the Common Operational Picture*, and the headquarters using Collective Task 71-BDE-5319, *Establish the Common Operational Picture*.

Certify the Battle Rhythm

1-456. Commanders evaluate the functionality of the battle rhythm throughout the event making changes or adjustments as needed. The commander assesses the XO using Individual Task 150-C2-5123,

Establish a Battle Rhythm, and the staff on executing the battle rhythm using 71-BDE-5125, *Implement the Battle Rhythm.*

CONDUCT AFTER ACTION REVIEWS

1-457. Commanders are responsible for the training of their units. An AAR is the primary tool for providing feedback. Although leaders can conduct two types of AARs, formal and informal, commanders provide guidance to leaders on specific areas of interest, assessments, or feedback to gain insight of their organization. This guidance may include collaboration of staff sections, internal and external communications, reporting formats, synchronization, briefing techniques, use of the CPs, CP infrastructure, and so on. While the T&EO and task proficiency standards provide objective criteria for determining task proficiency, assessments allow leaders to consider the subjective nature of training. Leaders' assessments combine their personal observations with other information from the staff to develop an overall assessment of the unit's ability to accomplish its mission. Commanders uses Individual Task 150-C2-5133, *Conduct a Formal After Action Review*.

CERTIFY THE COMMAND POST

1-458. The commander evaluates the unit's C2 system on how well it enhances the commander's ability to conduct operations using Individual Task 150-LDR-5251, *Organize the Command and Control System*. Commanders evaluate the four components of their C2 system: people, processes, networks, and CPs. Commanders evaluate these four components of the C2 system relating to:

- Support the commander's decision making.
- Collect, create, and maintain relevant information.
- Prepare knowledge products to support the commander's and leaders' understanding and visualization.
- Prepare and communicate directives.

1-459. The outcome of Tables I-VI is the commander has built a team, philosophy, and training plan based on the unit's design, capabilities, and mission, and has certified that the headquarters is prepared to train collectively as one C2 system. As part of the entire training audience (commander, staff, CP, digital crew), the commander transitions to Tables VII-X. These tables are complex and stress the application of the C2 WFF. The headquarters integrates external elements such as liaisons and unified action partners. The tables provide a progressive framework for the commander in preparation for their unit's CTE.

TABLE VII: DIRECT COMMAND AND CONTROL SYSTEM INTEGRATION

1-460. The brigade commander has the flexibility to organize the four components of the C2 system (people, processes, CPs, and network) to support their ability to make decisions and facilitate communication within the brigade headquarters and with higher, subordinate, adjacent, and supporting commanders. When training scenarios reflect a robust (versus an austere) OE, this table may include maintaining communications with other services, other governmental agencies, foreign forces, host nation agencies (if present), and international organizations as applicable. This table takes into consideration this interaction and information sharing requirements of internal systems as well as the collaboration and synchronization that is expected with all stakeholders. The commander can move back to the previous tables to retrain or recertify at any time they feel it would benefit the command.

1-461. At the beginning of Table VII, the command will receive a FRAGORD from higher headquarters directing a change of mission from the activity in Table VI. This order will drive training in Tables VII through X. It includes the task organization the brigade will fight as when conducting its external evaluation. It also provides the commander information on the unified action partners who will participate in the exercise. The commander fully integrates multinational forces into the brigade and integrates other unified action partners appropriate to their role, function, and mission beginning in Table VII. Figure 2-7 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VII: Direct Command and Control System Integration	Outputs
• Table VI Inputs & Outputs • Higher headquarters FRAGORD • Liaisons, attachments, augmentees, etc. • GTA 11-11-001	• Organize personnel (*Organize the Staff for Operations*[1]) **150-LDR-5013** • Enhance information system training guidance (*Integrate the Command and Control Network*) **150-C2-5251** • Secure and maintain networks (*Implement Network Protection Measures*) **113-367-5001** / (*Implement Network Security Measures Within a System Architecture*) **113-473-7007** • Refine processes and procedures (*Organize the Command and Control System*) **150-LDR-5251** and (*Implement the Battle Rhythm*) **71-BDE-5125** • Evaluate command post signature (*Define the Electromagnetic Operations Environment*) **113-25E-3003** • Assess Tactical Situation and Operation **71-BDE-5130** • Maintain Continuity of Command and Control **150-LDR-5029** and **71-BDE-5250**	• Refined staff structure • Network validation • Refined tactical SOP

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table VII.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	SOP	Standard Operating Procedures
FRAGORD	Fragmentary Order	C2	Command and Control

Figure 2-7. Brigade Commander Table VII: Direct Command and Control System Integration

ORGANIZE PERSONNEL

1-462. The commander directs the organization of all non-organic personnel (liaisons, attachments, augmentees, etc.) based on capabilities, mission, and the higher commander's intent. The commander's designated representative will ensure all are assimilated into their positions in a posture that allows them to contribute effectively. The commander uses Individual Task 150-LDR-5013, *Organize the Staff for Operations*, to assist in this effort.

1-463. New personnel must establish lines of communications and physically meet with counterparts at lower, higher, adjacent, supported, and supporting headquarters whenever possible. The transition or establishment and maintenance of these personal relationships are important to maintaining situational and shared understanding for the commander. Consideration for organizing includes the command and support relationship and performance of three essential functions:

- Supporting the commander through their area of expertise.
- Assisting subordinate units through active collaboration to solve problems.
- Informing units and organizations outside the headquarters with relevant information.

1-464. The brigade commander may delegate authority to manage the brigade staff to the XO; however, commander oversight is still encouraged to ensure personalities, leadership traits, subject matter expertise, and other requirements meet guidance for organizing personnel.

1-465. The commander, through designated representatives, also directs appropriate foreign disclosure actions for information exchange with unified action partners as needed.

ENHANCE INFORMATION SYSTEM TRAINING GUIDANCE

1-466. The brigade has C2IS that collect, process, store, display, and disseminate information. This includes a variety of hardware and software that enhance the commander's ability to visualize the operation and assist in decision-making. The foundation of any information system is the uninterrupted flow and processing of information to support planning, preparation, execution, and continuous assessment. The brigade has information systems that are interoperable, flexible, responsive, mobile, survivable, and sustainable. Refer to Individual Task 150-C2-5251, *Organize the Command and Control Network*.

1-467. Because of the additional personnel/attachments and mission requirements, the commander reviews the established systems and makes changes to account for new interaction, collaboration, and

synchronization demands, as well as the needs of attached or assigned units/individuals, and the higher commander's guidance.

1-468. To perform advanced, complex, interactive training, the commander ensures the digital crew is certified and new shift personnel are incorporated through training event repetitions. The commander authorizes the XO and the knowledge management officer (KMO) to enhance the training of the Soldiers and supporting personnel operating the C2IS. Battle captains, KM representatives, common COP managers, and unit C2 information integrators (formerly Mission Command Digital Master Gunner (MCDMGs)) can provide guidance and leadership to the crews and lead them through command directed scenarios, and report progress back to the commander.

1-469. The S-6/KMO and C2 information integrators, under the authority of the XO and the commander, can further tie into communication exercises (COMEX) or digital exercises being held by the S-6 as a time to enhance training opportunities for the staff and digital crew. For example, the brigade XO directs the information system operators to participate in the upcoming COMEX for the brigade and subordinate units. The digital crew and supporting elements leverage satellite time allocated for software updates to exercise their systems during the COMEX (such as practice pushing and pulling graphics to other units participating in the event). The C2 information integrator uses training objectives with clear performance measures for assessing the performance of all digital operators. The XO reports the assessment to the commander.

Secure and Maintain Networks

1-470. Networks are formed when terminal devices and transmission media are interconnected with switching equipment to ensure that information (voice, imagery, data, or message) is transported to appropriate locations. The commander, working with the S-6, ensures that the network is both secured and maintained in compliance with Department of Defense (DoD) and Department of the Army (DA) regulations, unit organization/manning requirements, environmental conditions, unit SOP and directives from the higher headquarters. Essential elements include identification of authorized/prioritized users, access control policies/strategies, and information security training as well as system/software upgrades that enable interoperability and compatibility. In addition, developing a primary, alternate, contingency, and emergency (PACE) plan will mitigate short term loss of connectivity and maintain situational and shared understanding. The commander refers to Individual Tasks 113-367-5001, *Implement Network Protection Measures*; and 113-473-7007, *Implement Network Security Measures within a System Architecture*, as needed.

Refine Processes and Procedures

1-471. In this table the commander refines and updates processes and procedures to organize activities within and between the headquarters, and flank, subordinate, supported, and supporting units. The brigade staff conducts the following seven processes: the operations process, the MDMP, the targeting process, the intelligence process, intelligence preparation of the operational environment (IPOE), the information collection process, and the KM process. The commander refines processes and procedures based on running estimates, AARs, and the commander directed assessment plan, which may include measures of effectiveness (MOEs) and measures of performance (MOPs). As updates and changes are made, the commander ensures those actions are captured in SOPs and published to the force. Refer to Individual Task 150-LDR-5251, *Organize the Command and Control System*, and Collective Task 71-BDE-5125, *Implement the Battle Rhythm*. Examples of typical brigade processes and procedures that C2 information systems support include:

- CP battle drills.
- Shift-change briefings.
- Operation update and assessment briefings.
- Operations synchronization meetings.
- Transferring control between CPs.
- The battle rhythm.

EVALUATE COMMAND POST SIGNATURE

1-472. The commander, with S-2, S-3, S-6, and protection cell input, considers the digital systems and CPs required to support C2 based on the mission set and the OE. They evaluate the unit's electromagnetic signature based on enemy detection capabilities. The commander ensures that the unit is mitigating/minimizing its footprint while still maintaining C2. Mitigation measures might include limiting the amount of satellite time or reducing redundant information systems that create significant signatures.

1-473. The commander ensures that cyber defense drills are being conducted and assessed throughout training events. These drills replicate a 'near peer' competitor in the OE as directed by the commander. Refer to Individual Task 113-25E-3003, *Define the Electromagnetic Operational Environment (EMOE)*, and GTA 11-11-001, *Emission Control Planning Aid*.

ASSESS TACTICAL SITUATION AND OPERATIONS

1-474. As the unit begins performing METs within designed capabilities against the newly assigned mission set, the commander refines their assessment plan to measure mission accomplishment. Commanders can use Collective Task 71-BDE-5130, *Assess the Tactical Situation and Operation*.

MAINTAIN CONTINUITY OF COMMAND AND CONTROL

1-475. During this table commanders should begin exercising succession of responsibilities to seconds in charge of sections and cells, delegating responsibilities, and otherwise accounting for contingencies that stress the C2 system. Commanders can use events in the exercise's Master Scenario Events List (MSEL) to trigger conditions that force the C2 system to react (e.g., an indirect fire attack temporarily renders a CP incapable of performing its primary functions). Commanders can use Individual Task 150-LDR-5029, *Maintain Continuity of Command and Control*, and Collective Task 71-BDE-5250, *Maintain Continuity of Command and Control*.

TABLE VIII: APPLY THE MISSION COMMAND APPROACH TO COMMAND AND CONTROL

1-476. This table nests the graduate levels of C2 with the integration of additional personnel and equipment. Table VIII prepares the commander for the validation rehearsal in Table IX and the CTE for the headquarters in Table X. As with the other tables, this table event aligns with events already being performed by the unit. For example, the commander uses a CPX for training tables VIII-IX over a five day exercise. Figure 2-8 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VIII: Apply the Mission Command Approach to Command and Control	Outputs
• Table VII Inputs & Outputs	• Lead the Operations Process **150-LDR-5100** and (*Conduct the Operations Process for Command and Control*[1]) **71-BDE-5100** • Establish the Mission Command Approach to Command and Control **150-LDR-5028** and (*Lead the Unit*) **150-LDR-5015** • Develop Cohesive Teams Through Mutual Trust **158-LDR-5001** • Establish a Shared Understanding **150-LDR-5007** • Issue Commander's Guidance **150-LDR-5009** • Communicate the Commander's Intent **150-LDR-5004** • Establish control of operations (*Determine Appropriate Level of Control*) **150-LDR-5036** / (*Establish Control Measures*) **150-LDR-5020** • Establish Conditions for Subordinates to Exercise Disciplined Initiative **150-LDR-5006** • Use the Mission Order Technique **150-LDR-5003** • Maintain the Commander's Estimate **150-LDR-5040** • Establish the Five Integrating Processes **150-LDR-5043**	• Commander's command and control system assessment and guidance
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The commander completes all activities described in Table VIII.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training and Evaluation Outline		

Figure 2-8. Brigade Commander Table VIII: Apply the Mission Command Approach to Command and Control

LEAD THE OPERATIONS PROCESS

1-477. The commander uses Collective Task 71-BDE-5100, *Conduct the Operations Process for Command and Control*, and Individual Task 150-LDR-5100, *Lead the Operations Process*, to train and evaluate the headquarters' execution of the operations process in support of a MET. Integral to the completion of these collective tasks is the commander driving the operations process. Commanders drive the operations process through their activities of understanding, visualizing, describing, directing, leading, and assessing operations. Brigade commanders also use mission variables and operational variables, to refine their understanding of the situation and how these variables might affect the mission. How the commander implements command activities, identifies key variables, and conveys their intent to drive the operations process has direct impact on the unit's ability to establish unity of effort and exploit opportunities and vulnerabilities. The operations process is the overarching framework for exercising C2.

1-478. As brigade commanders drive the operations process to support the tactical fight, they provide guidance on how to exercise control. No single control option works best for all situations. The XO and S-3 are trained and able to drive the operations process in the absence of the commander. This does not negate the commander's responsibility to be present for commander designated performance measures listed in the collective T&EOs. For example, the brigade commander delivers the commander's intent at the CP as part of a leader's performance measure within the Collective Task 71-BDE-5100, *Conduct the Operations Process for Command and Control*. Commanders:

- Understand – Commanders actively collaborate with other commanders, the staff, and unified action partners, to create a shared understanding.
- Visualize – Commanders visualize the operation's end state and potential solutions to solve problems.
- Describe – Commanders describe this visualization to their staffs and subordinates. This description facilitates shared understanding of the situation, mission, and intent.
- Direct – Based on this understanding, commanders make decisions and direct action throughout the operations process.
- Lead – Commanders use the operations process to lead Soldiers and forces by providing direction and guidance.

- Assess – Commanders assess operations continuously to better understand current conditions and determine how operations are progressing. Commanders incorporate the assessments of the staff, subordinate commanders, and unified action partners into their personal assessment of the situation. Based on their assessment, commanders modify plans and orders to better accomplish the mission. If their assessment reveals a significant variance from their original commander's visualization, commanders reframe the problem and develop a new operational approach.

ESTABLISH THE MISSION COMMAND APPROACH TO COMMAND AND CONTROL

1-479. In previous tables the commander performed different sub tasks of the C2 WFF. Table VIII combines those previous efforts to implement the mission command approach to C2. The mission command approach C2 is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of LSCO. The commander completes, or refines if completed in previous tables, the listed Individual Tasks:

- 150-LDR-5028, *Establish the Mission Command Approach to Command and Control*.
- 150-LDR-5015, *Lead the Unit*.
- 158-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*.
- 150-LDR-5007, *Establish a Shared Understanding*.
- 150-LDR-5009, *Communicate Commander's Guidance*.
- 150-LDR-5004, *Communicate the Commander's Intent*.
- 150-LDR-5036, *Determine Appropriate Level of Control*.
- 150-LDR-5020, *Establish Control Measures*.
- 150-LDR-5006, *Establish Conditions for Subordinates to Exercise Initiative*.
- 150-LDR-5003, *Use the Mission Order Technique*.
- 150-LDR-5040, *Maintain the Commander's Estimate*.
- 150-LDR-5043, *Establish the Five Integrating Processes*.

1-480. As the commander leads the headquarters through the completion of collective training, the commander assesses synchronization, integration, and interoperability of all non-organic units to include unified action partners and liaisons. This assessment includes information systems, personnel or liaison exchanges, and CP elements. The commander adjusts the C2 system based on their observations.

TABLE IX: COMMAND AND CONTROL WFF VALIDATION EXERCISE REHEARSAL

1-481. The commander designates the training event and conditions for the conduct of Table IX. This event takes place in a field environment and is scenario driven using the correct variables of PMESII-PT that will be used in the unit's EXEVAL. The conduct of this table is tied to all four training audiences of the C2TT working as a unified C2 system towards the completion of the unit's METL. Units can also tie this event to training on their assigned mission METL (A-METL) as determined by the commander. During this table, each CP (such as main, TAC, field trains CPs) displaces at least once in preparation for evaluating displacements during Table X. Figure 2-9 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal	Outputs
• Table VIII Inputs & Outputs	• Drive the operations process (*Lead the Operations Proces*[1]) **150-LDR-5100** • Lead the Rehearsal **150-LDR-5039** • Conduct Pre-Combat Inspections **150-LDR-5022** • Command Forces **150-LDR-5037** • Lead the Rapid Decision-Making and Synchronization Process **150-LDR-5014** • Conduct AARs (*Conduct a Formal After Action Review*) **150-C2-5133**	• FRAGORD • AAR results (headquarters and subordinate units) • Final refinements of SOPs, orders, and systems for the validation exercise

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before T&EO number.

T&EO	Training and Evaluation Outline	SOP	Standard Operating Procedure
AAR	After Action Report	RDSP	Rapid Decision-Making Synchronization Process
FRAGORD	Fragmentary Order		

Figure 2-9. Brigade Commander Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal

DRIVE THE OPERATIONS PROCESS

1-482. Commanders are the most important participants in the operations process. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs, led by the XO, perform essential functions that contribute to the effectiveness of operations, commanders drive the operations process through activities of understand, visualize, describe, direct, lead, and assess in each major operations process activity of plan, prepare, execute and assess.

1-483. The commander performs these activities throughout the training event as the mission dictates. The commander applies an appropriate degree of command presence at the appropriate time and place within each major operations process activity while still allowing the headquarters to exercise disciplined initiative within their capabilities.

LEAD THE REHEARSAL

1-484. A rehearsal is a session in which the commander and staff or unit practices expected actions to improve performance during execution (ADP 5-0). Rehearsals are the commander's tool to ensure that staffs and subordinates understand the commander's intent and the concept of operations. They allow commanders and staffs to identify shortcomings in the plan that have not been previously recognized. Rehearsals also contribute to external and internal coordination, as the staff identifies additional coordinating requirements

1-485. The commander leads the unit's combined arms rehearsal and any of the support rehearsals (fires, reconnaissance and surveillance, sustainment, etc.) that the commander considers particularly important to executing the MET about to be performed. Commanders command the rehearsal just as they will command the operation. They maintain the focus and level of intensity, limiting the potential for subordinate confusion. An effective rehearsal is not a commander's briefing to subordinates, nor a subordinate brief to the commander. The CAR should be similar to a "practice", where participants simultaneously rehearse their actions, reports, and control measures. It validates synchronization—the what, when, and where—of tasks that subordinate units will perform to execute the operation, how they

relate to each other, and how they should achieve the commander's intent. Individual Task 150-LDR-5039, *Lead the Rehearsal*, guides the commander for their role in executing the rehearsal.

PREPARE FOR OPERATIONS

1-486. Commanders drive preparation activities with a focus on leading and assessing. The functions of preparation include the following:

- Improve situational understanding.
- Develop a common understanding of the plan.
- Train and become proficient on critical tasks.
- Task-organize and integrate the force.
- Ensure forces and resources are positioned.

1-487. The commander employs subordinate leaders, such as the command sergeant major (CSM) to verify that subordinate units are conducting directed and SOP pre-combat inspections (PCI) and provides guidance to the XO and operations SGM for doing the same with the staff, CPs, and digital crew. See Individual Task 150-LDR-5022, *Conduct Pre-Combat Inspections*, for greater detail.

COMMAND FORCES

1-488. The commander leads forces in the execution of the unit METL, exercising authority and responsibility to effectively use available resources to accomplish the assigned mission. The commander combines the elements of command (authority, responsibility, decision making, and leadership) to employ all available combat power to create multiple dilemmas for enemy forces, gain positions of relative advantage, and exploit opportunities to achieve results. Commanders evaluate their performance using Individual Task 150-LDR-5037, *Command Forces*.

CONDUCT THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

1-489. Commanders use the *rapid decision-making and synchronization Process (RDSP)* for situations when the current events do not match the predetermined plan and necessitates an adjustment decision without enough time for full MDMP. The commander leads the staff through the conduct of the RDSP. The commander completes Individual Task 150-LDR-5014, *Lead the Rapid Decision-Making and Synchronization Process*. This task is performed in conjunction with a collective task. For example, the brigade commander uses RDSP after receiving a change in mission from higher headquarters to conduct a security operation in conjunction with conducting an attack.

CONDUCT AFTER ACTION REVIEWS

1-490. The brigade commander leads an AAR of the operation conducted during Table IX training with a focus on identifying and correcting training deficiencies and/or unit procedures that must be corrected prior to the Table X external evaluation. Refer to Individual Task 150-C2-5133, *Conduct a Formal After Action Review*.

TABLE X: COMMAND AND CONTROL WARFIGHTING FUNCTION VALIDATION EXERCISE

1-491. This event is typically concurrent with a CTE such as the brigade EXEVAL or combat training center (CTC) rotation. This table is directly tied to all four training audiences (the commander, the staff, the CP, and the digital crew). This event is externally evaluated while the unit executes tasks on the unit's METL or A-METL. Each CP (such as main, TAC, and field trains) will be evaluated on its ability to displace during the validation exercise.

1-492. The outcome of Table X is that the evaluating commander validates that the brigade commander is prepared to lead the brigade using the mission command approach to C2 in the execution of METL tasks during LSCO. Figure 2-10 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table X: Command and Control Warfighting Function Validation Exercise ***	Outputs
• Table IX Inputs & Outputs • External Evaluators	• Drive the operations process (*Lead the Operations Process*[1]) **150-LDR-5100** • Lead the unit in completion of assigned tactical tasks (*Command Forces*) **150-LDR-5037** • Evaluate METL tasks	• Validated command and control system
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the commander is prepared to lead their command and control system in the conduct of unified land operations.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number. *** Table is executed as part of an externally evaluated culminating training exercise.		
T&EO Training and Evaluation Outline		

Figure 2-10. Brigade Commander Table X: Command and Control Warfighting Function Validation Exercise

DRIVE THE OPERATIONS PROCESS

1-493. Commanders are the most important participants in the operations process. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*. While staffs, led by the XO, perform essential functions that contribute to the effectiveness of operations, commanders drive the operations process through activities of understand, visualize, describe, direct, and assess in each major mission command activity of plan, prepare, execute and assess.

1-494. The commander performs these activities throughout the training event as the mission dictates. The commander applies an appropriate degree of command presence within each major operations process activity while still allowing the headquarters to exercise disciplined initiative within their capabilities.

LEAD THE UNIT IN COMPLETION OF ASSIGNED TACTICAL TASKS

1-495. The commander leads the brigade and supporting forces to accomplish the tactical mission tasks from the unit's METL per the orders of the higher headquarters. See Individual Task 150-LDR-5037, *Command Forces*.

EVALUATE METL TASKS

1-496. The brigade commander considers the observations of the external evaluation team and determines the T-level achieved by the brigade on the METs performed during the exercise for updating the unit status report (USR). See FM 7-0.

SECTION III – BRIGADE STAFF TRAINING TABLES

1-497. Section III discusses the command and control training tables for the brigade staff.

COMMAND AND CONTROL TRAINING TABLES FOR THE BRIGADE STAFF

1-498. This section guides the brigade commander and the XO through the tables used to train, certify, and validate the staff. The principal staff officers consist of officers who lead coordinating and special staff sections, and personal staff officers. The staff consists of the principal staff officers and the officers, NCOs, and Soldiers that work in their sections.

1-499. This section does not cover every aspect of training, nor pinpoint exactly how to train each collective or individual task. Commanders and leaders wanting more information on training the force will reference the T&EOs for each task, the available training support packages, and FM 7-0 for assistance.

1-500. While the commander is responsible for certifying the staff, the XO is responsible for overall staff training. Principal staff officers are responsible for training their staff sections and for ensuring leaders of all staff members participating in a particular function under their purview (e.g. conducting a battle update brief, which falls under the S-3) prepare their Soldiers to fulfill their roles. Principal staff officers ensure their subordinate Soldiers and leaders are trained to execute the following:

- The tasks in the individual critical task list (ICTL) for their MOS and skill level.
- Tasks in the ICTL for additional skill identifiers (ASI) assigned to their soldiers in the unit's TO&E. For example, the C2 information integrator can perform all the tasks on the ICTL for ASI 5C.
- Section level collective tasks, such as maintaining the section's running estimate.
- Individual and collective tasks associated with their role in functions outside the section such as:
  - A section representative to the current operations integration cell (COIC).
  - A member of the unit's digital crew.
  - A member of the CP crew.
  - A representative of the section to a staff board, working group, or planning team.

1-501. The important responsibility of principal staff leaders and their subordinate officers and NCOs to train their section and cell personnel can be overlooked, particularly at brigade level where daily operational duties consume much of their time and their subordinates'. Nevertheless, this responsibility is vital to successful operations of the staff in LSCO and should not be neglected. Brigade leaders must train and evaluate subordinate staff officers and NCOs to properly train their subordinates and should include feedback to them on their performance of this function in performance and professional growth counseling per ATP 6-22.1.

1-502. The complexities of a brigade staff and its daily operations can make training the staff challenging. The commander, XO, and principal staff officers always try to balance daily operational requirements with training opportunities. The XO will leverage the principal staff officers, section and cell NCOs in charge (NCOICs), and Headquarters and Headquarters Company (HHC) command team to conduct many aspects of the tables below. However, at a minimum tables V and VI must be performed as a unit to achieve the desired level of training proficiency. Once the staff is certified, they can proceed to unit training in Tables VII through X.

1-503. Tables I through IV are designed to train the staff at the individual, section, and cell levels. Tables I-II occur on an on-going basis as Soldiers and officers join the unit or rotate through different duty positions. Table V is the rehearsal, as the headquarters elements come together to work as a collective unit. The commander certifies the staff on Table VI, certification. There are no external attachments or liaisons required for the execution of Tables I through VI. The XO is the authority, as determined by the commander, to transition the staff through tables I through V. The commander certifies the staff using Table VI for transitioning to the more advanced Tables VII through X.

1-504. During Tables VII - X, the staff in all the unit's CPs function as one C2 system to conduct the operations process and support the commander's decision making. To do this successfully, all staff members must understand the roles and functions of not just their section and CP, but of all sections and CPs in the C2 system.

1-505. The tables are written such that the commander can retrain the staff to overcome skill atrophy or personnel turnover before a future training event. For example, the commander can use an upcoming STAFFEX or STX to retrain the staff on Tables III through V to achieve a greater level of proficiency before the CPX is to be conducted in a few months. The tables are meant to be flexible for the commander to train the staff to a level of proficiency needed to conduct LSCO.

1-506. Once the commander certifies the staff at Table VI, the staff receives an OPORD/FRAGORD for the brigade's EXEVAL. This order is used throughout tables VII-X to drive training. Furthermore, the

unit begins at Table VII to incorporate multinational partners and other unified action partners that will be a factor for Table X and the EXEVAL.

1-507. Upon the completion of Table X and the formal and informal AARs conducted by the EXEVAL team, leaders of staff sections and cells, CPs, and the digital crew should conduct internal sessions with their Soldiers to identify areas for retraining or other corrective actions such as making changes in SOPs. Commanders should include designated time for these activities in the training schedule.

TABLE I: ORGANIZE AND ACCLIMATE STAFF TO THE ORGANIZATION

1-508. This table is the introduction of the staff members to the unit. This table assumes that all officers, NCOs, and Soldiers will come to the unit with basic proficiency in their individual MOS skills. Principal staff officers can use programmed training time to retrain job skill deficiencies. In Table I the staff section leaders further the training and develop initial staff training through a basic understanding of duties, responsibilities, and the mission under the supervision of the principal staff officers and the XO. Table I and II tasks are considered perishable skills and should be performed frequently to maintain basic staff proficiency. Tables I and II can also be used to integrate new personnel upon arrival to the unit during the unit/commander orientation program. Figure 2-11 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table I: Organize and Acclimate Staff to the Organization	Outputs
• SOPs • Policies • Drills • TC 6-0 • FM 3-0 • ATP 6-0.5 • ADP 6-0 • ATP 6-22.1 • MTO&E • Unit manning roster	• Understand unit doctrine applications, staff duties, responsibilities, and SOPs (*Establish a Shared Understanding*[1]) **150-LDR-5007** • Organize the Staff as the XO (*Organize the Command and Control System as the Staff Officer*) **150-C2-0000** • Conduct WFF and CP organization (*Organize the Staff for Operations*) **150-LDR-5013** • Build staff relationships (*Develop Cohesive Teams Through Mutual Trust*) **158-LDR-5001** / (*Develop a Cohesive Team through Mutual Trust*) **71-TM-5004** • Develop NCOs and Soldiers (*Conduct Initial Assessment for A Leadership Position*) **158-LDR-8003**	• Staff duties and responsibilities refined in SOP • Staff organization • Records of initial counseling

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff completes of all activities described in Table I.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

SOP	Standard Operating Procedures	MTO&E	Modified Tables of Organization and Equipment
CP	Command Post	WFF	Warfighting Function
NCO	Noncommissioned Officer	T&EO	Training and Evaluation Outline

Figure 2-11. Brigade Staff Table I: Organize and Acclimate Staff to the Organization

UNDERSTAND UNIT DOCTRINE APPLICATIONS, STAFF DUTIES, RESPONSIBILITIES, AND STANDARD OPERATING PROCEDURES

1-509. All members of the staff familiarize themselves on all command policies, procedures, and current staff section and cell SOPs. Brigade staff officers and NCOs familiarize themselves with the doctrine relevant to the brigade conducting LSCO, including FM 3-0 and applicable FMs and ATPs for the unit type. They also familiarize themselves with their specific branch/functional area responsibilities at the brigade level. The staff section leader develops a basic understanding of upcoming unit missions and how those requirements translate into the basic skills section members will need. Section leaders further define the roles and responsibilities of each section member and determine current and future expectations. Staff section leaders study and refine individual tasks and section battle drills relating to their duty position and the current organization; they train their Soldiers using individual and section collective tasks as defined by the appropriate proponent. For example, the S-2 conducts intelligence

preparation of the OE training using Collective Task 34-SEC-3180, *Perform Intelligence Preparation of the Operational Environment;* provided by the Intelligence Center of Excellence. Refer to Individual Task 150-LDR-5007, *Establish a Shared Understanding* for building section and cell level teams.

ORGANIZE THE STAFF

1-510. The XO and principal staff officers, after consultation and guidance from the commander, will direct the organization or reorganization of the brigade staff. The commander determines and the XO and principal staff officers clearly define all extra duties. See Individual Task 150-C2-0000, *Organize the Command and Control System as the Staff Officer*. (See ATP 6-0.5 for additional information.)

CONDUCT WARFIGHTING FUNCTION AND COMMAND POST ORGANIZATION

1-511. The XO, with the assistance of the principal staff officers, organizes the staff according to commander's guidance and using Individual Task 150-LDR-5013, *Organize the Staff for Operations*. Once the XO has established the staff structure, the principal staff officers, and section and cell NCOs ensure that all members of their staff element understand their role within the CP to which they are assigned, as well as how their section interacts with other entities of the entire staff. This applies to staff elements in all CPs, not just the main CP (TAC CP, field trains, or any other alternate CP the commander establishes). Furthermore, each member of the staff must develop an understanding of the roles and responsibilities of other staff cells and unit CPs. The layout for staff elements within a CP can greatly promote or inhibit staff integration. The officers and NCOs in charge of the brigade CPs consider manning, maturity, subject matter expertise or specialty, collaboration frequency, coordination requirements, facilitation for rapid exchange of information, inputs and outputs, and mission requirements for presentation to the XO with recommendations for CP organization.

BUILD STAFF RELATIONSHIPS

1-512. The XO conducts basic team building among the staff and nests staff team building with the commander's program and the higher headquarters. Because of the complexity and size of the brigade staff, the XO employs the principal staff officers in this effort. For example, the XO conducts teambuilding for the staff by conducting morning physical training together periodically.

1-513. Typically, senior level staff members conduct team building events independently of most of the staff. Additionally, senior level staff members build unity among staff sections by holding combined relationship building events. For example, the brigade current operations cell challenges the sustainment section to a team obstacle course contest for an upcoming physical training session.

1-514. Brigade level relationship building events require consistent employment of professionalism and interpersonal skills that foster effective open communication and builds unity within the command. Using a variety of venues and techniques which allow team members to contribute through observable means is essential to effective relationship building. Feedback mechanisms are established to promote interaction or prevent conflict within the staff. See Individual Task 158-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*, and Collective Task 71-TM-5004, *Develop a Cohesive Team Through Mutual Trust*.

DEVELOP NONCOMMISSIONED OFFICERS AND SOLDIERS

1-515. Section leaders will ensure that NCOs and Soldiers are professionally developed to accomplish their mission and can provide their expertise and input to the operations process. NCO and Soldier development is grounded in the unit professional development program. The program must combine developmental expectations with the projected mission requirements the organization will experience. The section leader will use every opportunity to seek appropriate technical/skill qualification schools, standardized training with proficiency assessments, as well as any additional training opportunities that may benefit the NCO, each Soldier, and the organization. Refer to Individual Task 158-LDR-8003, *Conduct Initial Assessment for a New Leadership Position*.

TABLE II: DEVELOP MILITARY DECISION-MAKING PROCESS SKILLS AT THE SECTION LEVEL

1-516. The XO continues to supervise the principal staff officers as they refine the basic and intermediate skills of their section and its members. Principal staff officers have primary responsibility for this table, but the XO can bring the staff together as needed to begin staff integration during rehearsals. This table is conducted in a garrison environment. Figure 2-12 below establishes the inputs, tasks to be accomplished, and the auditable outputs.

Inputs	Table II: Develop Military Decision-Making Process Skills at the Section Level	Outputs
• Table I Inputs & Outputs • Order or plan from higher HQ • Commander's initial planning guidance • ADP 5-0 • FM 6-0 • ATP 5-0.3 • FM 7-0 • Commander's training guidance	• Develop section running estimates (*Develop a Running Estimate*[1]) **150-C2-5144** / (*Analyze the Mission Variables*) **150-C2-5129** / (*Analyze the Operational Variables*) **150-C2-5137** • Conduct the Military Decision-Making Process **71-BDE-5111**, individual MDMP tasks **150-C2-5110** thru **150-C2-5121** • Conduct Rapid Decision-Making and Synchronization Process **71-BDE-5002** / (*Identify Variances*) **150-C2-5142** • Review commander's decision support template & decision support matrix (*Develop a Decision Support Template*) **71-BDE-5009** / (*Conduct the Military Decision-Making Process*) **150-C2-5111** / (*Develop a Decision Support Matrix*) **150-C2-5139** / (*Develop a Decision Support Template*) **150-C2-5138** / (*Develop an Execution Matrix)* **71-BDE-5008** • Assess the current situation and 0peration (*Assess the Tactical Situation*) **150-C2-5130** • Conduct section rehearsals (*Facilitate A Rehearsal*) **150-C2-5122** • Verify section outputs (*Establish Boards and Working Groups*) **150-LDR-5011** • Develop section training plans (*Write the Unit Training Plan Operation Order*) **150-COM-7170**	• Staff section MDMP inputs • Staff section running estimates • Section level proficiency • Section outputs for working groups, boards, briefings, or procedures • Training plan • Refined planning SOP

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff sections and cells complete all activities described in Table II.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

HQ	Headquarters	MDMP	Military Decision-Making Process
T&EO	Training and Evaluation Outline	SOP	Standard Operating Procedures
OPORD	Operation Order		

Figure 2-12. Brigade Staff Table II: Develop Military Decision-Making Process Skills at the Section Level

DEVELOP RUNNING ESTIMATES

1-517. As part of each staff section understanding their role within the headquarters, the principal staff officer or section leader will train the section on the purpose behind and the development of running estimates: to record information, provide expert analysis/opinions and to provide recommendations that will help the commander make decisions. Running estimates need to include analyzed information that pertains to the operation and is of immediate value to the commander, not simply raw, unanalyzed data. Running estimates must always include recommendations for anticipated decisions. Leaders use Collective Tasks 71-BDE-5144, *Develop a Running Estimate*, 150-C2-5129, *Analyze the Mission Variables*, and 150-C2-5137, *Analyze the Operational Variables*. Primary staff officers will also identify tasks from their corresponding WFF proponent such as 63-BDE-4905, *Develop a Sustainment Running Estimate* for the sustainment cell.

CONDUCT THE MILITARY DECISION-MAKING PROCESS

1-518. Principal staff officers review with their section its role and contribution to the MDMP. Leaders run their sections through drills using the OE selected by the commander. Leaders ensure the training

enhances the section's thoroughness, clarity, sound judgment, logic and professional knowledge to understand situations, develop options to solve problems, and make recommendations.

1-519. Once the section gains basic proficiency in MDMP, the principal staff officer or section leader will run abbreviated MDMP drills and scenarios based on a time constrained environment. The leader will use the collective tasks listed here to ensure the section understands and fulfills their duties and responsibilities for MDMP. It is not intended for the XO to integrate all the sections into a full MDMP at this time. Principal staff officers use Collective Task 71-BDE-5111, *Conduct the Military Decision-Making Process* to ensure they understand the section's role. Staff personnel participating in MDMP refer to Individual Tasks 150-C2-5110 through 150-C2-5121 for detailed guidance on the conduct of each step in the process. Individual staff sections also refer to their proponent training products for more tailored training.

1-520. The outcome of this element of Table II is that staff section personnel know what products and inputs they contribute to the MDMP according to their unit SOP and are prepared to produce them once the staff begins collective MDMP.

CONDUCT THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

1-521. The RDSP is a technique that commanders and staffs commonly use during execution when they recognize that reality does not match assumptions made during planning (see Individual Task 150-C2-5142, *Identify Variances*). While identified here with a specific name and method, the approach is not new; its use in the Army is well established. Commanders and staffs develop this capability through training and practice. The RDSP facilitates integration and synchronization of the warfighting functions to address ever-changing situations. The RDSP is based on an existing order and the commander's priorities as expressed in the order. The most important of these control measures are the draft proposed commander's intent, concept of operations, and CCIRs. Refer to FM 5-0 and Collective Task 71-BDE-5002, *Conduct Rapid Decision-Making and Synchronization Process*.

REVIEW COMMANDER'S DECISION SUPPORT TEMPLATE AND DECISION SUPPORT MATRIX

1-522. The DST and DSM provide the projection of where and when a decision must be made based on expected events at specified locations with stated criteria and planned friendly actions in a narrative form. The brigade includes standard formats for decision support materials in the unit SOP, and tailor those products to the situation at hand.

1-523. The DST graphically represents decision points and projected situations, and indicates when, where, and under what conditions a decision is most likely to be required to initiate a specific activity or event. It contains time phase lines, named areas of interest, target areas of interest, and decision points.

1-524. A DSM is a written record of a war-gamed COA that describes decision points and associated actions at those decision points. It lists decision points, locations of decision points, criteria to be evaluated at decision points, actions that occur at decision points, and the units responsible to act on the decision points. It also lists the units responsible for observing and reporting information affecting the criteria for decisions. Refer to Collective Tasks, 71-BDE-5009, *Develop a Decision Support Template*, and Individual Tasks, 150-C2-5111, *Conduct the Military Decision-Making Process*, 150-C2-5138, *Develop a Decision Support Template (DST)*, and 150-C2-5139, *Develop a Decision Support Matrix*.

1-525. Brigade leaders can use DST and DSM from earlier missions as training aids while conducting Table II. During this table, and as part of the MDMP instruction, the principal staff officers will:

- Run their sections through internal wargaming drills
- Instruct how their wargaming inputs result in outputs to feed the DST and DSM in COA development
- Instruct how the DST and DSM inform the commander for COA selection
- Train procedures their sections take once a COA is selected including:
  - Refining DST graphics over space and time as the operational situation develops
  - Refining the DSM written record, to include decision points, over space and time as the situation develops

1-526. In addition to the DST and DSM, commanders and staffs use several tools (orders, overlays, templates, matrices, lists, tables, and charts) to assist them in synchronizing operations and making decisions. A common tool is the execution matrix, a visual and sequential representation of critical tasks and responsible organizations by time. An execution matrix could be for the entire force, such as an air assault execution matrix, or it may be specific to a warfighting function as in a fire support execution matrix. Each principal staff officer and section leader will train on and incorporate tools specific to their warfighting function to assist the commander in decision-making. For a listing of these tools, see ATP 6-0.5, appendix D. For creating a combined arms execution matrix, see Collective Task 71-BDE-5008, *Develop an Execution Matrix*.

ASSESS THE CURRENT SITUATION AND OPERATION

1-527. Each principal staff officer/section leader will use the proponent T&EOs for assessment tasks to manage and train their section on the use and application of these assessments. Refer to Individual Task 150-C2-5130, *Assess the Tactical Situation*, to train on formal assessments. If the commander elects to establish a formal assessment plan, the S-3 (or plans officer/S-5 if the unit has one) leads the staff in preparing a formal collection plan that includes:

- MOPs to assess task accomplishment.
- MOEs to assess progress towards the desired end state.
- Indicators that support the MOPs and MOEs.
- Inputs to the information collection plan to ensure indicators are collected and disseminated.
- Inputs to the knowledge management plan to ensure MOP, MOE, indicators, and analysis are available to appropriate staff elements.

1-528. Each WFF has its own type of formal assessment. The principal staff officer/section leader will use the proponent T&EOs for assessment tasks to manage and train their section on the use and application of these assessments. Refer to Individual Task 150-C2-5130, *Assess the Tactical Situation*, to train on formal assessments.

CONDUCT SECTION REHEARSALS

1-529. Table II rehearsals begin at the section level. Principal staff officers ensure that their section and cell members thoroughly understand their roles in section/cell operations through rehearsals. The leader identified the tasks the section must be prepared to perform during Table I. In table II, they train and practice the section in their performance of them. The section/cell members should be trained to execute assigned tasks with the other shift members they will be assigned with during operations. As the shift teams gain proficiency leaders can increase the difficulty by taking out shift members or increase overall team competency by swapping members from one shift to the other during new repetitions. Refer to Individual Task 150-C2-5122, *Facilitate a Rehearsal*.

VERIFY SECTION OUTPUTS

1-530. The XO ensures that all sections account for respective, predetermined outputs per the unit SOP. These outputs come in all types and serve various purposes, including those that provide direction to subordinate units; are inputs to other staff processes/procedures within the brigade; and those that inform or drive processes for higher, adjacent, supporting, and supported headquarters. All outputs must lead to a better understanding of a situation and facilitate steps towards a decision. Examples of these can include a daily threat update from the S-2 that is an input to various staff elements and processes, a sustainment forecast over space and time that includes friendly losses from the sustainment cell that informs the unit DSM, or an incoming personnel listing from the S-1 that influences the unit DSM and the brigade personnel replacement process. Refer to Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

DEVELOP SECTION TRAINING PLANS

1-531. Section leaders must have a comprehensive understanding of their respective section/cell requirements, inputs and outputs and have identified the training required for their section to be responsive to the commander's decision-making process. The C2TTs and the unit CATS should prove

helpful to the staff leader in identifying tasks to train. The section leader, in coordination with the S-3 and the headquarters company, develops a training plan that focuses on the needs of the section, their designed capabilities, the mission, and the commander's requirements. The S-3 captures these training plans in the overall brigade training schedule. Once all sections have formalized their internal training plans, the S-3 develops a unit training plan to present to the commander. The commander provides guidance, and the S-3 will adjust the plan until the commander approves, and the long range training plan is published. Refer to Individual Task 150-COM-7170, *Write the Unit Training Plan Operation Order*.

TABLE III: ESTABLISH STAFF AND CELL PROCESSES AND INTEGRATE WARFIGHTING FUNCTIONS

1-532. Table III begins the effort of integrating the staff by the XO forming CP cells. This table also refines the section skills with the principal staff officer/section leader training their sections on more aspects of the MDMP. This table can be performed in a garrison environment. Figure 2-13 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table III: Establish Staff and Cell Processes and Integrate Warfighting Functions	Outputs
• Table II Inputs & Outputs • Commander's estimate & planning guidance • ATP 6-01.1 • ITSP 150-C2-5115, *Wargaming* • ITSP 150-C2-5123 / 1.0, *Establish the Battle Rhythm*	• Establish functional and integrating cells (*Organize the Staff as the Staff Officer*[1]) **150-C2-0000** • Validate Warfighting Function Staffs **150-C2-0001/0002/0003/0004/0005/0006** • Conduct the Military Decision-Making Process **71-BDE-5111** ▪ Conduct Receipt of Mission **150-C2-5110** / Prepare a Warning Order **150-C2-5117** ▪ Conduct Mission Analysis **71-BDE-5112** / Perform Intelligence Preparation of the Operational Environment **34-SEC-3180** / Provide Input for Intelligence Preparation of the Operational Environment **150-C2-2210** ▪ Recommend the Commander's Critical Information Requirements **150-C2-5113** ▪ Conduct a risk assessment (*Conduct Risk Management*) **150-C2-5145** / **(***Integrate Risk Management into Operations*) **71-BDE-5145** ▪ Engage in Course of Action Development **150-C2-5114** ▪ Conduct course of action analysis (*War-Gaming*) **150-C2-5115** ▪ Conduct Course of Action Comparison **150-C2-5116** ▪ Conduct a Course of Action Decision Briefing **C2-5009** ▪ Conduct Course of Action Approval **150-C2-5121** ▪ Prepare an Operation Order **71-BDE-5119** / **150-C2-5119** • Develop KM Plan (*Conduct Knowledge Management*) **71-BDE-5330** / (*Perform Knowledge Management*) **150-C2-7654**	• Staff Organization • Planning portion of unit SOP • MDMP products • OPORD/ FRAGORD/ OPLAN ▪ Mission statement ▪ Commander's intent ▪ Concept of the operation ▪ CCIR/EEFI • KM plan

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff sections/cells complete all activities described in Table III.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	SOP	Standard Operating Procedure
WFF	Warfighting Function	MDMP	Military Decision-Making Process
CCIR	Commander's Critical Information requirements	FRAGORD	Fragmentary Order
OPORD	Operation Order	OPLAN	Operations Plan
KM	Knowledge Management	EEFI	Essential Elements of Friendly Information

Figure 2-13. Brigade Staff Table III: Establish Staff and Cell Processes and Integrate Warfighting Functions

ESTABLISH FUNCTIONAL AND INTEGRATING CELLS

1-533. The XO organized the various sections into functioning CPs in Table I and II. Table III begins with the commander and XO reviewing the results of Table II and deciding if any changes to earlier

organizational decisions should be made. Of note, not all brigades will have the full range of WFFs nor a large enough staff to establish planning cells and may have inexperienced staff officers and NCOs working in their first assignment to a staff. The commander and XO establish CP cells based on these factors, unit modified TO&E (MTO&E), its capabilities, and mission. Refer to FM 6-0 and the doctrine for the unit type on establishing these cells. The XO, principal staff officers, and section leaders use Individual Task 150-C2-0000, *Organize Command and Control System as the Staff Officer*. See Figure 8-3 from FM 6-0.

VALIDATE WARFIGHTING FUNCTIONS

1-534. As the unit receives new members to the staff or the staff realigns for operational reasons, the XO will validate each of the unit's WFFs. The individual tasks covering each are listed in the next paragraph. The XO verifies adherence to SOPs, the commander's intent, orders from higher headquarters, and operational requirements. This publication will not get into the finer details of what actions each staff section performs or how they are to perform them. For example, the division artillery commander wants the S-2 section to conduct more detailed intelligence integration training based on an influx of additional personnel. The commander consults the respective unit CATS and finds task set 52-TS-8131, *Integrate Intelligence Activities in Support of Operations*. The commander sees that within that task set (TS) there are several tasks to train the intelligence section, to include:

- 34-SEC-1102, *Provide Intelligence Overwatch*.
- 34-SEC-1315, *Provide Geospatial Intelligence Analytic Support to Operations*.
- 34-SEC-1317, *Provide Geospatial Intelligence Support to Requirements Planning*.
- 34-SEC-1320, *Conduct Signals Intelligence Section Analysis*.
- 34-SEC-3040, *Provide Signals Intelligence Support to Planning.*
- 34-SEC-3041, *Asses Signaux Intelligence Collection*.
- 34-SEC-3042, *Develop Signals Intelligence Products*.
- 34-SEC-3171, *Plan Integration into the Intelligence Architecture*.

1-535. The CATS displays the recommended number of times and hours that the sections should train on the task set to gain the desired proficiency (crawl/walk/run). The XO uses the following individual tasks for validating each WFF (for those functions represented on the unit staff):

- Individual Task 150-C2-0001, *Validate the Movement and Maneuver Warfighting Function Staff*.
- Individual Task 150-C2-0002, *Validate the Intelligence Warfighting Function Staff*.
- Individual Task 150-C2-0003, *Validate the Fires Warfighting Function Staff*.
- Individual Task 150-C2-0004, *Validate the Sustainment Warfighting Function Staff*.
- Individual Task 150-C2-0005, *Validate the Command and Control Warfighting Function Staff*.
- Individual Task 150-C2-0006, *Validate the Protection Warfighting Function Staff*.

CONDUCT MILITARY DECISION-MAKING PROCESS

1-536. The MDMP helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions. This process helps commanders, staffs, and others think critically and creatively during planning. In Table III, the staff begins collectively training the MDMP using the scenario and higher headquarters order that will be used during certification in Table VI. Refer to FM 5-0, Collective Task 71-BDE-5111, *Conduct the Military Decision-Making Process*, and Individual Tasks 150-C2-5110 through 150-C2-5121 for the steps and procedures used during MDMP.

CONDUCT RECEIPT OF MISSION

1-537. The S-3 uses the OPORD issued for conducting Table VI (later) to lead the staff through the steps of receipt of mission including alerting the staff, gathering the tools, updating estimates, conducting an initial assessment, receiving the commander's guidance, and issuing a warning order (WARNORD) using Individual Tasks 150-C2-5110, *Conduct Receipt of Mission*, and 150-C2-5117, *Prepare a Warning Order.*

CONDUCT MISSION ANALYSIS AND INTELLIGENCE PREPARATION OF THE OPERATIONAL ENVIRONMENT

1-538. Commanders and their staffs (informed by subordinate and adjacent commanders and by other partners) gather, analyze, and synthesize information to orient themselves on the current conditions of the OE. The commander and staff conduct mission analysis to better understand the situation and problem, and identify what the command must accomplish, when and where it must be done, and most importantly why—the purpose of the operation. IPOE is the systematic process of analyzing the mission variables of mission, enemy, terrain & weather, troops & support available, time available, civil considerations and information (METT-TC(I)) in an area of interest to determine their effect on operations. The IPOE process identifies critical gaps in the commander's knowledge of an OE. Training time spent conducting thorough mission analysis and IPOE at this stage of the training tables will pay great dividends later. Refer to FM 5-0, ATP 2-01.3, and Collective Tasks 71-BDE-5112, *Conduct Mission Analysis*, and 34-SEC-3180, *Conduct Intelligence Preparation of the Operational Environment*, for detailed execution guidance. Each contributing staff officer refers to 150-C2-2210, *Provide Input for Intelligence Preparation of the Operational Environment*, when preparing their input to the IPOE.

RECOMMEND COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

1-539. As the staff begins work as a cohesive unit and prepares for the staff rehearsal, the XO leads the brigade on recommending CCIR to the commander. CCIR are an information requirement identified by the commander as being critical to facilitate timely decision-making. Each staff section identifies and recommends PIR and FFIR to the commander to designate as the CCIR.

1-540. CCIR are established as part of the MDMP and refined throughout the conduct of operations. The XO uses Individual Task 150-C2-5113, *Recommend the Commander's Critical Information Requirements*.

CONDUCT RISK ASSESSMENT

1-541. Staff leaders begin risk management by conducting risk assessment in conjunction with mission analysis. Throughout the operations process commanders and their staff use risk assessment to establish a basis to manage risks associated with all hazards that have the potential to injure or kill friendly and civilian personnel, damage or destroy equipment, or otherwise impact mission effectiveness. See Individual Tasks 150-C2-5145, *Conduct Risk Management*, and Collective Task 71-BDE-5145, *Integrate Risk Management into Operations*. See ATP 5-19 for further description of risk management and FM 5-0, Appendix G for a discussion of integrating risk management into the operations process.

ENGAGE IN COURSE OF ACTION DEVELOPMENT

1-542. The XO or S-3 leads the staff through COA development drills, ensuring each functional cell contributes to planning efforts within its functional responsibilities. The XO also designates the COA development roles and responsibilities of the special staff. The commander's planning guidance for this step is important in COA development. Commander's guidance must reflect an appreciation of the unpredictable and uncertain nature of the OE, and how to cope with ambiguity. It should include parameters for enabling subordinate unit initiative while establishing adequate controls based on risk. The staff employs the Table II step above on the DST and DSM to build initial decision products that they will subsequently use and refine in the wargame. The XO and staff members use Individual Task 150-C2-5114, *Engage in Course of Action Development*.

1-543. The planning team establishes evaluation criteria. The commander and staff use these criteria to measure the relative effectiveness and efficiency of one COA relative to other COAs. Evaluation criteria address factors that affect success and those that can cause failure. Criteria change from mission to mission and must be clearly defined and understood by all staff members before starting the war game to test the proposed COAs. Normally, the XO establishes weights based on the assessment of each criterion's relative importance and the commander's guidance.

CONDUCT COURSE OF ACTION ANALYSIS

1-544. COA analysis enables commanders and staffs to identify difficulties or coordination problems as well as probable consequences of planned actions for each COA being considered. It helps them think through the tentative plan. COA analysis not only appraises the quality of each COA, but it also uncovers potential execution problems, decisions, and contingencies. Section leaders train their personnel to contribute analysis for their designated function during the wargaming process. For example, the personnel section will contribute analysis regarding projected casualties based on the tempo and type of operation for each COA. Refer to Individual Task 150-C2-5115, *Conduct Course of Action Analysis (War-Gaming)*, and ITSP 150-C2-5115 / 1.0, *Wargaming*, to guide their participation in comparing COAs for detailed execution guidance for detailed execution guidance.

CONDUCT COURSE OF ACTION COMPARISON

1-545. The staff conducts COA comparison as an objective process to evaluate COAs independently and against set evaluation criteria approved by the commander or the commander's designated representative. The goal is to identify the advantages and disadvantages of each COA, compare COAs to determine cost and benefit, which enables recommending and selecting a COA with the highest probability of success, and then further developing a COA in an OPLAN or OPORD. Staff members should use Individual Task 150-C2-5116, *Conduct Course of Action Comparison*.

CONDUCT A COURSE OF ACTION DECISION BRIEFING

1-546. After completing its analysis and comparison, the staff identifies its preferred COA and makes a recommendation. The staff then delivers a decision briefing to the commander. The XO highlights any changes to each COA resulting from the war game. At the end of the briefing the commander (or the XO acting as the commander for training purposes) selects a COA that will carry the staff through Table VI; approves the mission statement and CCIR; and provides commander's intent. Refer to Individual Task 150-C2-5009, *Conduct a Course of Action Decision Briefing*, to evaluate this event.

CONDUCT COURSE OF ACTION APPROVAL

1-547. After the decision briefing, the commander selects the COA to best accomplish the mission. If the commander rejects all COAs, the staff starts COA development again. If the commander modifies a proposed COA or gives the staff an entirely different one, the staff develops and analyzes the new COA and presents the results to the commander with a recommendation. After the commander approves a COA, the staff records the commander's final planning guidance, including refined intent and approved CCIR. The staff issues another warning order for subordinate units per FM 5-0. Use Individual Task 150-C2-5121, *Conduct Course of Action Approval*.

PREPARE AN OPERATION ORDER

1-548. The brigade is required to publish an OPORD as part of the operations process. The staff must be proficient in conducting the MDMP, and the OPORD reveals that proficiency. The length and detail of the order can vary due to time and the mission. Once the order is approved by the commander or S-3, the staff prepares and executes an OPORD brief based on the commander's guidance. They also distribute the order to higher, adjacent, lower/subordinate, supporting, and supported units. Adhere to the basic standards, as written in Individual Task 150-C2-5119, *Prepare an Operation Order*, and Collective Task 71-BDE-5119, *Prepare an Operation Order*.

DEVELOP KNOWLEDGE MANAGEMENT PLAN

1-549. The ability to efficiently manage information and knowledge is essential to effective mission accomplishment. The volume of available information at the brigade level makes it difficult to identify and use relevant information. Knowledge management (KM) provides the means to efficiently share knowledge, thus enabling shared understanding and learning. During Table III, the staff, led by the S-6/ knowledge management officer (KMO), conduct the first 3 steps of the knowledge management process (Assess, Design, and Develop) to draft the knowledge management plan (KMP). Later in the training tables, the KMO will lead the piloting and implementation of the KMP, and will lead the KM working

group to continuously assess and update the KMP leading to the Validation Exercise in Table X. The staff will use Individual Task 150-C2-7654, *Perform Knowledge Management*, and Collective Task 71-BDE-5330, *Conduct Knowledge Management*.

TABLE IV: SYNCHRONIZE COMMAND POST OPERATIONS

1-550. Table IV begins the process of fully integrating the functional and integrating cells within the headquarters. The XO begins the more complex steps of conducting the entire operations process as well as manning the CPs. Table IV can take place during a STAFFEX for one of the battalion's mission essential tasks. Table IV is designed to be scenario driven in a complex and dynamic operational environment, and against a hybrid threat. The commander designates a MET T&EO from the unit's METL for the training event. For this table, CPs train in isolation to establish internal processes and procedures, with limited or simulated interactions between the unit's CPs and those of higher, adjacent, lower, supporting, and supported units. Figure 2-14 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IV: Synchronize Command Post Operations	Outputs
• Table III Inputs & Outputs • Higher headquarters battle rhythm • Draft command post portion of unit SOP • Battle drills • ITSP 150-C2-5123 / 1.0, *Establish the Battle Rhythm*	• Integrate Staff Cells for Operations **150-C2-5126** • Synchronize Staff Processes (*Establish Boards and Working Groups)* **150-LDR-5011** • Establish a Battle Rhythm **150-C2-5123** • Conduct rehearsals [combined arms, fires, intelligence, etc.] (*Perform a Rehearsal*[1]) **71-BDE-5122** / Develop a Decision Support Template **150-C2-5138** / Develop a decision support matrix (*Prepare a Fragmentary Order*) **150-C2-5139** / **150-C2-5125** • Practice staff battle drills [see FM 6-0, Appendix E for a list of appropriate drills] • Refine the Plan **150-C2-5124** / (*Perform Planned Actions Sequels, and Branches*) **71-BDE-5132** • Establish the CP (*Establish a Command Post)* **71-BDE-0050** • Formalize shift crews (*Lead a Shift Change*) **150-C2-5205** • Verify command post SOP functionality (*Conduct Command Post Operations*) **71-BDE-5200** / **150-C2-5200**	• Battle rhythm • FRAGORD for OPORD refinements • Initially operational command posts • Refined battle drills and battle rhythm portion of SOP

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff sections and cells complete all activities described in Table IV.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	FRAGORD	Fragmentary Order
SOP	Standard Operating Procedures	CP	Command Post
		OPORD	Operation Order

Figure 2-14. Brigade Staff Table IV: Synchronize Command Post Operations

INTEGRATE STAFF CELLS FOR OPERATIONS

1-551. The XO uses the training exercise in Table IV to fully integrate the WFFs and integrating cells in the headquarters to enable synchronization for decision-making. The XO can use the battle rhythm for this event to conduct this integration. For this first step of the table, the XO ensures inputs and outputs by cells are integrated and the sections/cells are not acting as independent bodies. The cells complement and feed the proper cell or working group for rapid and informed decision-making. The XO will adjust the organization as needed or as directed by the commander. See Individual Task 150-C2-5126, *Integrate Staff Cells for Operations*.

SYNCHRONIZE STAFF PROCESSES

1-552. The XO, with the assistance of the principal staff officers and cell NCOs, synchronizes staff working groups, planning teams, and processes. When the process or activity being synchronized leads to a command decision, a board may be the appropriate forum. These working groups, boards, and

processes take place throughout the operations process and as the mission and commander require. The staff will also participate in and provide input to the boards, working groups, and processes of the higher headquarters. The XO allows adequate time in the battle rhythm for working groups, boards, and process to run their course so outputs can achieve the desired effects. See Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

ESTABLISH A BATTLE RHYTHM

1-553. The battle rhythm is a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. A headquarters' battle rhythm consists of a series of meetings, briefings, and other activities synchronized by time and purpose. The battle rhythm provides structure and synchronization for managing a headquarters' most important internal resource – the time of the commander and staff. As part of this synchronization, the XO establishes a staff battle rhythm. The battle rhythm must include all unit CPs, and account for the battle rhythm requirements of higher, subordinate, and supported units. However, the battle rhythm is not static. An effective battle rhythm is modified as the situation evolves to include the types or series of meetings with expected staff representation, outcomes, and delegated decision authority for particular purposes or functions. Considerations for an effective battle rhythm include:

- Facilitates commander-centric requirements for touch points.
- Leads to timely decisions by the commander.
- Addresses daily, weekly, and monthly requirements.
- Balances time allotted for discussion, synchronization, and production.
- Facilitates interaction between the commander, staff, and subordinate commanders.
- Supports building and maintaining shared understanding throughout the headquarters.
- Establishes a routine for staff interaction and coordination.

1-554. To ensure meetings are organized well and achieve what is intended, staff leads develop instructions for each meeting (sometimes referred to as "7-Minute Drills") to include the following:

- Purpose.
- Frequency, duration, and location.
- Medium (face-to-face, video teleconference, and others).
- Expected participants (staff lead, chairperson, and members).
- Required inputs (such as updated collection plan).
- Expected outputs (such as approved target nominations).
- Agenda.

1-555. Commanders and XOs should allow sufficient white space in the battle rhythm and avoid inundating the staff with too many meetings. The brigade events help build the battle rhythm. The XO uses Individual Task 150-C2-5123, *Establish a Battle Rhythm*. Refer to ATP 6-0.5, and Individual Training Support Package 150-C2-5123 / 1.0, *Establish the Battle Rhythm*.

CONDUCT REHEARSALS

1-556. Rehearsals are the commander's tool to ensure staffs and subordinate units understand the commander's intent and the concept of operations. The primary purpose for rehearsals is to generate shared understanding of the commander's visualization of the upcoming operation. They allow commanders, their staffs, and subordinate unit commanders to identify shortcomings in the plan not previously recognized (though the purpose is not to conduct wargaming again). Rehearsals also contribute to external and internal coordination, as the staff identifies additional coordinating requirements. During Table IV, the XO will lead the staff in rehearsing the planned operation to perform the mission associated with the MET selected for the training scenario. The XO should lead the staff to practice all rehearsals designated by the brigade SOP (combined arms, fires, sustainment, etc.). Following the rehearsal, the S-3 will publish the results and refinements to the plan in a FRAGORD. Refer to FM 6-0 and Collective Task 71-BDE-5122, *Perform a Rehearsal* and Individual Task 150-C2-5125, *Prepare a Fragmentary Order*. While executing rehearsals, the staff should refine decision support

products initially developed during planning per Individual Tasks 150-C2-5138, *Develop a Decision Support Template*, and 150-C2-5139, *Develop a Decision Support Matrix*.

PRACTICE STAFF BATTLE DRILLS

1-557. A battle drill is a collective action rapidly executed without applying a deliberate decision-making process. A battle drill or SOP rehearsal ensures that all participants understand a technique or a specific set of procedures. While the brigade establishes its own battle drills in the SOP, FM 6-0 has a list of suggested battle drills for CPs.

REFINE THE PLAN

1-558. The commander and staff continuously refine the plan during all phases (plan, prepare, execute, assess) of the operations process. The commander maintains a personal situational understanding of the OE (commander's estimate) through battlefield circulation, monitoring voice networks, and a variety of updates from the staff and subordinate leaders. The commander provides direction on key activities for the staff to monitor that may require additional refinement or adjustments to the plan. Refining the plan typically takes place when new information validates or invalidates assumptions made during planning, intelligence confirms or denies enemy actions, or the status of friendly forces changes as the situation develops. The XO leads the staff through a refinement of the plan and the mission objectives contained therein. The S-3 will publish approved refinements to the plan in a FRAGORD to the brigade. The XO will use Individual Task 150-C2-5124, *Refine the Plan*, and Collective Task 71-BN-5132, *Perform Planned Actions, Sequels, and Branches*.

ESTABLISH THE COMMAND POST

1-559. A CP is the organization designed to help the commander exercise C2. Depending on the type of brigade, the unit will have a main CP and may have a tactical CP (TAC CP, or simply TAC), or may have 473 other alternate CPs. The staff is organized into functional cells and staff sections in each of the brigade CPs to facilitate coordination and promote efficiency. These CPs provide the brigade commander flexibility in arranging the brigade's control nodes within the brigade's assigned area.

1-560. The commander determines the sequence of deployment, timing of moves, initial locations and task organization for all the brigade's CPs based on the mission variables of METT-TC(I) and the commander's visualization. The commander task-organizes functional capabilities and personnel across the main and other CPs to match the commander's concept for control of operations. The brigade TAC and main CPs deploy to separate locations or are consolidated based on the mission variables. Each CPs performs functions implied by its organizational design and those tasks assigned by the commander. In the C2 paragraph (paragraph 5) of the brigade OPORD, the commander details any changes to the doctrinal authority, responsibilities, and task organization of the brigade command posts and any special instructions for them.

1-561. Each brigade CP standardizes procedures associated with:

- CP battle drills.
- Shift-change briefings.
- Operations update and assessment briefings.
- Operations synchronization meetings.
- Transferring control between CPs.

1-562. The unit will use Collective Tasks 71-BDE-0050, *Establish a Command Post*. Refer to ATP 6-0.5.

FORMALIZE SHIFT CREWS

1-563. Once the CPs are established and manned, the XO will formalize and recommend shift crews to the commander. When organizing shifts, the XO and principal staff officers must consider the duties and responsibilities inherent to an area of expertise or WFF required for that specific CP in relation to time, space, and other battlefield conditions. The commander adjusts or confirms the shift crews early in the C2TT so crews can gain familiarity with one another and their shift leader. The XO will ensure crews understand the inputs, outputs, and battle rhythm to support the commander. The XO will ensure the

formalized shifts have ample opportunity to exercise ‘reps and sets’ to build shift proficiency. Refer to Individual Task 150-C2-5205, *Lead a Shift Change*.

1-564. Unit manning documents for most brigade-sized units are designed to provide two 12-hour shifts to meet the requirement for continuous operations (ATP 6-0.5). Units organize available personnel to provide effective continuous operations. Establishing shifts provides a sufficient quantity of personnel to operate the CP and the required expertise to make decisions on major issues. Units may organize shifts using the standard shift, heavy or light shift, and stagger shift techniques.

1-565. Regardless of the method used, several considerations apply. The commander and key leaders are not placed on a duty shift. Personnel who do not work permanently in the CP are not integral parts of a duty shift. This includes liaison officers and any attached special staff officers who are unit leaders or commanders. Additionally, members of the command group and the TAC CP are not included. These personnel integrate into the existing manning schedules when present at the main CP for an extended period.

Verify Command Post Standard Operating Procedures and Functionality

1-566. Once the shifts and CPs are established, and the staff runs through the event, the section leaders and the XO will ensure that all SOPs are updated based on changes to the OE; AARs; lessons learned; the evolving needs of the commander; higher, lower, and supporting units; and the mission set. Commanders ensure that comprehensive and detailed SOPs are developed, maintained, trained, and used for all aspects of operations. In this way, operations become a matter of routine that are successfully executed in periods of stress and great demand. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations*, and Collective Task 71-BDE-5200, *Conduct Command Post Operations*.

TABLE V: CONDUCT STAFF REHEARSALS

1-567. By conducting Table V, the XO will verify staff is prepared to achieve the commander’s certification in Table VI. This rehearsal incorporates all cells and processes into a single training exercise. This rehearsal aligns with an already scheduled collective training event in accordance with the unit CATS. For example, the brigade is performing their first CPX leading to an EXEVAL later in the year. As budget and training days allow, this table is conducted in a field or simulated field environment with 24-hour operations whereby each shift has an opportunity to train appropriate drills, battle rhythm events, and procedures. Commanders choose which collective tasks to perform. For example, the commander establishes that the brigade will use MET / Collective Task 55-BDE-4800, *Conduct Expeditionary Deployment Operations at the Brigade Level*, as the primary task for a deployment exercise (DEPEX). The commander might also select 71-BDE-5100, *Conduct the Operations Process for Command and Control*, and 55-BDE-4802 *Conduct Home Station Mobilization Activities at the Brigade Level*, as supporting collective tasks. Figure 2-15 on next paage establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table V: Conduct Staff Rehearsal	Outputs
• Table IV Inputs & Outputs • Commander's COP guidance (Commander's Training Table IV)	• Review staff organization (*Organize the Staff for Operations*[1]) **150-LDR-5013** / (*Organize the Command and Control System as the Staff Officer*) **150-C2-0000** / (*Task Organize for Operations*) **71-BDE-5123** • Establish the Common Operational Picture **71-BDE-5319** / **150-C2-5315** • Conduct the operations process (*Conduct the Operations Process for Command and Control*) **71-BDE-5100** • Prepare an Operation Order **150-C2-5119** / **71-BDE-5119** • React to a FRAGORD (*Process a Fragmentary Order)* **71-BDE-5203** / (*Conduct Rapid Decision-Making and Synchronization Process)* **71-BDE-5002** • Finalize the battle rhythm (*Implement the Battle Rhythm*) **71-BDE-5125** • Finalize decision support products (De*velop a Decision Support Template*) **150-C2-5138** / (*Develop a Decision Support Matrix*) **150-C2-5139** • Employ the command and control system (*Organize the Command and Control System*) **150-LDR-5251** • Conduct Command Post Operations **71-BDE-5200** • Control Operations **71-BDE-5103** • **[OPTIONAL]** Conduct sensitive compartmented information facility (SCIF) operations (*Manage Special Security Office Functions*) **34-TM-3090 [Only applies to units that control a SCIF]** • Conduct section/cell AARs (*Conduct a Formal After Action Review*) **150-C2-5133**	• Refined staff organization • Commander-approved COP • OPORD • FRAGORDs • Finalized battle rhythm • DSM /other decision support products • AAR results • Refined staff SOP

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander completes all activities described in Table V.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	DSM	Decision Support Matrix
COP	Common Operational Picture	AAR	After Action Review
OPORD	Operation Order	SOP	Standard Operating Procedure
FRAGORD	Fragmentary Order		

Figure 2-15. Brigade Staff Table V: Conduct Staff Rehearsal

REVIEW STAFF ORGANIZATION

1-568. The XO and commander organized the staff in Table I-IV. In consultation with the commander, the XO uses this table as a last look for staff organization and operations. The rehearsal will give the XO time to confirm or reorganize the staff as needed based on manning and mission requirements. If changes are required, the XO makes those changes before the Table VI certification. The principal staff officers go through the same review process and make recommendations to the XO. During this table, the commander identifies, and the XO defines all additional duties yet to be assigned. See Individual Tasks 150-LDR-5013, *Organize the Staff for Operations*; 150-C2-0000, *Organize the Command and Control System as the Staff Officer*; and Collective Task 71-BDE-5123, *Task Organize for Operations*.

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-569. This task is performed in unison with establishing the CP. The S-3 designates a battle captain and a COP manager prior to or during this event. The COP manager works for the battle captain. The COP manager is a person selected and designated to serve in this position due to their high degree of attention to detail, C2IS experience, computer skills, knowledge of FM 6-0, intelligence expertise, and experience working in a. The COP manager's duties include:

- Displaying all information required for the COP and decision-making.
- Updating unit locations and events through the digital component of the COP.
- Updating unit locations and events on the analog COP.
- Coordinating with other staff sections for COP manipulation during briefings.
- Receiving guidance from the command group on specific views or manipulations of the COP for situational understanding purposes.
- Coordinating COP requirements with higher headquarters and subordinate units.

1-570. Both the COP manager and the battle captain work under the authority of the S-3 and are also part of the KM team. The C2 information integrator assists in the establishment of the COP as well. C2 information integrators are the commander's subject matter experts regarding operation, maintenance, integration, and operator training for unit C2IS. The C2 information integrator duties include:

- Integrating CP C2 network.
- Troubleshooting C2 information systems architecture.
- Assisting the COP manager in developing the COP.
- Implementing a unit individual digital training program.

1-571. While the C2 information integrator and the S-6 establish the framework and systems for the COP, the population of that framework and integration into the exercise is the responsibility of operators within the staff, under the guidance of the COP manager. The XO ensures that the staff establishes the COP to meet the requirements of the mission, in accordance with unit SOP and the commander’s intent.

1-572. COP displays within a CP are prominent, recognizable, and accessible to those attempting to gain and maintain situational awareness. Adequate COP visibility sets the condition for effective battle tracking and decision making. CP personnel prioritize and emplace COP displays—both digital and analog—to facilitate situational awareness. See Collective Task 71-BDE-5319, *Establish the Common Operational Picture*, and Individual Task 150-C2-5315, *Establish the Common Operational Picture*.

Conduct the Operations Process

1-573. The XO trains the staff to achieve a go in all performance measures on the T&EO for Collective Task 71-BDE-5100, *Conduct the Operations Process for Command and Control*. The staff will conduct the operations process fully supporting the commander and the mission. Each section will maintain running estimates and recommend any plan variations and changes in a timely manner to the commander. The staff will conduct the operations process while conducting tasks from the brigade’s standard METL, A- METL, or other tasks assigned by the higher headquarters or the commander.

Prepare an Order

1-574. The brigade is required to publish an OPORD as part of the operations process. The staff must be proficient in conducting the MDMP, and the OPORD reveals that proficiency. The length and detail of the order can vary due to time and the mission. They also distribute the order to higher, adjacent, lower/subordinate, supporting, and supported units. The XO evaluates the OPORD against the basic standards established in Individual Task 150-C2-5119, *Prepare an Operation Order*, and Collective Task 71-BDE-5119, *Prepare an Operation Order*. Functional and multifunctional brigades may instead refer to T&EOs specific to their proponent when the form of their orders is doctrinally different from the standard OPORD format, such as 06-BDE-6057, *Prepare the Field Artillery Operation Order (OPORD)* for brigade echelon artillery units.

React to a Fragmentary Order

1-575. At some point during the operation, the commander (or XO acting in their behalf for training purposes) initiates either a verbal or a written FRAGORD. This FRAGORD can be for any reason as determined by the commander and following the training scenario. For example, the brigade commander has the staff react to a FRAGORD from higher directing a transition of the force temporarily into a hasty defensive posture. The staff will conduct RDSP to ascertain necessary changes to the current plan and recommend changes to the commander within the designated timeline. See Collective Tasks 71-BDE-5203, *Process a Fragmentary Order (FRAGORD)*, and 71-BDE-5002, *Conduct Rapid Decision-Making and Synchronization Process*.

Finalize the Battle Rhythm

1-576. The XO and principal staff officers will use the commander’s guidance and the staff rehearsal to finalize the battle rhythm in the unit SOP. The XO will ensure that the battle rhythm reserves adequate time for the commander to participate (exercising command presence) during the operations process, and ample time for battlefield circulation and key leader engagements. This battle rhythm, at a minimum, will ensure all inputs and outputs are based on resources, the DSM/DST, mission, training objectives,

delegated authorities, and the commander's intent directly in support of decision-making and resource allocation. Refer to Collective Task 71-BDE-5125, *Implement the Battle Rhythm*.

FINALIZE DECISION SUPPORT PRODUCTS

1-577. The DSM is an integral part of staff priorities. Here the staff refines the DSM and DST as well as the processes for employing and updating them. The DSM is tied to the operations process and is a product of the MDMP. The DSM and DST portray key decisions and potential actions that are likely to arise during the execution of each COA (FM 5-0, Ch. 5). The DSM is tied to resources, events, and decisions that the commander needs to make affecting outcomes. During the event, the staff will brief the commander on any changes to the DSM and DST. Delegation authorities are stipulated within the DSM and DST. Delegation authorities are stipulated within the DSM and DST for decisions that must be made in the commander's absence. Refer to Individual Tasks 150-C2-5138, *Develop a Decision Support Template*, and 150-C2-5139, *Develop a Decision Support Matrix*.

EMPLOY THE COMMAND AND CONTROL SYSTEM

1-578. The XO refines the C2 system, including:

- Personnel – Ensures the staff is organized and all personnel are positioned appropriately according to job skill and the needs of the command.
- Processes– Ensures all lessons learned to this point in the tables are captured in the unit SOP. All inputs and outputs from the various cells, boards, working groups, and planning teams are updated.
- Networks – Ensures the servers, wires, networks and C2IS are updated, operating, and secure.
- CPs – Ensures all equipment is maintained, reserved, and ground cleared. All command equipment (including vehicles) is maintained and prepared to execute the mission.

1-579. Changes identified for retraining or adjusting during the Table V rehearsal are made prior to the Table VI certification. Refer to Individual Task 150-LDR-5251, *Organize the Command and Control System*.

CONDUCT COMMAND POST OPERATIONS

1-580. The staff personnel conduct CP operations to support the commander in developing a shared understanding and making decisions. They execute several routine and recurring tasks to establish, operate, and move the CP. With the assistance of the staff, commanders develop processes and procedures for the execution of these tasks and capture them in the CP SOP. See ATP 6-0.5 and Collective Task 71-BDE-5200, *Conduct Command Post Operations*.

CONTROL OPERATIONS

1-581. While executing one of the brigade METs, the staff assists the commander in controlling unit operations by arranging forces in time, space, and purpose to produce maximum relative combat power at the decisive point. During preparation phase of the operation, the staff monitors the progress of subordinate units' conduct of PCIs, mission-specific training, implementation of risk controls, preparations to sustain themselves, and protecting themselves. Once the operation begins, the staff sections:

- Advise and inform their commander.
- Maintain running estimates.
- Provide recommendations.
- Prepare plans, orders, and other staff writing.
- Assess the progress of operations against what was planned.
- Manage information within their area of expertise.
- Identify and analyze problems.
- Perform risk management.
- Exercise staff supervision over their area of expertise.

1-582. The XO should use Collective Task 71-BDE-5103*, Control Operations*, to evaluate the staff.

CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS [OPTIONAL]

1-583. Not all brigades have the personnel or equipment to establish a sensitive compartmentalized information facility (SCIF), but for those that do, the Special Security Office (SSO) or S-2 establishes controls for SCIF and tactical sensitive compartmented information facility (T-SCIF) and manages, ensures appropriate accreditation for, and reviews and manages emergency plans for SCIFs and T-SCIFs. The SSO coordinates access to the SCIF or T-SCIF and maintains records of access rosters, personnel clearances, and classified document registers and manages special access program (SAP) access. Refer to Collective Task 34-TM-3090, *Manage Special Security Office Functions*.

CONDUCT SECTION/CELL AFTER ACTION REVIEWS

1-584. Staff section and cell leaders conduct internal AARs to identify adjustments to make to the SOP and retraining required prior to conducting certification in Table VI. Refer to 150-C2-5133, *Conduct a Formal After Action Review* for additional information.

TABLE VI: CONDUCT STAFF CERTIFICATION

1-585. This table is conducted during a CPX or FTX (see the unit CATS). As budget and training days allow, this table is ideally conducted with the CPs in a field environment with 24 hour operations. Certification is an internally evaluated event. The externally evaluated event is Table X.

1-586. Commanders choose which tactical tasks are to be performed. The commander certifies that the staff have met all the training criteria for Table VI by achieving at least a P rating in each of the tasks listed here. Once the staff is certified, they can proceed to unit training in Tables VII through X.

1-587. This table is a culmination of all previous tables, and the commander can use any of the collective tasks from previous tables for training as necessary. Any retraining required from poor performance of tasks in the earlier tables should occur prior to Table VI.

1-588. Commanders organize their C2 system to support decision making and facilitate communications. The XO manages the C2 system—the arrangement of people, processes, networks, and command posts that enable commanders to conduct operations.

1-589. The outcome of Tables I through VI is that the staff work as a cohesive unit, led by the commander. Each staff section/cell and CP understands and operates within their designed capabilities to accomplish the mission. Certification indicates individual and section/cell competency meets Army standards and the commander's intent. The staff performs the operations process seamlessly without outside augmentation. Figure 2-16 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VI: Conduct Staff Certification**	Outputs
• Table V Inputs & Outputs	• Conduct the operations process (*Conduct the Operations Process for Command and Control*[1]) **71-BDE-5100** • Execute the battle rhythm (*Implement the Battle Rhythm*) **71-BDE-5125** / (Establish Boards and Working Groups) **150-LDR-5011** • Conduct Command Post Operations **71-BDE-5200** • Create a shared understanding (*Establish a Shared Understanding*) **150-LDR-5007** & **71-BDE-5007** • Control Operations **71-BDE-5103** • Transfer command and control between CPs (*Maintain Continuity of Command and Control*) **71-BDE-5250** / (*Conduct Transfer Control of Operations*) **71-BDE-5202** • Displace the Command Post **71-BDE-5201** / (*Conduct Quartering Party Operations*) **71-BDE-5105** • **[OPTIONAL]** Conduct sensitive compartmented information facility (SCIF) operations (*Manage Special Security Office Functions*) **34-TM-3090 [Only applies to units that control a SCIF]**	• AAR results • Staff certifications

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff completes all activities described in Table VI.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

** Table is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables.

T&EO	Training and Evaluation Outline	CP	Command Posts
AAR	After Action Report		

Figure 2-16. Brigade Staff Table VI: Conduct Staff Certification

Conduct the Operations Process

1-590. The staff must achieve a "go" in all performance measures under Collective Task 71-BDE-5100, *Conduct Operations Process for Command and Control*. The staff will conduct the operations process fully supporting the commander and the mission. Each section will maintain running estimates and recommend any plan variations and changes in a timely manner to the commander. The staff will conduct the operations process while conducting tasks in their standard METL, A-METL, or other tasks assigned by the higher headquarters or the commander.

Execute the Battle Rhythm

1-591. The XO will ensure that the established battle rhythm is executed in support of the mission and the commander's intent. The XO will ensure that meetings provide outcomes that directly support decisions that the commander must make to achieve the desired end state. See Collective Task 71-BDE-5125, *Implement the Battle Rhythm*, and Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

Conduct Command Post Operations

1-592. Staff personnel execute several routine and recurring tasks to assist the CP personnel to establish, operate, and displace the CP. The staff, under the guidance of the XO, develop processes and procedures for the execution of these tasks and capture them in the CP SOP. See ATP 6-0.5 and Collective Task 71-BDE-5200, *Conduct Command Post Operations*.

Create Shared Understanding

1-593. The XO and principal staff officers will use running estimates, C2IS, and meetings to ensure that shared understanding is achieved across the staff and with subordinate units. This shared understanding encapsulates the commander's vision, guidance, intent, desired end state and the OE. This shared understanding is displayed in the COP by the unit C2 system. Staff members use Individual Task 150-

LDR-5007, *Establish a Shared Understanding*, and Collective Task 71-BDE-5007, *Establish a Shared Understanding*, as references for this task.

CONTROL OPERATIONS

1-594. The staff controls operations by arranging forces in time, space, and purpose to produce maximum relative combat power at the decisive point. They use such tools as staff estimates, the COP, DSM, DST, operations schedule, event matrix, and graphic control measures to constantly evaluate progress of the operation against what was planned to occur. They take actions within their authority and area of expertise to bring combat power to bear and seek guidance from or make recommendations to the commander or higher headquarters when a situation exceeds the staff's authority. The staff should use Collective Task 71-BDE-5103, *Control Operations*.

TRANSFER COMMAND AND CONTROL BETWEEN COMMAND POSTS

1-595. The staff will pass control of the operation from one CP to another during the execution of Table VI, either to displace a CP or in reaction to an attack on a CP. While doing so, the commander and XO will ensure that the C2 system maintains continuity of C2. The staff in each CP will successfully transfer control of the functions for which they are primarily responsible from their CP to another CP per unit SOP, and then resume control when capability is restored. The XO works with the operations SGM on which systems get shut down and then reestablished, and in what order, to ensure C2 is maintained throughout the process. The XO will use Collective Tasks 71-BDE-5250, *Maintain Continuity of Command and Control*, and 71-BDE-5202, *Conduct Transfer Control of Operations*.

DISPLACE THE COMMAND POST

1-596. The unit will displace each CP at least once during this training event. Critical aspects of C2, such as contact with higher headquarters and subordinate units, must be maintained during displacement. Displacements are planned to ensure the main CP is stationary during critical phases of the operation. All other CPs will displace per unit SOP at least once during the certification event (e.g. TAC and field trains). Refer to Collective Task 71-BN-5201, *Displace the Command Post*, and 71-BDE-5105, *Conduct Quartering Party Operations*.

SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS [OPERATIONAL]

1-597. Not all brigades have the personnel or equipment to establish a SCIF, but for those that do, the SSO or S-2 establishes controls the SCIF and T-SCIF and manages, ensures appropriate accreditation for, and reviews and manages emergency plans for SCIFs and T-SCIFs. The SSO coordinates access to the SCIF or T-SCIF and maintains records of personnel clearances and classified document registers and manages special access program (SAP) access. Refer to Collective Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

FOLLOWING CERTIFICATION

1-598. Upon completion of Table VI and staff certification, the staff, led by the XO and principal staff officers, and under the guidance of the commander, transitions to Tables VII through X. These tables are a more graduate level of the C2 WFF. In these, the staff integrates external elements such as liaisons and multinational partners, the CPs train together as one unit C2 systems to conduct the operations process and support the commander's decision making, and conduct more interactions with higher, lower, adjacent, supported, and supporting headquarters. To do this successfully, all staff members must understand the roles and functions of not just their section and CP, but of all sections and CPs in the brigade's C2 system. Tables VII-IX lead the command to the CTE of the headquarters in Table X.

TABLE VII: INTEGRATE THE COMMAND AND CONTROL SYSTEM

1-599. Table VII begins with receipt of an order from higher headquarters for the unit's external evaluation. Depending on the unit type and the nature of the operation planned for the EXEVAL, the

unit will begin receiving liaisons and building a larger team with subordinate units and unified action partners. The XO, under the direction of the commander, will lead the command through MDMP with the inclusion of the liaisons and attachments. Cells and sections will also identify and establish reporting requirements through the correct channels, and the XO will ensure that the headquarters can report these requirements to higher. The command will task organize based on mission requirements. The venue and location is determined by the commander in accordance with the unit CATS and mission requirements. For example, the brigade commander holds a CPX and combines tables VII through IX based on an abbreviated timeline for an upcoming mission. Figure 2-17 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VII: Integrate the Command and Control System	Outputs
• Table VI Inputs & Outputs • Higher headquarters FRAGORD • Draft KM plan	• Receive and integrate liaisons and attachments (*Integrate Liaisons and Attachments*[1]) **71-BDE-5019** • Conduct the Military Decision-Making Process **71-BDE-5111** / (*Develop a Decision Support Template*) / **71-BDE-5009** / (*Develop a Decision Support Matrix*) **150-C2-5139** • Task Organize for Operations **71-BDE-5123** / (*Manage Terrain*) **71-BDE-5138** • Coordinate efforts with higher, lower, adjacent, and supporting units (*Establish Coordination and Liaison*) **71-BDE-5121** • Assess the Tactical Situation and Operation **71-BDE-5130** • Conduct Information Collection **71-BDE-2300** • Manage command and control information systems (*Manage Command, Control, and Information Systems*) **71-BDE-5118** • Conduct Knowledge Management **71-BDE-5330** / (*Request Foreign Disclosure*) **150-C2-2222** / (*Protect Information*) **71-BDE-5010**	• FRAGORD • Liaison structure • Refined staff structure • Updated running estimates • Reporting portion(s) of SOP • Revised CCIR / EEFI • Refined KM plan

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The staff completes all activities described in Table VII.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	SOP	Standard Operations Procedures
FRAGORD	Fragmentary Order	CCIR	Commander's Critical Information Requirements
KM	Knowledge Management	EEFI	Essential Elements of Friendly Information

Figure 2-17. Brigade Staff Table VII: Integrate the Command and Control System

Receive and Integrate Liaisons and Attachments

1-600. As the mission requires and in accordance with unit capabilities, the unit receives liaisons and attachments from unified action partners. The XO and principal staff officers will ensure that the additional personnel have the network and other requirements in place for connectivity and assisting the commander in the conduct of LSCO. The XO will determine the extent that each section/cell leader will participate in the reception and integration of these liaisons and attachments. Once the liaisons or attachments are set, the command will conduct staff tailoring and task organizing. The unit will complete Collective Task 71-BDE-5019, *Integrate Liaisons and Attachments*.

Conduct the Military Decision-Making Process

1-601. Once the liaisons and attachments are received and integrated, the XO will lead the staff through the MDMP. The XO will use the order issued by higher headquarters for the external evaluation in Table X. The staff will use Collective Tasks 71-BDE-5111, *Conduct the Military Decision-Making Process*, and 71-BDE-5009, *Develop a Decision Support Template*, and Individual Task 150-C2-5139, *Develop a Decision Support Matrix*.

Task Organize for Operations

1-602. With the possible addition of units and personnel in preparation for either a training exercise or LSCO, the staff will recommend a task organization for the operation that coincides with the array of forces in the COA the commander decides to implement during MDMP. The command will use

Collective Task 71-BDE-5123, *Task Organize for Operations*. Brigade combat teams and functional or multifunctional brigades assigned responsibility for an area within the division or corps rear area should also perform Collective Task 71-BDE-5138, *Manage Terrain*, as part of this table.

COORDINATE EFFORTS WITH HIGHER, LOWER, ADJACENT AND SUPPORTING UNITS

1-603. As part of conducting the scenario driven MDMP, the XO will ensure that the cells and sections are properly leveraging and tasking higher, lower, adjacent, and supporting units as appropriate. The XO will further ensure that the battle captains and cell leads are relaying all information as a command to higher, lower, and adjacent, supported, and supporting units based on mission requirements (understanding that the relaying of information may be notional for training purposes). The XO further directs all relevant information is shared throughout the staff. See Collective Task 71-BDE-5121, *Establish Coordination and Liaison*.

ASSESS THE TACTICAL SITUATION AND OPERATION

1-604. The commander approved an assessment plan in the Commander Table VII. The staff integrates that assessment plan with training objectives, the commander's DSM, DST, and desired end state. The XO ensures all CPs contribute to assessment. The XO informs the commander of any overlaps, conflicts, or issues. The XO and principal staff officers use Collective Task 71-BDE-5130*, Assess the Tactical Situation and Operation*.

MANAGE COMMAND AND CONTROL INFORMATION SYSTEMS

1-605. The brigade manages C2ISs to support reliable, timely information flow in support of operations, within the authorities granted it by unit type and/or mission. The command plans, engineers, installs, operates, maintains, and protects DoD Information Network – Army (DODIN-A). The command supports operations by executing enterprise management, network assurance, and content management, as directed. The command supervises network operations, network transport and information services, spectrum management, visual information operations, and communications security (COMSEC) in order to ensure the transport, security, storage, display, management, integration, and maintenance of information, communications systems and networks. Refer to Collective Task 71-BDE-5118, *Manage Command, Control, and Information Systems*.

CONDUCT KNOWLEDGE MANAGEMENT

1-606. The commander ensures that the staff are correctly conducting KM and IM. The staff, led by the S-6 and the KMO revise the KMP. The KM working group assesses new information requirements for attachments and other partners (if any), and updates the KMP leading to the Validation Exercise in Table X. All CP/staff sections contribute to developing the KMP. See Collective Task 71-BDE-5330, *Conduct Knowledge Management*. The staff should also practice steps associated with Collective Task 71-BDE-5010, *Protect Information*, and Individual Task 150-C2-2222, *Request Foreign Disclosure*.

TABLE VIII: SYNCHRONIZE OPERATIONS

1-607. The XO synchronizes WFFs. The table is event and scenario driven in a manner that the unit can work towards MET proficiency with collective tasks T&EOs selected by the commander. The venue and facility location are determined by the commander in accordance with the unit CATS and mission requirements. If the training scenario for Table X EXEVAL calls for the brigade to work closely with unified action partners, the brigade staff will incorporate partner operations and information requirements into the brigade's plans, orders, and procedures during this table. The staff should practice the full gamut of battle rhythm reports and events during the execution of Table VIII. Figure 2-18 on page 130 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VIII: Synchronize Operations	Outputs
• Table VII Inputs & Outputs	• Exercise battle rhythm (*Implement the Battle Rhythm*) **71-BDE-5125** • Conduct the operations process (*Conduct the Operations Process for Command and Control*) **71-BDE-5100** • Control Operations **71-BDE-5103** • Conduct an Operations Synchronization Meeting **71-BDE-5135** • Process Relevant Information **71-BDE-5315** • Conduct rehearsals (*Perform a Rehearsal*) **71-BDE-5122**	• Refined battle rhythm • Refined rehearsal SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The staff completes all activities described in Table VIII.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training and Evaluation Outline	SOP Standard Operating Procedures	

Figure 2-18. Brigade Staff Training Table VIII: Synchronize Operations

EXERCISE THE BATTLE RHYTHM

1-608. With the inclusion of liaisons and attachments (including unified action partners if the training scenario includes them), the XO will integrate their requirements into the battle rhythm and battle drills. The battle rhythm is based on unit capabilities, mission requirements, and the commander's intent. Now that the staff is working with other live units instead of simulating their interactions, the XO may have to adjust the battle rhythm to meet the needs of higher, lower, supported, and supporting units, and unified action partners. Commands build upon the battle rhythm built in tables IV through VI. Refer to Collective Task 71-BDE-5125, *Implement the Battle Rhythm*.

CONDUCT THE OPERATIONS PROCESS

1-609. With all attachments, liaisons, and supporting units participating in the exercise, the commander leads the staff through the operations process. The XO will use Collective Task 71-BDE-5100, *Conduct the Operations Process for Command and Control*, to assess their proficiency in conducting the operations process in connection with the collective tasks being performed for the training event. The staff should also execute the battle drills developed prior to Table VI when conducting the Execute phase of the operations process.

CONTROL OPERATIONS

1-610. The staff assists the commander in controlling operations by arranging forces in time, space, and purpose to produce maximum relative combat power at the decisive point. They take actions within their authority and area of expertise to bring combat power to bear and seek guidance from or make recommendations to the commander or higher headquarters when a situation exceeds the staff's authority. They use such tools as staff estimates, the COP, DSM, DST, operations schedule, event matrix, and graphic control measures to constantly evaluate progress of the operation against what was planned to occur. The staff should use Collective Task 71-BDE-5103, *Control Operations*.

CONDUCT AN OPERATIONS SYNCHRONIZATION MEETING

1-611. The current operations staff should conduct multiple repetitions of the operations synchronization meeting and conducting an AAR after each one with the primary goal of making the meetings both effective and efficient. Identify information that was presented that was unnecessary and coach participants to brief their information as succinctly as they can while covering what is relevant. See Collective Task 71-BDE-5135, *Conduct an Operations Synchronization Meeting*.

PROCESS RELEVANT INFORMATION

1-612. Relevant information is analyzed information that commanders need to make decisions or that staff officers need to perform their duties. Relevant information includes not just the information requirements identified during planning, but also exceptional information that wasn't understood to be

relevant during planning but becomes relevant during execution of operations. The staff will display and share relevant information based on security and mission requirements and disseminates it to other units or partners to whom it will also be relevant. The display is tied to the COP and nested with the commander's DSM. If unified action partners are present, the command will ensure security and foreign disclosure policies and procedures are met. See Collective Task 71-BDE-5315, *Process Relevant Information*.

CONDUCT REHEARSALS

1-613. Conducting the operations process includes the XO leading the staff to perform a combined arms rehearsal. The rehearsal nests all warfighting functions and the capabilities of the unit, attachments, available support, or unified action partners for the mission. Staff leaders will conduct functional rehearsals (for example, the sustainment rehearsal) in accordance with commander's guidance and the brigade SOP. The commander's DSM and the plan are updated based on the outcomes of the rehearsals. See Collective Task 71-BDE-5122, *Perform a Rehearsal*.

TABLE IX: COMMAND AND CONTROL WFFVALIDATION EXERCISE REHEARSAL

1-614. The validation exercise rehearsal is conducted in accordance with the unit CATS and the commander's intent. This event is conducted in a real or simulated OE which the unit is allocated against for a given contingency. The exercise is conducted using 24-hour operations and lasts more than two days. The exercise will also be based on the order issued prior to Table VII by the evaluating headquarters for Table X. The intent is that this exercise match as closely as possible the training circumstances and requirements anticipated in Table X, the C2WFF validation exercise. At the conclusion of executing Table IX, functional and integrating cell chiefs conduct informal internal AARs prior to the commander's unit AAR. Figure 2-19 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal ***	Outputs
• Table VIII Inputs & Outputs	• Conduct the Operations Process **71-BDE-5100** / (*Conduct Rapid Decision-Making and Synchronization Process*[1]) **71-BDE-5002** / (*Control Operations*) **71-BDE-5103** • Conduct Knowledge Management **71-BDE-5330** • Revise the Plan **71-BDE-5124** • Emplace and displace the command post (*Establish a Command Post)* **71-BDE-0050** / (*Displace the Command Post*) **71-BDE-5201** / (*Maintain Continuity of Command and Control*) **71-BDE-5250** • Conduct Command Post Operations **71-BDE-5200** • **[OPTIONAL]** Conduct sensitive compartmented information facility (SCIF) operations (*Manage Special Security Office Functions*) **34-TM-3090 [Only applies to units that control a SCIF]** • Conduct After Action Reviews (*Conduct a Formal After Action Review*) **150-C2-5133**	• FRAGORD • Finalized SOPs / staff structure / battle rhythm • AAR results

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander trains the command and control system, including the staff, unit command posts, and the digital crew in Tables VII through IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before T&EO number.

*** Table is executed as part of an externally evaluated culminating training exercise.

FRAGORD	Fragmentary Order	AAR	After Action Review
SOP	Standard Operating Procedure	T&EO	Training and Evaluation Outline

Figure 2-19. Brigade Staff Training Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal

CONDUCT THE OPERATIONS PROCESS

1-615. The staff conducts the operations process while performing METs. See Collective Task 71-BDE-5100, *Conduct the Operations Process for Command and Control*; 71-BDE-5002, *Conduct Rapid Decision-Making and Synchronization Process*, and 71-BDE-5103, *Control Operations*.

CONDUCT KNOWLEDGE MANAGEMENT

1-616. The XO ensures the staff is conducting KM and IM to standard. Both are tied to running estimates and the display of the COP. The management of these reflects the commander's intent, the DSM, the mission, and orders from higher headquarters. See Collective Task 71-BDE-5330, *Conduct Knowledge Management*.

REVISE THE PLAN

1-617. During the course of the exercise, the brigade will have to react to opportunities and unforeseen challenges. The staff re-synchronizes the operation and revises the plan, ensuring the revised plan complies with commander's guidance and intent and accurately reflects updated circumstances. Refer to Collective Task 71-BDE-5124, *Revise the Plan*.

EMPLACE AND DISPLACE THE COMMAND POST

1-618. The unit displaces all CPs at least once each during this event. The command maintains continuity of C2 during the CP displacement. The staff, led by the XO and under the direction of the commander completes Collective Tasks:

- 71-BDE-5201, *Displace the Command Post*.
- 71-BDE-0050, *Establish a Command Post*.
- 71-BDE-5250, *Maintain Continuity of Command and Control*.

CONDUCT COMMAND POST OPERATIONS

1-619. CP personnel execute several routine and recurring tasks to establish, operate, and move the CP. With the assistance of the staff, commanders develop processes and procedures for the execution of these tasks and encapsulate them into the SOPs to govern CP operations. See ATP 6-0.5 and Collective Task 71-BDE-5200, *Conduct Command Post Operations*.

CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS [OPTIONAL]

1-620. Not all brigades have the personnel or equipment to establish SCIF, but for those that do, the SSO or S-2 establishes controls for the SCIF and T-SCIF and manages, ensures appropriate accreditation for, and reviews and manages emergency plans for SCIFs and T-SCIFs. The SSO coordinates access to the SCIF or T-SCIF and maintains records of personnel clearances and classified document registers and manages SAP access. Refer to Collective Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

CONDUCT AFTER ACTION REVIEWS

1-621. The commander conducts a formal AAR at the conclusion of Table IX and provides guidance to the staff on final adjustments to make prior to executing the Table X Validation Exercise. Refer to Individual Task 150-C2-5133, *Conduct a Formal After Action Review*.

TABLE X: COMMAND AND CONTROL WARFIGHTING FUNCTION VALIDATION EXERCISE

1-622. This is the culminating exercise for all four training audiences in the brigade headquarters. The validation exercise typically takes place at the unit EXEVAL for METL proficiency and reporting. This exercise is driven by the evaluating commander and mission requirements. Figure 2-20 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table X: Command and Control Warfighting Function Validation Exercise***	Outputs
• Table IX Inputs & Outputs	• Conduct the Operations Process **71-BDE-5100** / (*Conduct Rapid Decision-Making Process*[1]) **71-BDE-5002** / (*Control Operations)* **71-BDE-5103** • Conduct Knowledge Management **71-BDE-5330** • Revise the Plan **71-BDE-5124** / (*Conduct Rapid Decision-Making and Synchronization Process*) **71-BDE-5002** • Displace the Command Post **71-BDE-5201** / transfer control between command posts (*Conduct Transfer Control of Operations*) **71-BDE-5202** / (*Maintain Continuity of Command and Control*) **71-BDE-5250** • Conduct Command Post Operations **71-BDE-5200** • Execute battle rhythm (*Implement the Battle Rhythm*) **71-BDE-5125** • **[OPTIONAL]** Conduct sensitive compartmented information facility (SCIF) operations (*Manage Special Security Office Functions*) **34-TM-3090 [Only applies to units that control a SCIF]**	• MET assessment • Staff validations • Validated SOP • AAR results

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Fully Trained (T), Practiced (P), and Untrained (U).

Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the commander is prepared to lead their command and control system in the conduct of unified land operations.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

*** Table is executed as part of an externally evaluated culminating training exercise.

T&EO	Training and Evaluation Outline	SOP	Standard Operating Procedure
MET	Mission Essential Task	AAR	After Action Report

Figure 2-20. Brigade Staff Training Table X: Command and Control Warfighting Function Validation Exercise

CONDUCT THE OPERATIONS PROCESS

1-623. The staff conducts the operations process while the unit performs tasks on their unit Standardized METL, or other tasks as directed by the commander. The XO and staff will complete Collective Tasks 71-BDE-5100, *Conduct the Operations Process for Command and Control*, and 71-BDE-5002, *Conduct Rapid Decision-Making and Synchronization Process*, and 71-BDE-5103, *Control Operations*.

CONDUCT KNOWLEDGE MANAGEMENT

1-624. The XO and principal staff officers will use the COP, running estimates, C2IS, and meetings to maintain shared understanding across the force. The KMO will lead the KM working group to update and implement the brigade KMP as changes to the situation drive changes in information requirements. Shared understanding is based on the commander's vision, guidance, intent, desired end state, and the OE. Refer to Collective Task 71-BDE-5330, *Conduct Knowledge Management*.

REVISE THE PLAN

1-625. The staff will use the battle rhythm and the DST & DSM to make and implement execution decisions during the course of Table X. If variances are detected, then the staff will use the RDSP to enable adjustment decisions and re-synchronize the operation. The XO will ensure that the boards, working groups, and meetings have outcomes that directly support decisions that the command must make to achieve the desired end state. The meetings outlined above are nested with the unit battle rhythm and support the higher command's decision-making. Refer to Collective Tasks 71-BDE-5124, *Revise the Plan*, and 71-BDE-5002, *Conduct Rapid Decision-Making and Synchronization Process*.

DISPLACE THE COMMAND POST

1-626. The unit is required to displace each CP at least once during this training event. While doing so, the commander and XO will ensure that they maintain continuity of C2. The staff will successfully transfer C2 from the main CP to the alternate CP, and then back to the main CP upon completion of the displacement. Similarly, the other CPs will hand off responsibilities, move, reestablish the CP, and resume responsibilities. The battle captain and operations SGM direct the staff on when to relinquish responsibilities to counterparts in another CP, and to begin preparation for movement. The staff will use Collective Tasks 71-BDE-5201, *Displace the Command Post*, 71-BDE-5202, *Conduct Transfer Control of Operations*, and 71-BDE-5250, *Maintain Continuity of Command and Control*.

CONDUCT COMMAND POST OPERATIONS

1-627. The staff execute routine and recurring tasks to establish, operate, and move the CPs in accordance with the unit SOP to ensure support to the commander's decision-making. The staff executes SOP-based battle drills as exercise events trigger them (for example, the main CP receives incoming artillery fire). See ATP 6-0.5 and Collective Task 71-BDE-5200, *Conduct Command Post Operations*.

EXECUTE THE BATTLE RHYTHM

1-628. The XO ensures the staff execute established battle rhythm and adjusts the battle rhythm as exercise events interfere with its execution. Refer Collective Task 71-BDE-5125, *Implement the Battle Rhythm*.

CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS [OPTIONAL]

1-629. Not all brigades have the personnel or equipment to establish a SCIF, but for those that do, SSO) / S-2 establishes controls for the SCIF and the T-SCIF and manages, ensures appropriate accreditation for, and reviews and manages emergency plans for the SCIFs and T-SCIFs. The SSO coordinates access to the SCIF or T-SCIF and maintains records of personnel clearances and classified document registers and manages SAP access. Refer to Collective Task 34-TM-3090, *Manage Special Security Office Functions.*

1-630. The outcome of Tables VII through X is external validation that the staff in each CP, with external augmenters and liaisons, is prepared to support the brigade commander's decision-making and execution

of C2 during the conduct of LSCO. Each staff section/cell and CP understands and operates according to their assigned roles and responsibilities. The staff performs the operations process seamlessly. Training shortfalls were identified by Table IX and corrected before Table X.

1-631. Completing Table X indicates that the command is prepared to conduct METL tasks at or above the T level and is prepared at an advanced level to conduct operations. The outcome of Table X is that the evaluating commander has validated that the brigade staff is prepared to support the brigade commander in the execution of commanding forces and controlling operations during operations.

SECTION IV – BRIGADE COMMAND POST TRAINING TABLES

1-632. Section IV discusses the command and control training tables for the brigade command post.

COMMAND AND CONTROL TRAINING TABLES FOR THE BRIGADE COMMAND POSTS

1-633. The brigade employs the main CP, the TAC CP, and may establish other CPs based on mission and capabilities. Commanders will ensure that all CPs are trained in accordance with unit TO&E design, manning, and design capabilities. This training includes that the personnel in each command post understand the roles and responsibilities of all CPs, how they interact with each other, and how each CP interacts with higher, lower, adjacent, supported, and supporting headquarters.

1-634. For the purpose of this TC, the CP training audience consists of the junior officers and NCOs on the staff in each CP that conduct the routine functions that keep the CPs functioning during 24-hour operations. This section walks the commander, XO, battle captains and operations SGM through the tables needed to train, certify, and validate CPs. This section does not cover every aspect of training, nor will it pinpoint exactly how one trains each collective or individual task. Commanders and leaders wanting more information on training the force will reference the T&EOs for each task and FM 7-0 for assistance in conducting training management.

1-635. The XO and principal staff officers ensure that each section NCOIC devotes a portion of their section training to CP operations under the guidance of the battle captains and operations SGMs. Commanders empower the NCOs in the brigade to complete the tasks in these tables.

1-636. The operations SGM is the senior NCO in each CP responsible for monitoring and supervising the performance of the enlisted operations staff. The operations SGMs assist the operations officer in all matters pertaining to the operations process to include planning, rehearsals, and monitoring and controlling 522 operations in the COIC. In addition, the operations SGM assists the CP officer in charge with CP administration to include the following:

- Establishing the CP.
- Displacing the CP.
- Providing CP security.
- Maintaining continuity of CP operations.
- Executing sleep plans.
- Managing stress within the CP.

1-637. The operations SGM in each CP directs section NCOs to manage guard rosters, sleep plans, and shift schedules as well as to maintain discipline in and around the CP. The operations SGM works hand in hand with the headquarters company NCOs to fulfill the logistics requirements, tactical employment, and security of the CP.

1-638. Brigade CP Tables I through VI are directed at the individuals, teams, and cells led by the operations SGM. The culmination of this training comes in Table V, rehearsal and Table VI, certification, as the headquarters comes together to work as a collective unit. There are no external attachments required for the execution of these tables. The XO is the authority, in coordination with the battle captain and operations SGM, to transition the staff from CP Tables I through V. Tables I-II are

designed to occur on a continuous basis as new personnel arrive to the unit. The XO and operations SGMs will verify training proficiency of the CP in Table V, the rehearsal for certification.

1-639. The brigade commander certifies each CP at Table VI allowing them to transition to the more advanced brigade CP Tables VII through X.

1-640. Tables VII through X build on basic CP competency and may (depending on unit type and mission) require inclusion of augmentees, unified action partners, emplacement and displacement, operational security, SCIF operations (as needed), and continuous 24-hour operations.

TABLE I: CONDUCT PRE-COMBAT INSPECTION (EQUIPMENT ACCOUNTABILITY & MAINTENANCE)

1-641. This table is the introduction to training CPs. Section leaders can use sergeant's time training to fill basic CP job skill deficiencies. For example, the operations SGM and intelligence NCOIC run a generator operations class for Soldiers of the CP during sergeant's time. In Table I the CP leaders develop initial CP training through basic understanding of duties and responsibilities, under the supervision of the XO, battle captains, and operations SGM. Figure 2-21 on page 136 establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table I: Conduct Pre-Combat Inspection (Equipment and Maintenance)	Outputs
• Equipment TMs • Unit SOP • MTO&E • ATP 6-0.5	• Inventory command post equipment (*Conduct Command Post Operations*[1]) **150-C2-5200** • Verify command post equipment readiness (*Conduct Command Post Operations*) **150-C2-5200** • Identify sustainment requirements for the command post(s) (*Support Command Posts)* **71-CO-0433** • Schedule maintenance requirements (*Conduct Command Post Operations)* **150-C2-5200**	• Completed hand receipts • Requisitions for shortfalls • Maintenance records
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The CP crew completes all activities described in Table I.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
SOP Standard Operating Procedure T&EO Training and Evaluation Outline		MTO&E Modified Tables of Organization and Equipment TMs Training Manuals

Figure 2-21. Brigade Command Post Training Table I: Conduct Pre-Combat Inspection (Equipment and Maintenance)

INVENTORY COMMAND POST EQUIPMENT

1-642. Here all members of the CP familiarize themselves on all section equipment. Staff section leaders will train their Soldiers using individual and section collective tasks as defined by the appropriate proponent. For example, the S-6 NCOIC conducts an inventory of all the equipment their section is responsible for in accordance with the MTO&E. Leaders take note of what equipment is required to run each CP (node) and where there are gaps. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations*.

VERIFY COMMAND POST EQUIPMENT READINESS

1-643. The section leaders ensure that all members of the section understand how their assigned equipment operates both internally to their section and within the CP as a whole. Section NCOICs verify the usability and readiness of their equipment in accordance with the equipment Preventative Maintenance Checks and Services (PMCS) and other equipment services found in each piece of equipment's Technical Manual (TM). Each section NCOIC verifies all assigned equipment according to the TM and report any shortages per unit SOP. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations*.

IDENTIFY SUSTAINMENT REQUIREMENTS FOR THE COMMAND POSTS

1-644. The operations SGMs work with staff section NCOs in charge to develop CP sustainment requirements for current and future operations. Each operations SGM works with the headquarters company to fulfill those requirements in accordance with Collective Task 71-CO-0433, *Support Command Posts*.

SCHEDULE MAINTENANCE REQUIREMENTS

1-645. The Section NCOICs will, based on operational requirements, manning constraints, and guidance from headquarters company commander, schedule PMCS activities on a routine basis. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations*.

TABLE II: IDENTIFY COMMAND POST CHARACTERISTICS

1-646. The section NCOICs and operations SGMs continue to supervise the CP Soldiers as they refine the basic and intermediate skills of their sections. Section NCOICs have primary responsibility for this table. The staff equip and organize CPs to manage operations for extended periods of time. CP personnel use information systems and equipment to support 24-hour operations. As such, CP personnel and equipment must be protected and sustained. This requires an effective SOP and personnel trained on CP administration to include the following:

- Establishing the CP.
- Displacing the CP.
- Providing security.
- Maintaining continuity of operations.
- Executing sleep plans.
- Managing stress.

1-647. Figure 2-22 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table II: Identify Command Post Characteristics	Outputs
• Table I Inputs & Outputs	• Identify command post requirements (*Develop the Command Post Layout*[1]) **150-C2-5202** • Design command post configuration (*Develop the Command Post Layout*) **150-C2-5202** • Review command post SOPs (*Conduct Command Post Operations*) **150-C2-5200** • Identify functional gaps and commercial solutions (*Develop the Command Post Layout*) **150-C2-5202**	• Command post layout design • Updated command post SOPs
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The CP crews complete all activities described in Table II.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training and Evaluation Outline	SOP Standard Operating Procedures	

Figure 2-22. Brigade Command Post Training Table II: Identify Command Post Characteristics

IDENTIFY COMMAND POST REQUIREMENTS

1-648. Once the commander establishes the C2IS requirements (see Commander Training Table I), the operations SGMs work with the S-6, the KM team, the COIC, and the XO to conceptualize how the CP will look. This step of the tables is meant as a tabletop drill or sketch only. The operations SGM will lead the discussion as the other attendees provide inputs. The operations SGM works with the CP systems and other resources the command has on hand. If new or replacement systems are needed, the operations

SGM brings these requests to the XO. Refer to Individual Task 150-C2-5202, *Develop a Command Post Layout*.

1-649. At this point, the commander will have directed which additional CPs are to be established for upcoming mission requirements. At the conclusion of Table II, each operations SGM will have a detailed configuration of all CP requirements.

DESIGN COMMAND POST CONFIGURATION

1-650. Commanders validate the layout or design of their CPs during exercises and training events, including positioning of personnel, information systems and displays, equipment, network cabling, and power supply requirements. Once the operations SGM and XO get approval from the commander on their conceptualized plan for each CP, the section NCOICs configure their individual sections based on mission requirements. The operations SGM will oversee this action ensuring that system and hardware power requirements are being met. From this point through Table IX the operations SGMs will ensure layouts are tested, adjusted as required, and captured in the unit's SOP.

1-651. Well-designed CPs integrate command and staff efforts. Within a CP, the location of CP cells and staff elements are arranged to facilitate internal communication and coordination. Refer to Individual Task 150-C2-5202, *Develop the Command Post Layout*. This arrangement may change over the course of operations as the situation changes. Other layout considerations include:

- Staff integration and crosstalk.
- Trafficability.
- COP visibility.
- Lighting and climate control.
- Ease and speed of displacement.

REVIEW COMMAND POST STANDARD OPERATING PROCEDURES

1-652. Section leaders and NCOICs will review and update their section SOPs. These SOPs are nested with those of the CP as a whole. Section leaders will ensure that Soldiers review and update SOPs as changes to the mission, new equipment fielding, commander's intent, and orders from higher headquarters dictate. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations*.

IDENTIFY FUNCTIONAL GAPS AND COMMERCIAL SOLUTIONS

1-653. As the design for the CP begins to take shape, and the mission and needs of the commander are weighed, the operations SGM will identify parts and equipment that the unit will need to obtain. Refer to Individual Task 150-C2-5202, *Develop a Command Post Layout*.

TABLE III: ESTABLISH COMMAND POST LAYOUT

1-654. Table III begins with the command receiving a mission, whether it be an upcoming CPX, a CTC rotation, or in support of operations. This table begins configuration and functionality of future mission requirements into each CP (main, TAC, etc.). This table is performed at home station with the operations SGM leading the effort under the direction of the XO. It is understood that CP and C2IS requirements are fluid at this point in the tables. However, the operations SGMs and section NCOICs can still get a general idea of the infrastructure requirements based on the commander's decisions in Tables I through III. Figure 2-23 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table III: Establish Command Post Layout	Outputs
• Table II Inputs & Outputs • Draft KM Plan • ATP 6-01.1 • ATP 6-02.60	• Implement the KM plan *(Conduct Knowledge Management[1])* **71-BDE-5330** / *(Manage Information and Data)* **71-BDE-5310** • Conduct Information Protection **150-MC-5010** / (*Protect Information*) **71-BDE-5010** / (*Conduct Operations Security)* **150-C2-6111** • Integrate functionality (*Organize the Command and Control System*) **150-LDR-5251** • Determine command post ergonomics (*Conduct Command Post Operations)* **150-C2-5200** / (*Develop a Command Post Layout)* **150-C2-5202** • Identify power generation requirements (*Conduct Command Post Operations)* **150-C2-5200**	• Command post information requirements • Refined command post portion of KM plan • Refined command post layout • Command post power generation requirements
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **Command post personnel complete all activities described in Table III.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training and Evaluation Outline	KM Knowledge Management	

Figure 2-23. Brigade Command Post Training Table III: Establish Command Post Layout

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-655. The XO will inform the operations SGM and section and cell leaders of the mission and related IM and KM requirements. These enable the provision of relevant information to the right Soldier at the right time and in a usable format in order to facilitate understanding and decision-making, regardless of in which CP the Soldier works.

1-656. Both KM and signal personnel assist the commander and other staff members in developing and implementing effective knowledge and information management plans. Detailed doctrine on assessing, designing, developing, piloting, and implementing knowledge management solutions is in ATP 6-01.1. That ATP also includes doctrine on developing a KMP and offers techniques for content management. The operations SGMs will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BDE-5330, *Conduct Knowledge Management*, and 71-BDE-5310, *Manage Information and Data*.

CONDUCT INFORMATION PROTECTION

1-657. The brigade implements directed information protection measures using operations security (OPSEC), information assurance (IA), computer network defense (CND) and electromagnetic protection to safeguard and defend friendly information and information systems. The brigade protects information regardless of media - telephonic, on paper, on digital devices, or traversing networks and residing on information systems - from time collected until the operation is over, the information is archived for historical purposes, and the information is authorized to be removed from unit digital and analog systems. See Collective Task 71-BDE-5010, *Protect Information,* and 150-C2-6111*, Employ Operations Security Control Measures*.

INTEGRATE FUNCTIONALITY

1-658. The majority of staff work occurs within the functional and integrating cells. Staff members must also integrate their efforts with other CP cells and staff sections and with organizations external to the headquarters. Effective staff integration occurs when functional expertise from across the staff comes 5346together in support of the commander's decision making requirements. The operations SGMs will lead the section and cell NCOICs to recommend a CP layout. For example, the operations SGM relocates the sustainment cell closer to the intelligence cell based on mission enemy reports of enemy forces intent

to target all logistics routes across the area of operations. The XO then directs a mutual workspace for planning. Refer to Individual Task 150-LDR-5251, *Organize the Command and Control System*.

DETERMINE COMMAND POST ERGONOMICS

1-659. Ergonomics is defined as people's efficiency in their working environment. Each section leader and section NCOIC will ensure that there is adequate working efficiency in the space provided. The operations SGM works with sections to help locate, re-locate, or co-locate equipment and personnel that may need to be adjusted based on efficiency and the integration functionality mentioned above. Refer to Individual Tasks, 150-C2-5200, *Conduct Command Post Operations*, and 150-C2-5202, *Develop a Command Post Layout*.

IDENTIFY POWER GENERATION REQUIREMENTS

1-660. The operations SGM, with the assistance of the section NCOICs, identifies all power requirements within the CP. The operations SGM then compares these requirements to the available power generation capability, keeping in mind redundancy, fueling, and maintenance requirements of systems, and then establishes a CP power generation plan that is both tailorable and portable. The operations SGM also ensures operators and mechanics understand their responsibilities with power generation. Refer to Individual Task, 150-C2-5200, *Conduct Command Post Operations*.

1-661. Consult the brigade engineer for subject matter expertise on power generation requirements.

TABLE IV: DETERMINE COMMAND POST SURVIVABILITY AND SUSTAINABILITY

1-662. CPs should be set up for a STAFFEX, CPX, or FTX and operational for this table. The commander may choose to set up the CP at a particular site and in conjunction with the exercise performed by the staff for Table IV, or the commander can direct the table be performed in a motor pool setting. For this table, CPs train in isolation to establish internal processes and procedures, with limited or simulated interactions between the unit’s CPs and those of higher, adjacent, lower, supporting, and supported units. Figure 2-24 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IV: Determine Command Post Survivability and Sustainability	Outputs
• Table III Inputs & Outputs • Unit manning roster • GTA 11-11-001, *Emission Control Planning Aid*	• Establish a Command Post **71-BDE-0050** • Establish the command post C2IS construct (*Manage Command and Control Information Systems*[1]) **150-LDR-5253** • Establish the command post security plan (*Conduct Security of Critical Sites*) **19-CO-2204** • Establish a sustainment plan (*Support Command Posts*) **71-CO-0433** • Finalize shift crews (*Lead a Shift Change*) **150-C2-5205** • Finalize shift crew responsibilities (*Conduct Command Post Operations*) **150-C2-5200** • Prepare to perform in a contested electromagnetic spectrum (*React to Electromagnetic Interference*) **11-CW-D5903** / (*React to Electromagnetic Interference*) **11-PLT-D5902** [Drills]	• Command post security plan • Command post sustainment plan • Command post battle roster • Refined command post shift change portion of the SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **Command post personnel complete all activities described in Table IV.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
T&EO Training Evaluation Outline	SOP Standard Operating Procedures	

Figure 2-24. Brigade Command Post Training Table IV: Determine Command Post Survivability and Sustainability

ESTABLISH THE COMMAND POST

1-663. As part of the Table IV event, the commander directs the establishment of the CP in accordance with established unit SOP, the commander's intent, and operational variables. For example, the brigade establishes their main CP at the beginning of a STX event. See Collective Task 71-BDE-0050, *Establish a Command Post*.

ESTABLISH THE COMMAND POST COMMAND AND CONTROL INFORMATION SYSTEM CONSTRUCT

1-664. As the headquarters prepares for Table V, the commander describes the purposes of the C2IS construct for each CP based on mission requirements and the commander's intent. CP leaders configure each CP based on the commander's guidance, the mission, and current SOPs when refining locations for the C2IS within the CP. See Individual Task 150-LDR-5253, *Manage Command and Control Information Systems*.

ESTABLISH THE COMMAND POST SECURITY PLAN

1-665. With the CP operational, the commander directs the establishment of CP security. The headquarters company leadership and the operations SGM, under the guidance of the XO and protection cell, review all operational considerations and establish security plans for each CP based on mission variables (METT-TC(I)). The team will use Collective Task 19-CO-2204, *Conduct Security of Critical Sites*.

ESTABLISH A CP SUSTAINMENT PLAN

1-666. With the CPs operational, the headquarters company commander directs the establishment of CP sustainment. The operations SGMs, under the guidance of the XO will work with the headquarters company supply section and S-4 logistics section to review all operational sustainment considerations

and establish sustainment plans for each CP based on METT-TC(I). The team will refer to the following Collective Tasks 71-CO-0433, *Support Command Posts*.

FINALIZE SHIFT CREWS

1-667. The operations SGMs, working with the XO, principal staff officers, battle captains, and section NCOICs finalize the shifts for each CP based on operational requirements and strengths of the staff. Once finalized, the operations SGM and section leads maintain the shifts and allow them to begin the process of training as a shift. See Individual Task 150-C2-5205, *Lead a Shift Change*.

FINALIZE SHIFT CREW RESPONSIBILITIES

1-668. Once the crews are established, the operations SGMs, with the section NCOICs, will ensure that all CP responsibilities are set. For example, all sections know that they will give up one Soldier every shift to conduct security. See Individual Task 150-C2-5200, *Conduct Command Post Operations*.

PREPARE TO PERFORM IN A CONTESTED ELECTROMAGNETIC ENVIRONMENT

1-669. CP crews must recognize and react to activity in the electromagnetic spectrum (EMS) that effects unit use of the EMS. Interference can be deliberately caused by enemy activity, or it can be from friendly or civilian uses of the EMS. CPs can also be targeted by the enemy through monitoring a CP's electromagnetic emissions. CP crews and supporting signal Soldiers use Drills 11-CW-D5903 and 11-PLT-D5902, both titled *React to Electromagnetic Interference*, to prepare for this eventuality. CP leaders should use GTA 11-11-001, *Emission Control Planning Aid*, to assist them in preparing the CP for the contested EMS.

TABLE V: CONDUCT COMMAND POST REHEARSAL

1-670. This table is conducted in concert with staff Table V and in accordance with the unit CATS. The operations SGM will validate that each CP is operational, meets the commander's intent, and is ready for CP Table VI (Certification). The commander may opt to conduct Tables V and VI with all CPs simultaneously and interacting with each other, but the C2TT model does not require this condition until Table VII. Figure 2-25 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table V: Conduct Command Post Rehearsal	Outputs
• Table IV Inputs & Outputs • Higher HQ order	• Displace the Command Post **71-BDE-5201** / (*Establish a Command Post*[1]) **71-BDE-0050** / (*Maintain Continuity of Command and Control*) **71-BDE-5250** • Finalize load plans (*Conduct Command Post Operations*) **71-BDE-5200** • Finalize command post layout (*Develop the Command Post Layout*) **150-C2-5202** • Identify electromagnetic signature *(Define the Electromagnetic Operations Environment)* **113-25E-3003** • Conduct battle drills *(Conduct Command Post Operations)* **71-BDE-5200** [See FM 6-0, Appendix E, and unit-type Army Techniques Publications for recommended battle drills] • **[OPTIONAL]** Secure the SCIF (*Establish Access Control Point for a Sensitive Compartmented Information Facility*) **34-TM-3091 [Applies only to brigades that control a SCIF]**	• Load plans • Measures to mitigate electromagnetic signature • Refined battle drills and SOP • AAR results • Command post certification

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The command post crews complete all activities described in Table V.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	SOP	Standard Operating Procedure
HQ	Headquarters	AAR	After Action Review
SCIF	Sensitive Compartmented Information Facility		

Figure 2-25. Brigade Command Post Training Table V: Conduct Command Post

Rehearsal

DISPLACE THE COMMAND POST

1-671. The commander directs the displacement of each CP in accordance with established unit SOP, the commander's intent, and operational variables. Prior to displacing CPs will transfer control of any current operations responsibilities to another CP and reassume them once established in the new location. See Collective Tasks 71-BDE-5201, *Displace the Command Post*, 71-BDE-0050, *Establish a Command Post*, 71-BDE-5250, *Maintain Continuity of Command and Control*.

FINALIZE LOAD PLANS

1-672. As part of each section understanding their role within the CP, each section leader and section NCOIC will ensure that all vehicles and equipment are able to emplace and displace as the mission, commander's intent, and orders from higher dictate. Refer to section SOPs and TMs for section equipment. Refer to Collective Task 71-BDE-5200 *Conduct Command Post Operations*.

FINALIZE COMMAND POST LAYOUT

1-673. The CP layout is a dynamic, flexible structure that consists of the elements of, and interactions between, the OE, the CP, and the C2 system (people, processes, network, and CPs). The operations SGM will finalize the CP structure based on feedback from the commander and section leaders, the digital architecture in which it resides, and the results of Table V. This includes diagrams of all equipment and personnel. 150-C2-5202, *Develop a Command Post Layout*.

IDENTIFY ELECTROMAGNETIC SIGNATURE

1-674. Working with the S-6, S-3, protection cell, and cyber personnel, the operations SGM in each CP identifies the CPs' signature. This includes visual, thermal, and electromagnetic signatures. For example, the operations SGM identifies the heavy use of push to talk and cell usage within the CP and works with the XO and commander to mitigate the risk those devices represent based on threat capabilities. Once electromagnetic risks are identified, the operations SGM works to mitigate risks associated with the unit digital footprint. Refer to Individual Task 113-25E-3003, *Define the Electromagnetic Operations Environment*.

CONDUCT BATTLE DRILLS

1-675. Each operations SGM, in conjunction with the battle captain and XO, conducts drills for each shift. These drills are mission related and test the functionality of the crews of each shift and should be conducted in accordance with the unit SOP. See Collective Task 71-BDE-5200, *Conduct Command Post Operations*. FM 6-0 lists recommended CP battle drills that the brigade develops to meet its mission requirements.

1-676. Upon completion of Table V, the operations SGMs will address all required retraining for their CP before moving on to Table VI. The Operations SGM may also use a single event to run the staff and CP through Tables III through V for retraining.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY [OPTIONAL]

1-677. Not all brigades have the personnel or equipment to establish SCIF, but for those that do, the SSO or S-2 issues guidance for establishing an ACP and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops COAs and coordinates operations of attached or support elements as required. The security team guards the ACP, implements screening and inspection procedures to prevent unauthorized access in accordance with *Director of Central Intelligence Directives 6/9*, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

TABLE VI: CONDUCT COMMAND POST CERTIFICATION

1-678. This table is conducted in conjunction with a collective training event determined by the commander, using the unit CATS as a reference. As budget and training days allow, this table is conducted in a field environment with 24 hour operations. When successful, the commander certifies each CP at the conclusion of this event. Figure 2-26 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VI: Conduct Command Post Certification**	Outputs
• Table V Inputs & Outputs • TC 6-0.2	• Displace the Command Post **71-BDE-5201** • Maintain Continuity of Command and Control **71-BDE-5250** • Certify shift crews (*Conduct Command Post Operations*[1]) **71-BDE-5200** • Conduct Security of Critical Sites **19-CO-2204** • **[OPTIONAL]** Secure the SCIF (*Establish Access Control Point for a Sensitive Compartmented Information Facility*) **34-TM-3091 [Applies only to brigades that control a SCIF]**	• Command post certification • AAR Results • Finalized command post portions of the SOP

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The command post completes all activities described in Table VI.

[1]Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the TO&E number.

** Table is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables.

SCIF	Sensitive Compartmented Information Facility	T&EO	Training and Evaluation Outline
AAR	After Action Review	SOP	Standard Operating Procedure

Figure 2-26. Brigade Command Post Training Table VI: Conduct Command Post Certification

DISPLACE THE COMMAND POST

1-679. Each brigade CP displaces at least once for the CP certification. While displacing a CP, the XO ensures the primary functions of that CP are handed off to an alternate CP. See Collective Task 71-BDE-5201, *Displace the Command Post*.

MAINTAIN CONTINUITY OF COMMAND AND CONTROL

1-680. As part of displacing a CP, the operations SGM will work closely with the XO, battle captains, and S-6 to ensure that, after C2 has been transferred to the alternate CP, the systems are turned off in a thought-out progressive manner. The CP will still maintain situational awareness as the CP displaces. Each of the other unit CPs displace per unit SOP. Refer to Collective Task 71-BDE-5250, *Maintain Continuity of Command and Control*.

CERTIFY SHIFT CREWS

1-681. As part of certifying each CP, the commander also certifies the shift crews using Collective Task 71-5485 BDE-5200, *Conduct Command Post Operations*.

CONDUCT COMMAND POST SECURITY

1-682. The operations SGMs drill CP Soldiers on reacting to security threats to the CP or close to the CP, and coordinates security requirements for external security with the headquarters company commander. Refer to Collective Task 19-CO-2204, *Conduct Security of Critical Sites*. See FM 6-0 for a list of recommended drills the unit should include in their SOP. Some of those drills apply to CP security and have been drafted for units to use as the basis for drills in their SOP:

- 07-BDE-D5147, *React to an Unknown Enemy Combatant Within the Perimeter*.
- 07-BDE-D5148, *React to Indirect Fire on the Command Post*.
- 07-BDE-D5210, *React to Power Outage Within the Command Post*.
- 07-BDE-D7658, *React to a Mass Casualty Incident*.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY [OPTIONAL]

1-683. Not all brigades have the personnel or equipment to establish a SCIF, but for those that do, the SSO or S-2 issues guidance for establishing an ACP and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops COAs and coordinates operations of attached or support elements as required. The security team guards the ACP, implements screening and inspection procedures to prevent unauthorized access in accordance with *Director of Central Intelligence Directives 6/9*, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

1-684. The outcome of Tables I through VI is that each CP works as a cohesive unit, led by the commander, and is ready to proceed to collective training in Table VII with the staff, digital crew, and other CPs (the brigade's own and those of higher, lower, adjacent, supported, and supporting units). The CP operates within its designed capabilities and the mission. Individual and section competency meets the design of the Army and the commander's intent. Completing Table VI indicates that the command is prepared to conduct CP operations at or above the P level.

1-685. Upon completion of Table VI and the certification of the CP, the headquarters, led by the XO, battle captain, operations SGM, and under the guidance of the commander, transitions to Tables VII through X. These tables are a more graduate level of the C2 WFF. In these tables, the CPs integrate external elements such as liaisons and unified action partners. The tables lead the command to the CTE of the headquarters which is typically an EXEVAL.

TABLE VII: CONDUCT COMMAND POST OPERATIONS

1-686. Table VII begins with receipt of an order from higher headquarters for the unit's external evaluation. The operations SGMs ensure location and equipment integration. The CPs also execute battle drills. The venue and facility location is determined by the commander based on the unit CATS and mission requirements. The unit will begin receiving liaisons and building the larger team with subordinate units and unified action partners (depending on the unit's role and mission). Figure 2-27 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VII: Conduct Command Post Operations	Outputs
• Table VI Inputs & Outputs • Higher headquarters FRAGORD	• Integrate Liaisons and Attachments **71-BDE-5019** • Conduct Command Post Operations **71-BDE-5200** • Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BDE-5330** / (*Manage Information and Data)* **71-BDE-5310** • Conduct command post battle drills (See FM 6-0, Appendix E, for recommended battle drills) • Perform command post administration (*Conduct Command Post Operations)* **150-C2-5200**	• Updated command post SOP and KM plan

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The command post crews complete all activities described in Table VI.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	KM	Knowledge Management
FRAGORD	Fragmentary Order	SOP	Standard Operating Procedure

Figure 2-27. Brigade Command Post Training Table VII: Conduct Command Post Operations

INTEGRATE LIAISONS AND ATTACHMENTS

1-687. As the mission requires and in accordance with unit capabilities, the CP receives liaisons and attachments from other units (and any unified action partners in some scenarios). The XO will ensure that the additional personnel have the digital and physical requirements in place for connectivity and to assist the commander in the conduct of operations. Each WFF cell has a role to play in this process. The XO will determine the extent that each cell leader will participate in the reception and integration of these liaisons and attachments. If the command receives liaisons or attachments not organic to the unit based on the units TO&E/MTO&E, the XO and operations SGM will complete Collective Task 71-BDE-5019, *Integrate Liaisons and Attachments for Brigade*.

1-688. If multinational partners are participating, key considerations when organizing CPs and conducting CP operations in a multinational setting include:

- Command structure.
- Staffing.
- Liaison.
- Communication.
- Translators and interpreters.
- Multinational interoperability.

1-689. The operations SGM will work with the S-6 and other appropriate representatives to establish system and network requirements. The operations SGM and XO reference the multinational considerations section in ATP 6-0.5 and FM 3-16 for greater detail.

CONDUCT COMMAND POST OPERATIONS

1-690. Once the liaisons and attachments are received and integrated, the CPs will conduct CP operations in accordance with the commander's intent, operational requirements, and unit SOP. Refer to Collective Task 71-BDE-5200, *Conduct Command Post Operations*. The TAC CP or other CPs will meet the same criteria and Table VII-X standards as the unit main CP. For example, the brigade TAC CP will conduct battle drills in accordance with Table VII standards.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-691. The XO will inform the operations SGM and section and cell leaders of the mission and related IM and KM requirements. Combined KM and IM enables the provision of relevant information to the right person at the right time and in a usable format in order to facilitate understanding and decision-making. All staff sections and CPs contribute to developing the KMP.

1-692. The CP personnel assist the commander and other staff members in implementing effective KM and IM plans. ATP 6-01.1 includes doctrine on developing a KMP and offers techniques for content management. The operations SGM will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BDE-5330, *Conduct Knowledge Management*, and 71-BDE-5310, *Manage Information and Data*.

CONDUCT COMMAND POST BATTLE DRILLS

1-693. As part of conducting the scenario driven by a collective tactical task, the XO or OIC of each CP will initiate CP battle drills. The operations SGM will use any of the applicable following doctrinal drills to develop and rehearse battle drills for the brigade SOP:

- Drill 07-BDE-D3210, *React to Close Air Support Request – Brigade*.
- Drill 07-BDE-D5146, *React to Collateral Damage*.
- Drill 07-BDE-D5147, *React to an Unknown Enemy Combatant Within the Perimeter*.
- Drill 07-BDE-D5148, *React to an Indirect Fire Attack on the Command Post.*
- Drill 07-BDE-D5315, *React to Incorrect Information Affecting the Operational Environment*.
- Drill 07-BDE-D5210, *React to Power Outage Within the Command Post*.
- Drill 71-BDE-D6320, *React to a Degraded Network*.
- Drill 71-BDE-D7658, *React to a Mass Casualty Incident*.
- Drill 71-BDE-D7660, *React to Civil Disturbance*.

- Drill 71-BDE-D8006, *React to Chemical, Biological, Radiological, or Nuclear Attack*.
- Drill 71-BDE-D6201, *Coordinate Personnel Recovery Operations*.
- Drill 71-BDE-D6204, *React to a Soldier or Unit Isolating Event*.
- Drill 71-BDE-D6212, *Establish Personnel Recovery Capability*.
- Drill 71-BDE-D6230, *Plan Personnel Recovery Operations*.
- Drill 71-BDE-D6236, *Integrate Personnel Recovery Operations*.

PERFORM COMMAND POST ADMINISTRATION

1-694. The XO, S-1, S-2, S-4, battle captains, and operations SGM will ensure that the CPs are staffed and that the administrative functions of the CP are executed. These administrative functions include but are not limited to having the Security Clearance Access Roster at ACPs, shift change schedules and briefing timelines, equipment refueling and maintenance schedules, Class I timeline, and transportation to and from the CP schedules. Refer to Individual Task 150-C2-5200, *Conduct Command Post Operations*.

TABLE VIII: SUSTAIN THE COMMAND POST

1-695. The operations SGM, in coordination with headquarters company leaders and the unit logistics/sustainment officer, will ensure that the CP can sustain itself for 24 hour operations. When conducting this table, the CP also practices sustaining information systems and SCIF operations. This table is conducted in concert with the staff Table VIII exercise. Figure 2-28 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VIII: Sustain the Command Post	Outputs
• Table VII Inputs & Outputs • ATP 5-19	• Conduct command post sustainment operations (*Support Command Posts*[1]) **71-CO-0433** • Conduct safety programs *(Integrate Risk Management into the Operations Process*) **71-BDE-5145** • Conduct Command Post Operations **71-BDE-5200** • Secure the command post (*Coordinate Reaction to Threat Level I and Level II Attacks*) **71-BDE-6050** / (*Conduct Security of Critical Sites*) **19-CO-2204** • **[OPTIONAL]** Secure the SCIF (*Establish Access Control Point for a Sensitive Compartmented Information Facility*) **34-TM-3091 [Applies only to units that control a SCIF]**	• Refined command post SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The commander completes all activities described in Table VIII.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
SOP Standard Operating Procedure SCIF Sensitive Compartmented Information Facility		T&EO Training and Evaluation Outline

Figure 2-28. Brigade Command Post Training Table VIII: Sustain the Command Post

CONDUCT COMMAND POST OPERATIONS

1-696. After reviewing the CP sustainment plan and adjusting based on an increase in personnel from liaisons and attached units, the operations SGM, in coordination with the logistics/sustainment officer and headquarters company leadership, conducts CP sustainment operations. The operations SGM will refer to the following Collective Task 71-CO-0433, *Support Command Posts*.

CONDUCT SAFETY PROGRAMS

1-697. The operations SGMs and the brigade safety officer will ensure that all risk assessments and safety protocols are being met by each CP. Most safety programs are based on unit SOPs. SOPs are reviewed and updated based on current conditions. The unit will complete Collective Task 71-BDE-5145, *Integrate Risk Management into the Operations Process*, and all proponent safety T&EOs.

CONDUCT COMMAND POST OPERATIONS

1-698. Each operations SGM will ensure the CP is fully functional and supports the command throughout the operations process. The operations SGMs will make on the spot corrections as needed to maintain a smooth and functioning CP. Functions for this table include:

- CP sustainment.
- Power generation functionality.
- Electromagnetic signature mitigation.
- Multinational partner integration.
- CP security and survivability.
- Battle drill proficiency.
- C2 system integration and sustainment.
- SCIF operations (as required).

1-699. Refer to Collective Task 71-BDE-5200, *Conduct Command Post Operations*.

SECURE THE COMMAND POST

1-700. The operations SGM, in coordination with the headquarters company leadership, drills CP Soldiers on reacting to security threats to the CP or close to the CP using Collective Tasks 19-CO-2204, *Perform Security at Critical Sites*, and 71-BDE-6050, *Coordinate Reaction to Threat Level I and Level II Attacks*.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY [OPTIONAL]

1-701. Not all brigades have the personnel or equipment to establish a SCIF, but for those that do, the SSO or S-2 issues guidance for establishing an ACP and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops COAs and coordinates operations of attached or support elements as required. The security team guards the ACP and implements screening and inspection procedures to prevent unauthorized access in accordance with Director of Central Intelligence Directive 6/9, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

TABLE IX: COMMAND AND CONTROL WFF VALIDATION EXERCISE REHEARSAL

1-702. The validation exercise rehearsal is conducted in accordance with unit CATS and the commander's intent. It is expected that this event be conducted in a real or simulated OE in which the unit is directed to operate. The exercise is conducted using 24 hour operations over at least two days. During the exercise, the training scenario drives all CPs to interact with each other and higher, lower, adjacent, supported, and supporting units. The exercise will also be based on the order the unit received for the external evaluation / validation exercise. The intent is that this exercise match as closely as possible the training circumstances and requirements anticipated for the Table X, The Command and Control Warfighting Function Validation Exercise. Figure 2-29 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal	Outputs
• Table VIII Inputs & Outputs	• Displace the Command Post **71-BDE-5201** • Maintain Continuity of Command and Control **71-BDE-5250** • Conduct Command Post Operations **71-BDE-5200** • Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BDE-5330** / (*Manage Information and Data*) **71-BDE-5310** • Secure the command post (*React to Level I and Level II Attacks*) **71-BDE-6050** / (*Conduct Security of Critical Sites*[1]) **19-CO-2204** • Conduct AARs (*Conduct a Formal After Action Review*) **150-C2-5133** • **[OPTIONAL]** Secure the SCIF (*Establish Access Control Point for a Sensitive Compartmented Information Facility*) **34-TM-3091 [Applies only to units that control a SCIF]**	• Finalized SOPs / staff structure / battle rhythm • AAR results

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The commander trains the command and control system, including the staff, unit command posts, and the digital crew in Tables VII through IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

T&EO	Training and Evaluation Outline	SOP	Standard Operating Procedure
KM	Knowledge Management	AAR	After Action report
SCIF	Sensitive Compartmented Information Facility		

Figure 2-29. Brigade Command Post Training Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal

DISPLACE THE COMMAND POST

1-703. This portion of Table IX is to be conducted after the establishment of the CP and during the conduct of an operation. For example, the brigade displaces each CP while the unit is participating in a defensive operation. Each operations SGM will ensure that all SOPs and policies are met as the unit displaces the CP. See Collective Task 71-BDE-5201, *Displace the Command Post*.

MAINTAIN CONTINUITY OF COMMAND AND CONTROL

1-704. In connection with the displacement of the CP, the XO and operations SGM ensure that the unit maintains continuity of C2. See Collective Task 71-BDE-5250, *Maintain Continuity of Command and Control*.

CONDUCT COMMAND POST OPERATIONS

1-705. Each operations SGM will ensure that the CP is fully functional and supports the commander and staff throughout the operations process. The operations SGM will make on the spot corrections as needed to maintain a smooth and functioning CP. Refer to Collective Task 71-BDE-5200*, Conduct Command Post Operations.*

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-706. The XO will inform the operations SGMs and section and cell leaders of the mission and related IM and KM requirements. Combined, KM and IM enables the provision of relevant information to the right Soldier at the right time and in a usable format in order to facilitate understanding and decision-making. All staff sections and CPs contribute to developing the KMP.

1-707. The CP personnel assist the commander and other staff members in implementing effective KM and IM plans. ATP 6-01.1 includes doctrine on developing a KMP and offers techniques for content management. The operations SGM will oversee the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BDE-5330, *Conduct Knowledge Management,* and 71-BDE-5310, *Manage Information and Data*.

SECURE THE COMMAND POST

1-708. Each operations SGM, in coordination with the headquarters company leadership, drills CP Soldiers on reacting to security threats to the CP or close to the CP using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. Each CP participates in rehearsals for external security threats with the headquarters company. Refer to Collective Task 71-BDE-6050, *React to Level I and Level II Attacks*.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY [OPERATIONAL]

1-709. Not all brigades have the personnel or equipment to establish a SCIF, but for those that do, the SSO or S-2 issues guidance for establishing an ACP and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops COAs and coordinates operations of attached or support elements as required. The security team guards the ACP and implements screening and inspection procedures to prevent unauthorized access in accordance with Director of Central Intelligence Directives 6/9, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

CONDUCT AFTER ACTION REVIEWS

1-710. The commander leads an AAR of the operation conducted during Table IX training with a focus on identifying and correcting training deficiencies and/or unit procedures that must be corrected prior to the Table X external evaluation. The operations SGM and battle captain ensure that changes identified during the AAR are implemented prior to beginning Table X. Refer to Individual Task 150-C2-5133, *Conduct a Formal After Action Review*.

TABLE X: COMMAND AND CONTROL WARFIGHTING FUNCTION VALIDATION EXERCISE

1-711. This is the culmination exercise of the C2 system as a whole. The validation exercise typically takes place as part of a brigade EXEVAL. This exercise is driven by the evaluating commander and mission requirements. During the exercise, the training scenario drives all CPs to interact with each other and higher, lower, adjacent, supported, and supporting units. The exercise will culminate with a final rating for readiness reporting. The outcome of Table X is that evaluating commander has validated that all brigade CPs are prepared to support the brigade commander and staff in the execution of C2 during operations, to include the ability to displace as the tactical situation requires. Figure 2-30 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table X: Command and Control Warfighting Function Validation Exercise ***	Outputs
• Table IX Inputs & Outputs	• Displace the Command Post **71-BDE-5201** • Maintain Continuity of Command and Control **71-BDE-5250** • Conduct Command Post Operations **71-BDE-5200** • Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BDE-5330** / (*Manage Information and Data*) **71-BDE-5310**. • Secure the command post (*Coordinate Reaction to Level I and Level II Attacks*) **71-BDE-6050** / (*Conduct Security of Critical Sites*) **19-CO-2204** • **[OPTIONAL**] Secure the SCIF (*Establish Access Control Point for a Sensitive Compartmented Information Facility*) **34-TM-3091 [Applies only to units that control a SCIF]**	• Command post validations • Validated SOPs • AAR results

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Fully Trained (T), Practiced (P), and Untrained (U).

Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the command posts are prepared to support the command and control system in the conduct of unified land operations.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

*** Table is executed as part of an externally evaluated culminating training exercise.

KM	Knowledge Management	AAR	After Action Review
SCIF	Sensitive Compartmented Information Facility	T&EO	Training and Evaluation Outline
SOP	Standard Operating Procedure		

Figure 2-30. Brigade Command Post Training Table X: Command and Control Warfighting Function Validation Exercise

DISPLACE THE COMMAND POST

1-712. The brigade will displace all CPs at least once during this table. For example, the brigade displaces the main CP while the unit is conducting a defense and then displaces the TAC CP when transitioning to participating in a movement to contact. The operations SGM will ensure that all SOPs and policies are met as the unit displaces the CP. See Collective Task 71-BDE-5201, *Displace the Command Post*.

MAINTAIN CONTINUITY OF COMMAND AND CONTROL

1-713. In connection with the displacement of each CP, the XO and operations SGM ensure that the unit maintains continuity of C2. See Collective Task 71-BDE-5250, *Maintain Continuity of Command and Control*.

CONDUCT COMMAND POST OPERATIONS

1-714. Each operations SGM will ensure the CP is fully functional and supports the command throughout the operations process in accordance with Collective Task 71-BDE-5200, *Conduct Command Post Operation*. The operations SGMs will make on the spot corrections as needed to maintain a smooth and functioning CP. Certification of this table includes but is not limited to:

- CP sustainment.
- Power generation functionality.
- Electromagnetic signature mitigation.
- Multinational partner integration.
- CP security and survivability.
- Battle drill proficiency.
- C2 system integration and sustainment.
- SCIF operations (optional).

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-715. The CP personnel assist the commander and staff in implementing effective KM and IM plans. ATP 6-01.1 includes doctrine on developing a KMP and offers techniques for content management. The operations SGM oversees the sections configuring their systems and equipment to conform to those information requirements. Refer to Collective Tasks 71-BDE-5330, *Conduct Knowledge Management*, and 71-BDE-5310, *Manage Information and Data*.

SECURE THE COMMAND POST

1-716. Each operations SGM, in coordination with the headquarters company leadership, reacts to security threats to the CP using Collective Task 19-CO-2204, *Conduct Security of Critical Sites*. Refer to Collective Task 71-BDE-6050, *Coordinate Reaction to Level I and Level II Attacks*.

SECURE THE SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY [OPTIONAL]

1-717. Not all brigades have the personnel or equipment to establish a SCIF, but for those that do, the SSO or S-2 issues guidance for establishing an ACP and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops COAs and coordinates operations of attached or support elements as required. The security team guards the AC and implements screening and inspection procedures to prevent unauthorized access in accordance with the Director of Central Intelligence Directive 6/9, the SSO's guidance, and the unit SOP. Refer to Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*.

1-718. The outcome of Tables VII through X is that the CPs work as a cohesive C2 system, led by the commander, with external augmenters and liaisons. Each CP section understands and operates within their designed capabilities and the mission. Individual and section competency meets the design of the Army and the commander's intent. The CP performs its operations seamlessly. Training shortfalls were identified by Table IX and corrected before Table X. The commander validates the CPs at the end of Table X to indicate that the command is prepared to conduct operations.

SECTION V – BRIGADE DIGITAL CREW TRAINING TABLES

1-719. Section V discusses the command and control training tables for the brigade digital crew.

COMMAND AND CONTROL TRAINING TABLES FOR THE BRIGADE DIGITAL CREW

1-720. This chapter is designed to enable the commander and staff to train and evaluate the ability of staff and C2IS operators to integrate systems and generate the COP. The COP is a single display of relevant information tailored to unit requirements that simultaneously creates shared understanding horizontally and vertically across an organization. This shared understanding is measured by the ability of commanders and their staffs to make timely decisions.

1-721. Key trainers for the digital crew are the C2 information integrators (Soldiers expert in integrating C2 systems to establish the COP that lead digital crews), battle captains, KMOs, signal DMGs, and staff section leaders. It is also recommended that a trained C2 information integrator be assigned to every CP or node.

1-722. The digital crew consists of the unit C2 information integrators, the COP managers, and the individual C2IS operators in all shifts of all CPs. The tables for digital crew assume the individual C2IS operators are certified to operate their C2IS according to the appropriate proponent manuals. The C2 information integrator prepares the digital crew training and the certification program with the following Individual Tasks: 150-DMG-2030, *Coordinate Command and Control Information Systems with Enablers*, 150-DMG-2031 *Develop a Digital Training Program (Unit, Individual, or Crew)*, and 150-DMG-2032, *Execute the Digital Crew Training Program*. The C2 information integrator is focused on the integration of C2IS and is not trained to be the operator or expert of each C2IS. Execution of training tables occurs concurrently with other planned training to support organizational training requirements.

1-723. The digital crew integrates C2 information systems to display information that enables the commander in the decision-making process. Led by the C2 information integrator, the digital crew is responsible for advising the staff on the most effective techniques to integrate their C2IS. The digital crews coordinate with the COP manager to integrate critical information from each WFF into the COP to support the commander's visualization.

1-724. The composition of the digital crew at the brigade echelon is adjusted to support commander's guidance. Considerations for guidance include training, education, experience of available personnel, and their ability to integrate their C2IS. The C2 information integrator and COP manager recommend composition and disposition of C2IS to the XO tailored to the OE. Planning factors include shift changeover, relocation of the CP, requirements for split operations, and mobile CP operations.

1-725. The S-3 is responsible for the training and management of the digital crew to produce the unit's COP through the execution of the digital crew training tables. The digital crew executes the training tables to support the commander's guidance and training objectives under the supervision of the operations officer with support from the C2 information integrator and signal officer. Considerations for training include stability and proficiency of digital crews, available equipment, training calendar, and operational need. The digital training tables are designed to be executed sequentially as each table builds on skills learned in previous tables. Tables I through VI focus on the digital crew building proficiency with some requirements from the staff (e.g., graphics developed during MDMP). The S-3 should verify at the end of Table V training that the digital crew is prepared for the commander's validation in Table VI. Tables VII through X focus on the employment and integration of the staff supported by the digital crews.

1-726. Digital crews are rated as fully qualified, qualified, or unqualified with a maximum and minimum performance standard within each rating. The intent is for the digital crew to participate in the tables simultaneously as an organization.

- Fully qualified – All assigned crew members have successfully completed Tables I-VI; at minimum, every member of the digital crew has completed these tables.
- Qualified – 80% of the digital crew have successfully collectively completed Tables III-VI; at minimum, every member of the digital crew has completed Tables I and II.
- Unqualified – 1 or more crew members have not completed Tables I-II or more than 20% of the digital crewmembers in the organization's headquarters have not completed Tables III-VI.

1-727. Once a crew is fully qualified, commanders are advised to maintain digital crew integrity, similar to battle-rostering weapons systems. When replacing crew members, the new crew member must be individually qualified on Tables I and II for the crew to maintain a qualified rating. If more than 20% of crew members are replaced from the original fully qualified crew, the digital crew is considered unqualified until the new crew conducts Tables III through VI as a collective unit.

TABLE I: EXECUTE BASIC COMMAND AND CONTROL INFORMATION SYSTEM OPERATIONS

1-728. Table I is the introduction and lays the foundation of understanding for the C2IS and their operators. Figure 2-31 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table I: Execute Basic Command and Control Information System Operations	Outputs
• Digital crew battle roster • KM SOP • ATP 6-01.1 • System TMs and/or Users Manuals	• Operators demonstrate the abilities to: • Setup the C2IS for operation (*Employ a Command and Control Information System*[1]) **150-C2-5250** • Prepare C2IS for operations • Organize C2IS Data • Employ C2IS • Operate C2IS degraded (*Exercise Command and Control Under Degraded Conditions*) **150-DMG-2020**	• Operator certifications on their individual systems under all conditions

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The digital crew completes all activities described in Table I.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

KM	Knowledge Management	C2	Command and Control
SOP	Standard Operating Procedure	C2IS	Command and Control Information System
TM	Training Manual	T&EO	Training and Evaluation Outline

Figure 2-31. Brigade Digital Crew Training Table I: Execute Basic Command and Control Information System Operations

SET UP THE COMMAND AND CONTROL INFORMATION SYSTEM FOR OPERATIONS

1-729. Given the variety of WFF information systems in the Army and version updates associated with each, the C2 information integrator will ensure that Soldiers of the digital crew are operating on their MTO&E authorized systems in accordance with associated TMs and most recently approved software. The commander directs which systems and configuration to use based on mission requirements, the OE (current and forecasted), unit capabilities, equipment/systems and versions through Army fielding initiatives, and higher headquarters requirements. The C2 information integrator determines what tasks are selected from the TM to validate the operators' abilities to employ the C2IS. Of note, the C2 information integrator should consider tasks based on the operator's duties / responsibilities and unit SOP. Individual Task 150-C2-5250, *Employ a Command and Control Information System*, and system TMs suggest tasks the operators should complete for this verification which should include:

- Set up the C2IS for operation (Prepare the C2IS for Operations).
- Employ the C2IS for operations.
- Organize C2IS data.
- Operate C2IS degraded (150-DMG-2020, *Exercise Command and Control Under Degraded Conditions*).

1-730. The desired outcome for Table I is for the digital crew to understand the commander's guidance for employment of C2IS and demonstrate proficiency on the respective systems. Additionally, the digital crew must be able to sustain operations throughout degraded conditions and understand use of analog tracking systems.

TABLE II: INTEGRATE COMMAND POST SYSTEMS

1-731. The purpose of this table is to ensure that all digital crew members understand the integration of their individual systems into the network and can effectively communicate across the network. Execution validates the C2IS integration across the staff as outlined in KM SOPs to include setting permissions and sharing data. This table typically requires collaboration of the 'digital triad' (the C2 information integrator, signal digital master gunner (signal officer for units without the signal DMG), and KMO) in addition to appointed COP manager, S-3, and S-6. The appointed COP manager assists in the management of information for use in the COP. Digital crew members must be proficient at sharing information through the entire network at the conclusion of this table. If the entire network is not available or utilized for the table, the S-3, S-6, and C2 information integrator determine how to mitigate the associated risk and communicate their approach to the commander. Figure 2-32 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table II: Integrate Command Post Systems	Outputs
• Table I Inputs & Outputs • Draft command and control information system portion of unit SOP • FM 6-0 • ADP 5-0	• Integrate Command and Control Information Systems with the Mission Command Workstation **150-DMG-2033** • Perform Troubleshooting Procedures on Command and Control Information Systems **150-DMG-2034**	• Interoperability of information requirements across the entire network and integrated into each designated C2IS
The digital crew completes all activities described in Table II. [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
SOP Standard Operating Procedure C2IS Command and Control Information System		T&EO Training and Evaluation Outline

Figure 2-32. Brigade Digital Crew Training Table II: Integrate Command Post Systems

INTEGRATE C2 INFORMATION SYSTEMS WITH THE MISSION COMMAND WORKSTATION

1-732. The C2 information integrator will use Individual Task 150-DMG-2033, *Integrate C2 Information Systems (C2IS) with the Mission Command Workstation (MCWS)*. Execution of this task allows the C2IS operator associated with each warfighting function to share information through the MCWS to update the COP. The C2 information integrator will ensure that each operator can publish graphics in accordance with unit SOPs for dissemination to all authorized users. The C2 information integrator also evaluates the C2IS operator's ability to import and export graphics. The operations SGM, battle captain, or battle NCO along with the C2 information integrator will confirm the digital crew's ability to import and share messages, reports, and overlays.

PERFORM TROUBLESHOOTING PROCEDURES ON C2IS

1-733. The C2 information integrator will use Individual Task 150-DMG-3003, *Perform Troubleshooting Procedures on the Command and Control Information System*. Operators use equipment and software TMs and users guides to troubleshoot problems with C2IS hardware or software. System operators will identify and correct system failure with successful functions check or escalate to higher level support in accordance with the applicable TMs. When this task is complete, the workstation is fully mission capable, or deficiencies and shortcomings are annotated and required maintenance actions to be performed by someone other than the workstation's operator are identified. The C2 information integrator and COP manager will observe and evaluate the performance measures of this task with the battle captain who will ensure that updates are provided in accordance with the digital SOP.

TABLE III: DEVELOP THE COMMON OPERATIONAL PICTURE

1-734. Table III focuses on the development of the COP through collaboration of the digital crew, the COP manager, and staff operating within the commander's guidance. Each member of the digital crew will publish their respective digital efforts (graphics) through the network to populate the commander's COP, providing real-time situational awareness. The commander tailors the COP through guidance to the staff WFF representatives who provide feedback to ensure achievement of commander's intent. The digital crew trains to support the commander's and staff's situational awareness through digitizing relevant information using the C2IS to display the digital COP. The updated COP reflects the most current events tailored to CCIR to support the commander's decision-making process. Figure 2-33 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table III: Develop the Common Operational Picture	Outputs
• Table II Inputs & Outputs • Commander's guidance (Commander Table II) • COP portion of digital SOP	• Establish the Common Operational Picture **150-C2-5315** • Prepare the Digital Common Operational Picture **150-DMG-2035** • Implement the COP related portions of the KM plan (*Conduct Knowledge Management*[1]) **71-BDE-5330** / (*Manage Information and Data*) **71-BDE-5310**	• COP • Validated COP portion of digital SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The commander completes all activities described in Table IV.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number		
COP Common Operational Picture SOP Standard Operating Procedure		KM Knowledge Management T&EO Training and Evaluation Outline

Figure 2-33. Brigade Digital Crew Training Table III: Develop the Common Operational Picture

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-735. The C2 information integrator and COP manager will use Individual Task 150-C2-5315, *Establish the Common Operational Picture*. This task is critical to the success of the staff and digital crew and may require coordination with the COP manager, battle captain, or S-3 to validate the digital crew's ability to produce the COP. The COP manager and battle captain update the COP based on the mission, relevant information imported from C2IS, and information from other sources to enable the commander's decisions making.

PREPARE THE DIGITAL COP

1-736. The C2 information integrator leads the digital crew to develop a list of items to display on the COP, and practice putting them in appropriate C2IS, including:

- Boundaries.
- Phase lines.
- Objectives.
- Maneuver graphics.
- Fire support coordination measures (FSCM).
- Airspace coordinating measures (ACM).
- Known and suspected enemy locations.
- Supply routes and depots.
- Decision points.

1-737. The digital crew will determine which elements of the COP will be automatically populated on the COP versus those the crew will have to enter manually and practice doing so.

1-738. The C2 information integrator will use Individual Task 150-DMG-2035, *Prepare the Digital Common Operational Picture*, to guide the crew through Table III.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-739. The KMO will inform the operations SGM, C2 information integrator, and section and cell leaders of the mission of mission-related information and KM requirements. The COP, as part of the unit's combined KM and IM plans, enables the provision of relevant information to the right person at the right time and in a usable format in order to facilitate understanding and decision-making. The C2 information integrator supervises the digital crew in establishing this key component of the KMP. The C2 information integrator participates in developing a KMP and digital portions of the unit SOP. The C2 information integrator will oversee the sections configuring their systems and equipment to conform

to the information requirements established in the KMP. Refer to Collective tasks 71-BDE-5330, *Conduct Knowledge Management*, and 71-BDE-5310, *Manage Information and Data*.

TABLE IV: SYNCHRONIZE OPERATIONS

1-740. This table builds on the skills of COP development and validates the digital crew's ability to transition from planning to current operations. This table also provides the opportunity for the commander to observe staff management of digital systems and refinement of SOPs through:

- Battle tracking.
- Maintaining running estimates.
- Executing battle drills.
- Transitioning between phases.
- Preparing and executing briefings.

1-741. Figure 2-34 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IV: Synchronize Operations	Outputs
• Table III Inputs & Outputs • Battle drills • Scenario events to drive SIGACTS & drills • FM 6-0 Battle Drills Annex	• Execute battle drills (*Execute Battle Drills Using Command and Control Information Systems*[1]) **150-DMG-2015** • Share a Plan Using the Command and Control Information Systems **150-DMG-3006** • Present a Command Post Update Brief **150-DMG-2016**	• Validated battle drills • Command and control information system shared plan • Validated briefing portion of digital SOP • Refined COP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The digital crew completes all activities described in Table IV.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
SIGACTS Significant Activities SOP Standard Operating Procedure		COP Common Operational Picture T&EO Training and Evaluation Outline

Figure 2-34. Brigade Digital Crew Training Table IV: Synchronize Operations

EXECUTE BATTLE DRILLS

1-742. The C2 information integrator will use Individual Task 150-DMG-2015, *Execute Battle Drills Using Command and Control Information Systems*. The successful unit will have an established list of approved battle drills that are published in the appropriate unit SOP (such as CP, plans, and digital). The staff reviews and executes battle drills in accordance with SOP and commander's guidance for training. This process is supervised by the COP manager, operations SGM, or S-3. The battle captain determines if execution of the battle drills achieves commander's information requirements outlined in the SOP. The staff verifies that the battle drills support their WFF through screening criteria, setting conditions for operational success.

SHARE A PLAN USING COMMAND AND CONTROL INFORMATION SYSTEMS

1-743. The C2 information integrator will use Individual Task 150-DMG-3006, *Share a Plan Using the Command and Control Information Systems*. The staff assists the commander's visualization through use of C2IS visualization aides including maps, charts, and tables. The C2 information integrator assists the COP manager, battle captain, or S-3 to select a briefing format that supports the commander's guidance and mission requirements.

PRESENT A COMMAND POST UPDATE BRIEFING

1-744. The C2 information integrator and COP manager will use Individual Task 150-DMG-2016, *Present Command Post Update Briefing*. The CP update brief is the culmination of the integration and information sharing to create situational and shared understanding. The battle captain, S-3, or commander validates the update briefing to ensure it meets the commander's guidance. A briefing manager is designated by the XO or S-3 to organize and control the briefing (typically the battle captain or battle NCO) in each CP. The designated briefing manager guides staff preparation for the update in coordination with the COP manager and C2 information integrator. Briefing preparation techniques traditionally focus on gaining efficiency by leveraging C2IS capabilities throughout the presentation. Briefing concludes with a rehearsal by WFF.

TABLE V: CONDUCT COMMAND AND CONTROL NETWORK REHEARSAL

1-745. The network rehearsal presents the last opportunity in digital training tables for commanders to refine their processes before commanders certify their digital crews in Table VI. Table V is scenario driven and evaluates the digital crew's ability to use digital systems to support the operations process. Retraining may be required through multiple scenarios to ensure compliance with battle drills and refine unit SOPs. At the conclusion of Table V the digital crew should be operating at full capacity.

1-746. Once the digital crew successfully completes all requirements of Table V, the C2 information integrator reports to the S-3, the operations SGM, and each battle captain that the digital crew is prepared for the certification event (Table VI). Figure 2-35 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table V: Conduct Command and Control Network Rehearsal	Outputs
• Table IV Inputs & Outputs • Staff COP input	• Establish the Common Operational Picture **71-BDE-5319** • Conduct command and control information system operations (*Communicate Using Command and Control Information System*[1]) **150-DMG-2012** • Maintain Continuity of Command and Control **71-BDE-5250** / *(Conduct Transfer Control of Operations)* **71-BDE-5202**	• Finalized COP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The digital crew completes all activities described in Table V.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
COP Common Operational Picture	T&EO Training and Evaluation Outline	

Figure 2-35. Brigade Digital Crew Training Table V: Conduct Command and Control Network Rehearsal

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-747. The COP manager will use Collective Task 71-BDE-5319, *Establish the Common Operational Picture*. This table requires the staff to rehearse establishment of the COP prior to Table VI. The staff and digital crew will use their SOPs developed during Tables I-IV.

CONDUCT COMMAND AND CONTROL INFORMATION SYSTEM OPERATIONS

1-748. Digital crew members will use their C2IS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the CCIR in accordance with Individual Task 150-DMG-2012 *Communicate Using Command and Control Information System*. At a minimum, the C2 information integrator requires the digital crew to conduct the following using assigned C2IS:

- Receive OPORD.
- Develop running estimates.
- Support mission analysis with associated WARNORD distribution.
- Support COA Development.

- Support a COA Approval Brief.
- Develop and distribute an OPORD.

MAINTAIN CONTINUITY OF COMMAND AND CONTROL

1-749. The digital crews in the unit's CPs rehearse handing over responsibility for maintaining the COP and executing digital elements of battle drills to each other. They should use Collective Tasks 71-BDE-5250, *Maintain Continuity of Command and Control*, and 71-BDE-5202, *Conduct Transfer Control of Operations*, as the basis for executing this process.

TABLE VI: CONDUCT DIGITAL CREW CERTIFICATION

1-750. This table is the culminating event and intended for the certification of the digital crew and is conducted concurrently with the Table VI certifications for the commander, staff, and CPs. Digital crews use the C2IS to support the staff during the operations process. They are evaluated on creating planning products, maintaining the COP, creating storyboards, sharing information, and making recommendations to the commander. Digital crews are the experts in the integration of information and are fully prepared to support the commander and staff. Figure 2-36 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VI: Conduct Digital Crew Certification**	Outputs
• Table V Inputs & Outputs	• Establish the Common Operational Picture **71-BDE-5319** • Conduct command and control information system operations (*Communicate Using Command and Control Information System*[1]) **150-DMG-2012**	• Digital crew certification • Refined knowledge management portion of SOP

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

The digital crew completes all activities described in Table VI.

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

** Table is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables.

COP	Common Operational Picture	T&EO	Training and Evaluation Outline
SOP	Standard Operating Procedure		

Figure 2-36. Brigade Digital Crew Table VI: Conduct Digital Crew Certification

ESTABLISH THE COP

1-751. The COP manager will use Collective Task 71-BDE-5319, *Establish a Common Operational Picture*. This table is executed during events that require the headquarters staff to enable the commander's validation of the digital crew for the establishment of the COP and execution of an update brief. The digital crews will use SOPs established during Tables I through V.

1-752. Upon successful completion of Table VI, the brigade commander certifies the digital crews. Any crew considered qualified or above is proficient at system integration, COP development, and synchronizing operations. They is able to provide integration advice to the staff during Tables VII through X and fully integrate their systems into the unit's operations process.

CONDUCT COMMAND AND CONTROL INFORMATION SYSTEM OPERATIONS

1-753. Digital crew members will use their C2IS to battle track, support the staff, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate using Command and Control Information Systems*. At a minimum, the C2 information integrator requires the digital crew to conduct the same tasks they completed during Table V (Rehearsal).

1-754. The outcome of Tables I through VI is that digital crews now operate as a cohesive unit. Each system operator understands and competently performs in their warfighting function staff role to support the mission. Completing Table VI indicates that the digital crew is prepared to support the command in the conduct of LSCO. Upon completion of Table VI and the certification of the C2IS, the digital crew, led by the C2 information integrator and COP manager, transitions to Tables VII through X.

1-755. Tables VII through X are designed to train the staff and digital crew as an integrated team. The certified digital crew will assist and enhance the staff's ability to conduct the operations process. As the unit transitions into Tables VII through X, the C2 information integrator also transitions from controlling the certification process to serving as an advisor to the command team. The C2 information integrator now serves as the subject matter expert on digital training and integration.

1-756. Digital crews must be familiar with all aspects of their digital systems and understand how they add value to the commander and staff through their C2IS. While the digital crew is considered an integral part of the staff for Tables VII through X, the digital crew's proficiency and actions are evaluated separately from the staff sections. This will allow the commander to validate the digital crew's qualification ratings separately from the staff to meet training objectives or for retraining purposes, and to identify and isolate problems should the arise.

1-757. The commander uses the tables VII-IX as a means of integrating the digital crew and the systems into the headquarters and staff functions to obtain a higher level of proficiency. The C2 information integrator and digital triad works with the staff to refine the digital SOP and develop a retraining plan to ensure that the digital crew members maintain proficiency and operate effectively and efficiently within their staff section.

1-758. Upon completion of certifications in Table VI, the unit will receive an order from the headquarters responsible for the brigade EXEVAL in Table X. The digital crew will use the information from this order to train tables VII through IX.

TABLE VII: INTEGRATE THE COMMAND AND CONTROL SYSTEM

1-759. Table VII is led by the C2 information integrator operating under commander, XO, and S-3 guidance to integrate additional C2IS and their operators brought to the unit by liaisons and attachments into the digital crew as needed. It begins with the establishment of the CP and digital systems to include staff coordination with horizontal and vertical elements. This table includes establishing the network, C2 system integration, and establishing and disseminating the COP. Figure 2-37 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VII: Integrate the Command and Control System	Outputs
• Table VI Inputs & Outputs • ADP 6-0	• Establish a Command Post **71-BDE-0050** • Process Relevant Information **71-BDE-5315** • Display the COP (*Establish the Common Operational Picture*[1]) **71-BDE-5319** • Disseminate COP and Execution Information (*Establish the Common Operational Picture*) **71-BDE-5319** • Implement the KM plan (*Conduct Knowledge Management)* **71-BDE-5330** / (*Manage Information and Data)* **71-BDE-5310**	• Refined COP and digital crew portions of SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The digital crew completes all activities described in Table VII.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
COP Common Operational Picture KM Knowledge Management		SOP Standard Operating Procedure T&EO Training and Evaluation Outline

Figure 2-37. Brigade Digital Crew Training Table VII: Integrate the Command and Control System

ESTABLISH A COMMAND POST

1-760. The XO will direct the S-3 and the operations SGM to prepare to establish the CPs per unit SOP. The COP manager and C2 information integrator focus on establishing digital capabilities of the CPs while the remaining staff focus on establishing the CP. The command will refer to Collective Task 71-BDE-0050, *Establish a Command Post*.

PROCESS RELEVANT INFORMATION

1-761. The XO and S-3 provide guidance on how the staff organizes to support the commander's exercise of C2. The staff provides relevant information to the commander to answer information requirements. The digital crew will support the staff in processing relevant information in accordance with the standard established in Collective Task 71-BDE-5315, *Process Relevant Information*.

DISPLAY THE COMMON OPERATIONAL PICTURE

1-762. The staff, led by the XO, directs the execution of the KMP and distribution to subordinate CPs to create and maintain shared understanding. The battle captain and COP manager update the COP to ensure the most relevant information is displayed while the S-3 directs the COP manager and C2 information integrator to post and disseminate the COP across the C2 network. The COP manager and C2 information integrator ensure the COP is accurately disseminated to lower echelons across the network. The command will reference Collective Task 71-BDE-5319, *Establish the Common Operational Picture*.

DISSEMINATE THE COMMON OPERATIONAL PICTURE AND EXECUTION INFORMATION

1-763. The staff, led by the XO, directs the execution of the KMP and distribution to subordinate CPs to create and maintain shared understanding. The battle captain and COP manager update the COP to ensure the most relevant information is displayed while the S-3 directs the COP manager and C2 information integrator to post and disseminate the COP across the C2 network. The COP manager and C2 information integrator ensure the COP is accurately disseminated to lower echelons across the network. The command will reference Collective Task 71-BDE-5319, *Establish the Common Operational Picture*.

IMPLEMENT THE KNOWLEDGE MANAGEMENT PLAN

1-764. The C2 information integrator supervises the digital crew in establishing the COP – a key component of the KMP. The C2 information integrator participates in refining the KMP and digital portions of the unit SOP. The C2 information integrator will oversee the sections and C2IS operators configuring their systems and equipment to conform to the information requirements established in the KMP. Refer to Collective Tasks 71-BDE-5330, *Conduct Knowledge Management*, and 71-BDE-5310, *Manage Information and Data*.

TABLE VIIII: SYNCHRONIZE OPERATAIONS

1-765. This table trains the staff in the integration of operations. Critical to Table VIII is synchronization with higher, subordinate and supporting units, and any unified action partners information requirements, across the WFFs, to achieve shared understanding. This table is scenario driven to achieve tactical proficiency. Upon completion of Table VIII, digital crews are integrated into the staff and prepared for a validation rehearsal exercise. Figure 2-38 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table VIII: Synchronize Operations	Outputs
• Table VII Inputs & Outputs	• Develop a Running Estimate **71-BDE-5144** • Conduct Rapid Decision-Making and Synchronization Process **71-BDE-5002** • Conduct an Operations Synchronization Meeting **71-BDE-5135**	• Digital crew running estimates • Updated synchronization matrix • Refined operations synch meeting portion of SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The digital crew completes all activities described in Table VIII.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
SOP Standard Operating Procedure	T&EO Training and Evaluation Outline	

Figure 2-38. Brigade Digital Crew Training Table VIII: Synchronize Operations

DEVELOP RUNNING ESTIMATES

1-766. The command references Collective Task 71-BDE-5144, *Develop a Running Estimate*. The staff, led by the XO, continues to update running estimates in their C2IS throughout operations to integrate relevant information into the COP.

CONDUCT RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

1-767. The digital crew employs C2IS to conduct automated coordination with higher, adjacent, subordinate units, and any unified action partners to implement changes to the plan. When approved by the commander, they then implement these changes in the digital products. For example, the sustainment cell digital system operators will use their systems to coordinate changes to logistics priorities with supporting sustainment units. The command references Collective Task 71-BN-5002, *Conduct Rapid Decision-Making and Synchronization Process*.

CONDUCT AN OPERATIONS SYNCHRONIZATION MEETING

1-768. The command conducts an operations synchronization meeting electronically, including all CPs and relevant subordinate units using Collective Task 71-BDE-5135, *Conduct an Operations Synchronization Meeting*, as a guide. Synchronization of staff efforts and priorities ensures productivity and greater unity of effort. The S-3, or designated representative, guides the staff through managing products to sustain the unity of effort. The staff provides updates to unit leaders through battle rhythm events such as daily briefing and staff updates to synchronize current and future events.

TABLE IX: COMMAND AND CONTROL WFF VALIDATION EXERCISE REHEARSAL

1-769. This table aligns the staff, digital crew, CP, and commander to conduct the operations process using the C2 network. It supports training the unit METL and is conducted over a continuous period of at least 48 hours. The evaluation of Table IX provides an assessment of staff and digital crew proficiency of their ability to integrate the C2IS. This table simulates the conditions similar to the projected Table X environment. These conditions can be tailored towards a future CTC rotation or other OEs. Figure 2-38 on next page establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal	Outputs
• Table VIII Inputs & Outputs	• Establish a Command Post **71-BDE-0050** / (*Conduct Command Post Operations*[1]) **71-BDE-5200** • Validate the Digital SOP (*Conduct Knowledge Management)* **71-BDE-5330** • Assist the Commander in Executing Operations **150-C2-5131** / (*Control Operations*) **71-BDE-5103** • Support the command post crew in displacing the command post (*Displace the Command Post*) **71-BDE-5201** / (*Conduct Transfer Control of Operations)* **71-BDE-5202**	• Validated SOP • After action review results
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U). **The commander trains the command and control system, including the staff, unit command posts, and the digital crew in Tables VII through IX. The commander leads an AAR following Table IX and directs final changes prior to entering the Table X Validation Exercise.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.		
SOP Standard Operating Procedure AAR After Action Review	T&EO Training and Evaluation Outline	

Figure 2-39. Brigade Digital Crew Training Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal

ESTABLISH A COMMAND POST

1-770. The digital crew establishes the C2 network in support of the staff and the crew setting up the CP, then uses it to support CP operations per unit SOP and Collective Tasks 71-BDE-0050, *Establish a Command Post*, and 71-BDE-5250, *Conduct Command Post Operations*.

VALIDATE THE DIGITAL STANDARD OPERATING PROCEDURE

1-771. Under the authority of the commander, the C2 information integrator will validate the digital systems portion of the unit SOP using Collective Task 71-BDE-5330, *Conduct Knowledge Management*, ensuring that the critical SOP requirements are met:

- Produce and disseminate mission orders through the C2IS.
- Conduct battle hand-over: each CP to an alternate CP and back.
- Execute update briefs.
- Display statuses.
- Track and report operations and sustainment.

ASSIST THE COMMANDER IN EXECUTING TACTICAL OPERATIONS

1-772. The headquarters conducts the operations processes by integrating, analyzing, and synthesizing data to determine relevant information for action. This commander and staff process occurs internally and externally to the headquarters and simultaneously across the C2IS to achieve shared understanding at echelon and with adjacent units. The digital crew maintains a consistent and accurate COP to enable this process. The digital crew will complete Individual Task 150-C2-5131, *Assist the Commander in Executing Operations*, and Collective Task 71-BDE-5103, *Control Operations*.

SUPPORT THE COMMAND POST IN DISPLACING THE COMMAND POST

1-773. The digital crew supports the CP during displacements by conducting battle handover for COP responsibilities to an alternate CP, preparing C2IS for transportation, moving to the new CP location, reestablishing the network, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to Collective Task 71-BDE-5201, *Displace the Command Post*, and 71-BDE-5202, *Conduct Transfer Control of Operations*.

1-774. At the end of the training event, the C2 information integrator will conduct an informal AAR with the digital crew to capture final refinements to the COP and SOP and conduct any required retraining prior to the Validation Exercise.

TABLE X: COMMAND AND CONTROL WARFIGHTING FUNCTION VALIDATION EXERCISE

1-775. Commanders use observations and lessons learned from Table IX to refine planning and execution of Table X that serves as the brigade's CTE. Table X execution is synchronized with other unit CTEs. During the training event, the digital crew and staff completes Collective Tasks 71-BDE-0050, *Establish a Command Post*, and 71-BDE-5200, *Conduct Command Post Operation*s.

1-776. Tables VII through IX lead to digital crews that are integrated with their supported staff who operate as a cohesive unit. Simultaneously, the staff and commander are synchronized with external units and liaisons. Each staff section and cell member understands the commander's intent and is capable of leveraging their digital crew and C2IS to seamlessly support the mission. At the conclusion of Table IX, the commander leads an AAR, and the digital crew makes any final changes to the COP and digital portions of the unit SOP. Training shortfalls identified during Table IX are corrected before beginning Table X. Figure 2-40 below establishes the inputs, tasks to be accomplished during this table, and the auditable outputs for the table.

Inputs	Table X: Command and Control Warfighting Function Validation Exercise ***	Outputs
• Table IX Inputs & Outputs	• Establish a Command Post **71-BDE-0050** / (*Conduct Command Post Operations*[1]) **71-BDE-5200** • Support the command post crew in displacing the command post (*Displace the Command Post*) **71-BDE-5201** / (*Conduct Transfer Control of Operations*) **71-BDE-5202** • Conduct command and control information system operations (*Communicate Using Command and Control Information System*) **150-DMG-2012**	• Digital crew validations
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Fully Trained (T), Practiced (P), and Untrained (U). **Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the commander is prepared to lead their command and control system in the conduct of large-scale combat operations.** [1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number. *** Table is executed as part of an externally evaluated culminating training exercise.		
T&EO Training and Evaluation Outline		

Figure 2-40. Brigade Digital Crew Training Table X: Command and Control Warfighting Function Validation Exercise

ESTABLISH A COMMAND POST

1-777. The digital crew establishes the C2 network in support of the staff and the crew setting up the CP, then uses it to support CP operations per unit SOP and Collective Tasks 71-BDE-0050, *Establish a Command Post*, and 71-BDE-5200, *Conduct Command Post Operations*.

SUPPORT THE COMMAND POST IN DISPLACING THE COMMAND POST

1-778. The digital crew supports the CP during displacements (at least one for each CP) by conducting battle handover for COP responsibilities to an alternate CP, preparing C2IS for transportation, moving to the new CP location, reestablishing the network, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to 71-BDE-5201, *Displace the Command Post*, and 71-BDE-5202, *Conduct Transfer of Control of Operations*.

CONDUCT COMMAND AND CONTROL INFORMATION SYSTEM OPERATIONS

1-779. Digital crew members will use their C2IS to battle track, manage the COP, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements in accordance with Individual Task 150-DMG-2012, *Communicate using Command and Control Information System (C2IS)*. At a minimum, the C2 information integrator requires the digital crew to conduct the following using assigned C2IS:

- Receive OPORD.
- Develop running estimates.
- Support Mission Analysis with associated WARNORD distribution.
- Support COA development.
- Support a COA approval brief.
- Develop and distribute an OPORD.

1-780. The outcome of Table X is that the digital crew and staff work as a cohesive unit, led by the commander, with external augmenters and liaisons. The digital crew and C2IS perform the operations process seamlessly. The commander consults with the external evaluators and the evaluating headquarters commander and validates the digital crew as prepared to support the commander and staff to conduct the operations process during the conduct of LSCO.

Appendix A

Command and Control Training Management

Appendix A describes the use of the operations training management process at battalion and brigade echelons to prioritize, plan, prepare, execute, and assess training, which is called Training Management. It describes how the command and control training tables (C2TTs) are integrated into the Long Range training Plan (LRTP) using the Combined Arms Training Strategies (CATS), and how trainers use the CATS to plan and prepare for command and control (C2) training. This appendix is derived from Chapter 3 of TC 6-0, which covers training management for C2 in greater detail.

SECTION I – PLANNING C2 TRAINING

A-1. The Army uses the operations training management process of plan, prepare, execute, and assess as its training framework, as described in FM 7-0. Using this framework, the unit commander remains central to the training management process in the same way the commander is central to the operations process. Informed by the Army's Regionally Aligned Readiness and Modernization Model (known as ReARMM), the process begins with the Army Synchronization and Resourcing Conference (known as ASRC). This conference synchronizes Army activities across four lines of effort (operational requirements, training and exercises, modernization, and other Army service requirements). Each unit commander begins the training cycle with top-down training guidance from the higher commander. Commanders should nest C2 training tables within the context and events within this guidance using every opportunity to train using multi-echelon techniques to maximize time and resource efficiency.

A-2. Senior leaders develop and communicate training guidance. Over a set period, they provide clear and concise guidance on what is trained, when it is trained, who is trained, why, and to what level of proficiency—task and purpose. Senior leaders provide a clear vision of their training expectations giving the unit direction, purpose, and motivation necessary to train effectively.

LONG-RANGE PLANNING AND THE UNIT TRAINING PLAN

A-3. Long-range planning and preparation determine the training required to progress from the unit's current state of training proficiency to the desired proficiency level. The unit commander conducts long-range planning to sequence training events with resources over time to determine who, what, when, and where to train. Long-range preparation ensures coordination and actions needed to secure long-lead time resources are accomplished prior to training. The products of the long-range planning process are a unit long-range training plan and a long-range training calendar.

A-4. For Regular Army battalions, the long-range planning cycle is 12 months. For Reserve Component it is 2-3 years.

A-5. In developing the unit's long-range training plan, commanders and planners consider several key planning considerations. These include:

- Higher headquarters training guidance/training requirements. Ideally, senior leaders' guidance will include instruction for conducting C2 certification (Table VI) and validation (Table X) in conjunction with MET proficiency and collective live fire events.
- Multi-echelon training. C2 training beyond Table V is improved when different echelons interact.
- Training Events. The C2 functional CATS assist commanders in overlaying their C2TT objectives on scheduled training events. For some units, their unit CATS have incorporated the C2TT into training events to provide the commander recommendations for when to conduct each training table.
- Allocate the necessary training time and resources for section, cell, and command post (CP) to train their elements to proficiency on C2TT I-IV separately.

- Training Environments. There are three training environments—live, virtual, and constructive (LVC). C2 training at battalion and brigade echelons typically happens in a live or constructive environment.

A-6. Staff training planners use commander's guidance for implementing the C2TT when developing courses of action (COAs) for the unit training plan to overlay when each of the training audiences will conduct each table during proposed training. For example, training objectives for the event at which the unit will conduct Table VI certification should include achieving a fully trained (T) proficiency level on each of the tasks in every cohort's Table VI.

A-7. For some units, the C2TT have been built into their unit CATS with recommendations for which events include specific C2TT (see next paragraph for an example). Training planners for other units may have to use the echelon-appropriate functional CATS to make that determination themselves.

A-8. Table A-1 below shows how the C2TT have been built into the battalion level C2 Functional CATS to correspond to specific events already in the battalion CATS. It shows the battalion CATS Task Set (TS) numbers (bold text) that correspond to each C2TT (Tables I through V for the commander have no associated TS). Since all four training cohorts train tables VII through X together, those tables are combined into one task set each in the CATS. On the bottom row it describes which training event in the CATS each training table is programmed against.

Table A-1. Battalion Command and Control Training Tables to Combined Arms Training Strategy Event Crosswalk

Training Event	Table	Synchronize Operations	Digital Crew	Command Post	Staff	Commander
Class	I		Execute basic command and control information system operations **71-C2-1171**	Conduct pre-combat Inspections **71-C2-1371**	Organize and acclimate staff to the organization **71-C2-1471**	Establish organizational business rules; develop training strategy
Class	II		Integrate command post systems **71-C2-1172**	Identify command post characteristics **71-C2-1372**	Develop military decision-making skills **71-C2-1472**	Establish the training Environment
STAFFEX	III		Develop the common operational picture **71-C2-1173**	Establish command post Infrastructure **71-C2-1373**	Establish staff/cell process and Integrate warfighting functions **71-C2-1473**	Frame the operation
	IV		Synchronize operations **71-C2-1174**	Determine command post survivability and sustainability **71-C2-1374**	Synchronize command post operations **71-C2-1474**	Prepare the headquarters for operations
CPX 1	V		Conduct command and control information system rehearsal **71-C2-1175**	Conduct command post rehearsal **71-C2-1375**	Conduct staff rehearsal **71-C2-1475**	Drive the Operations Process
CPX 2	VI		Digital crew certification **71-C2-1176**	Conduct command post certification **71-C2-1376**	Conduct staff certification **71-C2-1476**	Assess and certify the headquarters **71-C2-1276**
STAFFEX	VII	**71-C2-1477**	Integrate the command and control system	Conduct command post operations	Integrate the command and control system	Direct command and control system Integration
	VIII	**71-C2-1478**	Synchronize operations with unified action partners	Sustain command post operations	Synchronize operations	Command forces and control operations
CPX 3	IX		Command and Control System Validation Exercise Rehearsal			
EXEVAL	X		Command and Control System Validation Exercise			

A-9. One important consideration for incorporating C2TT into events is the higher headquarters' multi-echelon training events in which the unit must participate. These events provide great opportunity for

C2 interactions between commanders and staffs at different echelons that meet the conditions for many C2 T&EO training objectives. For example, when a battalion is tasked to perform as a response cell for a brigade CPX, there are still opportunities to improve C2 training proficiency as parts of the staff, CP, and digital crew operate from inside the mission training complex

A-10. A unit's regional alignment or the higher commander's annual training guidance (ACTG) identifies the operational environment (OE) to replicate in training. The Army's Training and Doctrine Command (TRADOC) has made a number of OE and opposing forces (OPFOR) resources available to training planners to assist them in analyzing decisive action training environments and determining resources to replicate a decisive action training environment (DATE) OE on the TRADOC G-2 Exercise Support Application website, here: https://oe.tradoc.army.mil/esa-exercise-support-application/ (Requires common access card (CAC)).

MID-RANGE PLANNING

A-11. The mid-range planning horizon focuses on pre-execution planning for each training event identified in the LRTP. All training events are planned and executed following the Army operations process. During the mid-range planning horizon, training meetings and quarterly training briefings provide venues for the commander and unit leaders to ensure training event planning, resourcing, and coordination stay on track.

A-12. For Regular Army battalions, the mid-range planning cycle is 3-4 months. For Reserve Component it is 12 months.

A-13. Commanders and their training planners must understand the planning timelines for training resources such as ammunition, ranges, and mission training complex (MTC) support and ensure that requests for those resources are made an appropriate time in advance of each training event. Local SOPs will determine which resources must be requested during mid-range planning versus those requested during short-range planning.

SHORT-RANGE PLANNING

A-14. As the date of training execution approaches, planners and leaders continue to monitor and coordinate actions and activities to ensure success of each training event. These final preparations ensure that proper coordination and resourcing has been conducted and ensures that units are prepared to conduct training as planned.

A-15. For Regular Army battalions, the short-range planning cycle is 6 weeks. For Reserve Component it is 6 months.

A-16. As a key part of final training event preparations, commanders aggressively protect approved and scheduled training from subsequent changes and unprogrammed training distracters.

A-17. For C2 training, a key resource to coordinate during short-range planning is the higher headquarters operation order that sets the stage for the unit to conduct the tactical event, usually one or more mission essential tasks (METs) that is the primary focus of the training event. Depending on the echelon and complexity of the training, this order will usually be issued in advance of the training event so that the unit and its subordinates may conduct planning and issue their own orders before or at the start of the event. Even though this C2 activity may begin before the event, the commander should ensure the planning process and order produced are assessed or evaluated as well.

SECTION II – PREPARING C2 TRAINING

A-18. Preparing to train the C2 WFF uses the same basic principles as other training: train and validate leaders who will conduct the training and setting conditions for successful training.

TRAINING AND VALIDATING LEADERS

A-19. The Army develops leaders as part of every training event and ensures all training is led by trained and certified leaders. Commanders ensure they have developed and trained their subordinate leaders to enter the training events they will lead at higher levels of proficiency than the training audience.

A-20. For C2 training, this principle applies typically to principal staff officers and their senior NCOs, battle captains, operations (SGM), COP managers, and information integrators. It may also involve other leaders listed in the "Leaders" statement of the standards paragraph of the training and evaluation outlines (T&EOs) to be trained.

SETTING CONDITIONS FOR SUCCESSFUL TRAINING

A-21. Preparing for training involves those activities performed prior to training to improve the unit's abilities to train effectively and consist primarily of pre-execution checks and rehearsals.

PRE-EXECUTION CHECKS

A-22. Preparing for training also includes pre-execution checks, which are the informal coordination measures conducted prior to conducting training events and must not be confused with precombat checks. Some informal coordination measures for C2 training might include:

- Reviewing training objective T&EO conditions statements to ensure the conditions are set to achieve the desired training outcome.
- Verifying the Glossary (OPFOR), whether live or simulated in a command post exercise (CPX) by the MTC. is prepared to execute the proper OPFOR tasks as developed by TRADOC G-2 in accordance with the ATP 7-100 series of opposing forces tactics manuals.
- Ensuring the MTC is prepared (physical, manning, and network aspects) to properly replicate simulated mission partners (any mix of subordinate, supporting, supported, higher, or flank units, or other partners).
- Training areas for CPs to displace are coordinated with range control.
- Training aids, devices, simulators, and simulations (TADSS) are deployed and operational.
- Review the master scenario events list (MSEL) for the training event for completeness and that responsible parties know which events they are responsible for initiating.
- External Evaluators are proficient in the tasks they are expected to evaluate during a unit EXEVAL.
- Verify the 'White Cell' that will oversee the exercise is fully manned and scheduled to cover the event through its entirety.

TRAINING EVENT REHEARSALS

A-23. Rehearsals are critical to the execution of any plan whether for operations or training. Preparing for training includes having units rehearse anticipated actions during the training event. All those involved in the training event conduct rehearsals to ensure understanding, synchronization, and preparation of tactical actions. Leaders supervise rehearsals to ensure that those responsible for the training are prepared to conduct efficient, organized, and effective performance-oriented training.

A-24. For live or constructive training events with C2 training objectives, training rehearsals should include rehearsal of the means by which the exercise control group will provide stimulation for MSEL events. Such means could include the use of role player interaction with the commander or staff, simulations stimulating C2 information systems or replicated subordinate units reporting via tactical communications.

A-25. The unit conducts a communications rehearsal for those trainers controlling the event, separate from the communications rehearsal for those participating in it. The communications rehearsal is important to ensure the scenario events are executed per the event timeline, and also for safety purposes.

SECTION III – EXECUTING C2 TRAINING

A-26. Effective C2 training occurs following detailed and coordinated planning and preparation. During each training event, a tactical scenario replicating the actual or anticipated OE and opposing force OPFOR elements drives the actions of the unit. Observers, leaders, and commanders conduct after action reviews during training events to provide participants valuable feedback to improve or sustain performance rather than letting a Soldier, section, cell, or CP keep making the same mistakes.

A-27. Tasks and drills are rarely performed to standard on the first attempt. During a training event, units perform multiple iterations of tasks to ensure that they can reliably perform the task to the proficiency rating required by the end of the event. Leaders allocate time and other resources for retraining. Ideally units should complete retraining at the earliest opportunity if not immediately after they first attempt the task. In some cases, units may need to restart an event before moving to the next training event.

A-28. Performing multiple iterations of a task already performed to standard can be made more difficult and challenging by changing the task's conditions and leadership (e.g., having the second in command execute the task as the primary leader). A unit that can perform a task under increasingly complex conditions and in more iterations comes closer to attaining task mastery. For this reason, C2 training planners develop MSEL injects to confront commanders and their battle staff with increasingly complicated variations of task execution.

SECTION IV – ASSESSING C2 TRAINING

A-29. Assessing C2 training consists of evaluating task proficiency, conducting after action reviews, and planning retraining.

EVALUATING TASK PROFICIENCY

A-30. Commanders determine training readiness using evaluations and assessments. An assessment is determination of the progress toward accomplishing a task, creating a condition, or achieving an objective (JP 3-0). Evaluations are based on the performance of tasks measured against an established standard under a given set of conditions. Evaluations are recorded using T&EOs for collective and individual tasks and drills. Users access T&EOs on The Army Training Network (ATN), via their CATS on the Army Training Management System (ATMS), and the Central Army Registry (CAR). These web sites are the Army's only sources that provide the prescribed training tasks, conditions, and standards for all Army individual and collective tasks, and drills.

A-31. When training Soldiers to perform individual tasks, trainers use the "Performance Steps" section of the T&EO to provide the soldier detailed step-by-step instruction and practice. When evaluating performance of individual tasks, leaders use the "Performance Measures" section of the T&EO to determine whether the Soldier performed those steps essential to successful task execution.

A-32. Commanders, principal staff officers, and other leaders assess C2TT collective task proficiency. When assessing training proficiency to determine and report unit readiness, external evaluators use the standard statement, performance measures, and the objective training evaluation criteria matrix of T&EOs to record and report their observations of unit training. This external evaluation of C2TT task performance forms the basis for the higher commander's validation of C2 system proficiency.

AFTER ACTION REVIEWS

A-33. An after action review (AAR) is a guided analysis of an organization's performance, conducted at appropriate times during and at the conclusion of a training event or operation with the objective of improving future performance. It includes a facilitator, event participants, and other observers (FM 7-0). The AAR is a professional discussion that requires the active participation of those being trained

A-34. Evaluators, leaders, and commanders conduct AARs during and after training events to provide participants valuable feedback to improve or sustain performance. The unit collectively investigates and

records what went wrong to develop an improvement plan; it also discusses what went right to establish a proficiency sustainment plan.

A-35. Leaders and evaluators integrate AARs into the conduct of the C2TTs at every opportunity. When conducting the individual skills development in the earliest tables, supervisors review performance with Soldiers as they complete individual tasks. Later, section, cell, and CP leaders conduct AARs after completing tasks, drills, or entire tables. For example, a battle captain in a brigade TAC may lead an AAR with the Soldiers in the COIC after they conduct an iteration of the drill *React to Indirect Fire on the Command Post* (07-BDE-D5148).

A-36. Commanders conduct AARs at the conclusion of the Table VI event for the staff, CPs, and digital crew as part of the process for certifying those training audiences as being prepared to move on to collective C2 system training in Table VII. Likewise, the senior external evaluator facilitates an AAR at the conclusion of the Table X event to validate that the C2 system is prepared to support the commander in LSCO.

ASSESSING THE TRAINING EVENT

A-37. Just as the training unit has an AAR, the commander of the unit running the training event conducts an AAR with an eye towards bettering the execution of the training the next time. Some things to consider are:

- Were the trainers/evaluators prepared?
- Were the right TADSS available when and where they were needed?
- Was the training area/facility adequate to the training?
- Were MSEL events effective in prompting the desired response from the unit?
- Did the OPFOR conduct themselves in accordance with threat doctrine?

A-38. Following the AAR the unit sponsoring the training should update their own SOP for planning and preparing for training.

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Appendix B

Large-Scale Combat Operations and Multidomain Considerations for Command and Control Training

This appendix addresses the threats to the battalion and brigade command and control (C2) systems posed on the modern battlefield during large-scale combat operations (LSCO) in a multidomain operational environment (OE) and their training implications.

SECTION I – INTRODUCTION

B-1. The proliferation of new unmanned sensors combined with the increased persistent battlefield surveillance capability of electronic warfare, space, and cyber sensors combined with increased threat intelligence systems' proficiency at cross-queueing sensors makes it very difficult to remain undetected on today's battlefield. When combined with first person video (FPV) attack drones; modernized rocket, artillery, and air delivery systems and munitions gives potential enemies many options to attack the targets they find.

B-2. In short, if a high value target can be found, it can be killed, and it is getting easier to find them. That is particularly true of command posts.

B-3. Legacy Army command posts (CPs) as designed during the Global War on Terrorism (GWOT) are large, slow, or stationary, and have large visual, infrared, electronic, and noise signatures. During LSCO, these command posts can be easily seen by an ever-expanding array of sensors and just as easily struck by complementary effects throughout the depth and breadth of the battlefield. Near peer competitors have made attacking them a stated objective. Army CPs can and must become more flexible, agile, and resilient while not sacrificing effectiveness, and one of the keys to doing so is training command post personnel to operate in the operational environment.

Command Post Survivability

To increase survivability, commanders sought to protect their command posts by reducing their size, hardening them, splitting them up, camouflaging them, increasing their mobility, and actively defending them against all manner of threats including air, cyber, and electronic attack. Advancing technology has been on both sides of this dilemma. It has provided communications, automation, and information technology to compress the structure of command posts and make them more productive. However, technology also created a gateway into further functionality and capability that added size and structure counterproductive to survivability. Generally, this ebb and flow of effectiveness and survivability has been incremental, with actions and reactions reflected in doctrine, material, and design more evolutionary than revolutionary.

LTG Milford "Beags" Beagle, BG Jason Slider, LTC Matthew Arrol, The Graveyard of Command Posts What Chornobaivka Should Teach Us about Command and Control in Large-Scale Combat Operations, Military Review, March 2023

SECTION II - THREATS

B-4. This section will describe some of the threats CPs in modern operations.

B-5. Internet-based open sources such as social media sites can provide a rapid means for civilians or threat actors to publish whereabouts of friendly military capabilities near them where threat intelligence personnel can read it. They can then cue intelligence systems to verify and refine target location to pass to lethal or nonlethal means to attack those targets.

B-6. Unmanned aircraft systems (UAS), including one-way drones guided by either first person video or programmed coordinates with explosive warheads are rapidly proliferating in quantity and quality an

include multi-spectrum censors such as visual light spectrum, infrared, and electromagnetic spectrum. Further, these 6434 drones can be constructed cheaply in mass using commonly available off-the-shelf parts.

B-7. Our adversaries will use electromagnetic warfare (EW) resources in varying quantity, quality, or technical capability to conduct electromagnetic warfare support (EWS) to find friendly assets and electromagnetic attack (EA) to disable or disrupt them. They will also use EW to target friendly assets with fires. Friendly capabilities potentially affected include communications and our own EW and intelligence systems such as target acquisition radars

B-8. Conventional artillery and missile systems are increasing in range, precision, munitions with on-board guidance or target recognition capabilities, and lethality. With the dissolution of the Intermediate Range Nuclear Forces Treaty, both friendly and adversary militaries are increasing the range of missiles and rockets and developing hypersonic munitions that are more difficult to defend.

B-9. Both sides in the Russo-Ukraine war are using a tactic of 'swarming' unmanned aircraft systems, missiles, aerial delivery, and artillery to attempt to overwhelm opposing air defenses to successfully attack high payoff targets.

B-10. The air defense threat (ground, air, and sea-based) has largely prevented both sides fighting in Ukraine from gaining even limited air superiority at a specified time, place, and duration. Even so both sides are able to execute airborne delivery of munitions against high payoff ground targets such as CPs.

B-11. Attacking C2 nodes is a high priority for our near-peer adversaries. Doing so in recent ongoing conflicts has resulted in the deaths of a number of high ranking officers leaving large formations rudderless until those key leaders are replaced and integrated. It has also resulted in casualties among the soldiers that run CPs, reducing the effectiveness of those nodes.

B-12. The proliferation of communications in the electromagnetic spectrum has rendered the use of misinformation, disinformation, and mal information eminently more likely and effective. These practices can greatly reduce a command's understanding of their situation and hinder decision making.

B-13. The proliferation of sensors in virtually every spectrum makes deception efforts very difficult and resource intensive. Establishing a decoy CP, for example, would require establishing the fake CP's signature in the radio (including radar), visual, and infrared spectra, and sound frequencies.

B-14. Bypassed forces and special operations forces operating behind the forces in the close fight have been a threat since the dawn of organized combat and continue to be so. They can act as sensors for enemy indirect and aerial delivered fires, and/or take direct action against CPs.

SECTION III – TRAINING IMPLICATIONS OF LSCO FOR C2

Command Post Survivability

Even without further modernization, the number of possible survivability approaches available to Commanders are significant. Selecting the appropriate methods may vary depending upon the unit's modernization state, mission needs, and command preferences. U.S. Army commanders should consider employing the following approaches in their CP survivability training and preparations.

Command Post Survivability: What's to Be Done? Mission Command Battle Lab (MCBL) Notice 23-713, February 2023

B-15. The MCBL notice quoted above recommends employing the following CP survivability measures to balance effectiveness with survivability of CPs when training for LSCO:

- Dispersion.
- Mobility.
- Redundancy.
- Hardening.
- Positioning.
- Security and Protection.

- Signature Management.
- Cover and Concealment.
- Staff Preparation for Attack.

B-16. Dispersion. Break the C2 system up into smaller, more dispersed that are more mobile and harder to detect. Use cable for communications between dispersed nodes. Move personnel and equipment unnecessary to conducting CP operations away from the CP.

B-17. Mobility. Increase frequency of CP moves. Unload equipment from vehicles only when it is required for CP operations and return it when it is no longer necessary to decrease displacement time. Rehearse emplacement and displacement as battle drills for the staff and CP personnel.

B-18. Redundancy. Have the means to perform essential CP functions in more than one CP so they can be executed if the primary CP for a given function is attacked. Redundancy reduces the risk to mission of a C2 node being attacked.

B-19. Hardening. Use existing facilities that provide protection from attack. Reinforce them when time and the means allow.

B-20. Positioning. Conduct terrain analysis to determine positions that provide screening from visual, infrared, radio frequency, or audio observation. Position CPs away from other potential enemy high payoff targets such as friendly artillery, supply points, or sensors.

B-21. Security and protection. Securing and protecting the CP should focus on preventing detection of it and countering the most likely means of attack. The various methods for doing so should be trained any time CPs are training. Some protection measures CP personnel conduct or coordinate with others to provide include:

- Operations security (OPSEC) and camouflage.
- Controlling entry to CP areas.
- Patrolling and observation posts.
- Managing contact with civilians to reduce exposure.
- Counter-unmanned aircraft systems (C-UAS) and air defense.
- Counter rockets artillery and mortars (C-RAM).
- Placing field artillery critical friendly zone (CFZ) around the CP.
- Counter mobility.

B-22. Signature management (electromagnetic, visual, heat, sound, vehicle traffic signatures).

- GTA 11.11.001, *Emission Control (EMCON) Planning Aid*, provides a list of measures to be taken to reduce a CP's electromagnetic signature. It also describes a technique developed at the National Training Center to establish EMCON status levels and measures of protection for each.
- Camouflage, particularly with radar-scattering camouflage netting, helps mitigate the visual and heat signatures.
- Minimizing the use of generators and placing sandbags around them mitigate noise.
- Having vehicles not connected to the CP (e.g., visiting commander vehicle) park away from the CP will mitigate the ability of drones or moving target sensors from to identify the CP.
- Most Army installations with a division headquarters assigned have been augmented with home station EW training capabilities that include contracted subject matter experts and home station training kits that include a spectrum analyzer. These capabilities are also available in Europe, Alaska, and Hawaii through the Foundry program. Seek out these experts and equipment through your installation's training support system and use them during training to help with electromagnetic spectrum signature reduction.
- Schedule moves immediately following an event that will cause a large signature. For example, schedule a CP displacement to immediately follow broadcasting large files associated with a digital Operation Order (OPORD).
- Disperse the hosting of battle rhythm events so no single CP node can be identified as the center of operations.

B-23. Preparations for attack. Staffs must prepare their headquarters to remain effective during LSCO and MDO. Preparations for attack units should develop through training include:

- Training communications personnel and command and control information system (C2IS) operators to recognize and report jamming and cyber security breaches.
- Practicing transfer of control to other CPs.
- Executing succession of command, key leader positions, and CPs.
- Practicing reorganization.
- Planning for technical continuity of operations.
- Communications discipline.
- Practicing conducting rapid decision-making and synchronization process (RDSP) at all CPs to mitigate plan degeneration.
- Integrating risk management into the unit's military decision-making process (MDMP).
- Practicing CP displacement and emplacement as battle drills.
- Rehearsing actions on contact during movement.

B-24. One of the most important things that must be practiced during training, not just C2 training, is to mature the unit's mission command approach to C2. Use every opportunity to build trust between the commander and subordinate units, commander and staff, personnel assigned to each CP, staff and subordinate units, and leaders and subordinates. Employ mission orders that allow staff and subordinate units to exercise disciplined initiative within the commander's intent should the C2 system become degraded. Once units achieve proficiency at tasks, they should conduct additional iterations with key leaders removed, giving their seconds in charge the opportunity to lead the unit in their absence.

B-25. The Mission Command Center of Excellence has developed the following training products to assist units in establishing and training a battle rhythm. They can be downloaded from the MCCOE DOT Products and Support page from MS Teams using Teams code **2wqy4u7**.

- Graphic Training Aid GTA 11-11-001, *Emission Control Planning Aid*.
- Warfighter Training Support Package, WTSP-71-TS-BDE201 (Caspian Sea), *Displace the Command Post for Brigade Combat Teams*.
- WTSP-71-TS-BDE201 (Europe), *Displace the Command Post for BCTs*.

B-26. The TRADOC G-2 Exercise Support Application (ESA) is a hub for U.S. Army, Joint, and Coalition Partner Training exercises. The repository allows trainers to view, download, and share exercise materials. They can research exercise specifics and access entire collections or individual files in their original format. A simple search feature ensures swift navigation through the extensive catalogue. The application offers:

- Comprehensive threat databases for Russian and Chinese threats based the ATP 7-100 series opposing force tactics manuals.
- decisive action training environment (DATE) page that offers geographically accurate environments tailored to key regions, providing soldiers with the opportunity to refine decision-making abilities and tactical skills in an unclassified environment.
- OE Applications - tools for training scenario developers, including:
  - The Information Operations Network (ION) for replicating World Wide Web training stimulation.
  - OE Data Integration Network (ODIN) – a comprehensive and authoritative collection of threat and operational environment data, curated for effective use in training, education, and leader development.
  - Scenario development tools for events and exercise.
  - Opposing forces (OPFOR) training resources.

Appendix C

Battle Rhythm Training Considerations for Large-Scale Combat Operations

This appendix discusses considerations for training the unit battle rhythm at battalion and brigade echelons.

BATTLE RHYTHM TRAINING

C-1. A *battle rhythm* is a cycle of command, staff, and unit activities intended to synchronize current and future operations (FM 6-0). The battle rhythm consists of a series of meetings, briefings, report requirements, and other activities. Typically, the battle rhythm for battalion and brigade sized formations is managed by the executive officer (XO) with help from the assigned or appointed knowledge management officer (KMO). In developing the unit's battle rhythm, the XO considers:

- Higher headquarters' battle rhythm and report requirements.
- Subordinate headquarters' battle rhythm requirements.
- The duration and intensity of the operation.
- Integrating cells' planning requirements.

C-2. FM 6-0 Chapter 4, Battle Rhythm and Meetings, and Individual Training Support Package (ITSP) 150-C2-5123 / 1.0, *Establish the Battle Rhythm*, go into great detail how to develop a battle rhythm and establish standards for the events that are part of it. Use Collective Task 71-BN (or BDE)-5125, *Implement the Battle Rhythm*, and Individual Task 150-C2-5123 *Establish a Battle Rhythm* to evaluate this process.

C-3. For regular meetings, the unit standard operating procedure (SOP) should already assign primary responsibility for:

- Who is the decision maker (for boards).
- Who chairs the meeting.
- Staff lead.
- Participants.
- Inputs (what information participants should bring or send before the meeting).
- Outputs (what responsibilities do the participants have after the meeting).
- Designated keeper of the minutes.

C-4. These meeting instructions (FM 6-0) entries for battle rhythm events are often referred to as "7-Minute Drills" in unit SOPs. See Figure C-1 portraying sample meeting instructions for a battle update briefing from FM 6-0.

General Information	*Participants*
Title: Battle update briefing. **Purpose:** Update the commander on current operations and review upcoming events and decisions in the short-range planning horizon. **Frequency:** Daily. **Duration:** 45 minutes. **Location:** Current operations integration cell. **Medium:** CPOF or CPCE.	**Staff lead**: G-3. **Chair:** Commanding general. **Members:** Deputy commanding general; chief of staff; coordinating, special, and personal staff section representatives; command sergeant major; liaison officers; and others as required.
Inputs and Outputs	*Agenda (Responsibly Party)*
Inputs: • Running estimates. • Updated situation template. • Updated operational graphics, friendly unit locations, and disposition. • Significant activities in last 24 hours. • Commander's critical information requirements. • Decision support matrix. **Outputs:** • Commander's decisions and guidance. • Fragmentary order as required.	• Roll call (G-3). • Orders received and issued (G-3). • Weather update (SWO). • Intelligence update (G-2). • Operations update (G-3). • Fires update (DFSCOORD, ALO, and CEWO). • Protection update (chief of protection). • Sustainment update (G-1, G-4, G-8, and surgeon). • Civil affairs update (G-9). • IO update (IO officer). • Signal update (G-6). • Other staff updates by exception. • Commander's guidance.

ALO	air liaison officer	G-3	assistant chief of staff, operations
CEWO	cyber electromagnetic warfare officer	G-4	assistant chief of staff, logistics
CPCE	command post computing environment	G-6	assistant chief of staff, signal
CPOF	command post of the future	G-8	assistant chief of staff, financial management
DFSCOORD	deputy fire support coordinator	G-9	assistant chief of staff, civil affairs operations
G-1	assistant chief of staff, personnel	IO	information operations
G-2	assistant chief of staff, intelligence	SWO	staff weather officer

Figure C-1. Sample Battle Update Brief Meeting Instructions from FM 6-0

C-5. Unit SOPs should specify what reports are due from subordinate units and staff, when they're due (situational or on a specific schedule), what format is required, etc.

C-6. The battle rhythm changes during execution as operations progress. For example, early in the operation a commander may require a daily planning update briefing. As the situation changes, the commander may only require that update less frequently. As the unit gains expertise at meeting battle rhythm requirements during a given operation, it may be able to adjust the battle rhythm to reflect that proficiency by shortening meetings, reducing the number of participants, or conducting virtually instead of face-to-face.

C-7. Training to execute the battle rhythm is essential to ensure the staff and command post personnel who execute it are familiar with the SOP prior to having to execute the battle rhythm in the field. Some considerations for training the battle rhythm are:

- Conduct meetings in garrison the same way the unit SOP calls for them to be conducted during operations.
- Practice battle rhythm events in garrison before exercises or deployments so the first meeting during the operation produces the desired outputs and isn't used to train participants about how to conduct the meeting.
- Enforce the SOP during meetings. If meetings are not achieving desired objectives, change the SOP so they do.

- Prepare for meetings:
  - Enforce SOP for meeting inputs.
  - Produce and distribute read-ahead package when time allows.
  - Follow-up meetings by distributing outputs and filing minutes per the knowledge management plan (KMP).
- Conduct after action reviews of battle rhythm events to improve their efficiency and effectiveness, or eliminate them if they become unnecessary, when time allows.
- Sections designated responsibility for conducting events should establish criteria for determining if the events are achieving the desired outcomes.
  - Establish measures of performance such as are participants submitting inputs on time? Are required participants missing meetings? Are outputs being produced in time for the next meeting or higher headquarters reporting event they are designed to feed?
  - Establish measures of effectiveness - are outputs accomplishing what they are intended to?

BATTLE RHYTHM PACE PLAN

C-8. Large-scale combat operations (LSCO) challenge the C2 system in a number of ways.

- High operating tempo.
- Enemy targeting of C2 nodes may require frequent displacements of command posts.
- Contested and congested electromagnetic spectrum may disrupt communications.
- Bypassed enemy forces and/or irregular forces may threaten C2 nodes.
- Periods of radio silence.

C-9. When faced with the challenges discussed above, the XO will be hard pressed to keep even a relatively simple battalion battle rhythm on track. If the main CP is forced to displace during the time the targeting meeting is supposed to occur, what does the unit do to make sure target nominations get turned in on time to not miss access to joint assets? If the administration and logistics operation center (ALOC) is being jammed when logistics status (LOGSTAT) reports are due, what does the unit do to make sure food, fuel, and ammunition get to the Soldiers and units that require it?

C-10. Fortunately, the Army's communicators use the primary, alternate, contingency, and emergency (PACE) plan as a tool that XOs can also use to ease the friction of battle rhythm interruptions. If XOs develop PACE plans for each item on the battle rhythm - meetings, updates, and reports – they can keep it on track with less frequent intervention.

C-11. To add PACE plan elements of the SOP, XOs or the staff elements responsible for each battle rhythm item can add the alternate, contingency, and emergency means for executing the event/report. For each of the non-primary means, units should designate who is responsible for running the event, receiving the report, filing the report, and when necessary, the means for doing so.

C-12. As an example, the PACE plan for a brigade targeting meeting might look like Figure C-1.

Table C-1. Brigade Targeting Meeting Primary, Alternate, Contingency, and Emergency Plan Example

Primary	Alternate	Contingency	Emergency
Assistant Fire Support Coordinator conducts from Main CP using MIRC chat/VOIP and slides provided 60 minutes prior to the meeting. Subordinates & staff turn in target nominations at end of meeting to BDE FSE. FSE prepares target nominations for targeting board	Artillery battalion S-3 runs from artillery battalion TOC. Same channel and process. Receives target nominations at end of meeting. Prepares target nominations and briefs them targeting board	Fire Support Officer in TAC conducts the meeting, same channel and process. Target nominations to FSO in TAC at end.	Brigade fire support element in Main CP (or TAC if necessary) huddles with staff and LNOs (where possible) in own command post and develops target nominations.

C-13. As an example of a reporting PACE plan, the PACE plan for filing the brigade logistics status report (LOGSTAT) might look like figure C-2.

Table C-2. Brigade Logistics Status Report Primary, Alternate, Contingency, and Emergency Plan Example

Primary	Alternate	Contingency	Emergency
Battalion S-4 in ALOC receives LOGSTATs from subordinates one hour before due. Compiles results in designated format on time to BDE S-4.	S-4 representative in main CP receives, compiles, and files LOGSTAT.	Designated 1SG in combat trains receives, compiles, and files LOGSTAT with BDE S-4	S-4 representative in either ALOC or main CP reviews recent historical reports and makes assumptions based on current situation and their experience to compile and file LOGSTAT.

C-14. For a PACE plan for the battle rhythm to work the alternate, contingency, and emergency means of accomplishing battle rhythm goals must be trained. Training planners can set conditions for practicing the battle rhythm pace plan by scheduling CP displacements during a time block that will drive implementing the PACE plan for a particular battle rhythm activity. They can also force unscheduled moves by injecting triggers in the scenario from the master scenario events list (MSEL), such as a report of a civilian taking and uploading pictures of a CP on a cellular telephone. They can also use simulated or actual disruptions of communications that render the normal means of executing a battle rhythm event useless at the appropriate time.

BATTLE RHYTHM TRAINING RESOURCES

C-15. The Mission Command Center of Excellence has developed the following training products to assist units in establishing and training a battle rhythm.

- Individual Task 150-C2-5123, *Establish a Battle Rhythm*.
- Individual Task 150-C2-5140, *Conduct a Meeting*.
- Individual Task 150-C2-5135, *Lead the Operations Synchronization Meeting*.
- Individual Task 150-C2-5205*, Lead a Shift Change*.
- Collective Task 71-BN-5125, *Implement the Battle Rhythm*.
- Collective Task 71-BDE-5125, *Implement the Battle Rhythm*.

- Collective Task 71-BN-5135, *Conduct an Operations Synchronization Meeting*.
- Collective Task 71-BDE-5135, *Conduct an Operations Synchronization Meeting*.
- ITSP, 71-C2-5123 / 1.0, *Establish the Battle Rhythm*.

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Appendix D

Command and Control Training Resources

This appendix provides a cumulative listing of the training products named in this publication including individual tasks, collective tasks, drills, graphic training aids (GTA), individual training support packages (ITSP), and warfighter training support packages (WTSP).

SECTION I – INDIVIDUAL TASKS

D-1. Individual tasks may be downloaded from the Central Army Registry (CAR) (https://atiam.train.army.mil/catalog/#/dashboard) or the Army Training Network (ATN) (https://atn.army.mil/).

- Individual Task 113-25E-3003, *Define the Electromagnetic Operations Environment (EMOE).*
- Individual Task 113-367-5001, *Implement Network Protection Measures.*
- Individual Task 113-473-7007, *Implement Network Security Measures Within a System Architecture*.
- Individual Task 150-C2-0000, *Organize the Command and Control System as the Staff Officer*.
- Individual Task 150-C2-0001, *Validate the Movement and Maneuver Warfighting Function Staff*.
- Individual Task 150-C2-0002, *Validate the Intelligence Warfighting Function Staff*.
- Individual Task 150-C2-0003, *Validate the Fires Warfighting Function Staff*.
- Individual Task 150-C2-0004, *Validate the Sustainment Warfighting Function Staff*.
- Individual Task 150-C2-0005, *Validate the Command and Control Warfighting Function Staff.*
- Individual Task 150-C2-0006, *Validate the Protection Warfighting Function Staff*.
- Individual Task 150-C2-2210, *Provide Input for Intelligence Preparation of the Operational Environment*.
- Individual Task 150-C2-2222, *Request Foreign Disclosure*.
- Individual Task 150-C2-5009, *Conduct a Course of Action Decision Briefing.*
- Individual Task 150-C2-5110, *Conduct Receipt of Mission*.
- Individual Task 150-C2-5111, *Conduct the Military Decision-Making Process*.
- Individual Task 150-C2-5113, *Recommend the Commander's Critical Information Requirements*.
- Individual Task 150-C2-5114, *Engage in Course of Action Development*.
- Individual Task 150-C2-5115, *Conduct Course of Action Analysis (War-Gaming)*.
- Individual Task 150-C2-5116, *Conduct Course of Action Comparison*.
- Individual Task 150-C2-5117, *Prepare a Warning Order*.
- Individual Task 150-C2-5118, *Prepare an Annex*.
- Individual Task 150-C2-5119, *Prepare an Operation Order*.
- Individual Task 150-C2-5121, *Conduct Course of Action Approval*.
- Individual Task 150-C2-5122, *Facilitate a Rehearsal*.
- Individual Task 150-C2-5123, *Establish a Battle Rhythm*.
- Individual Task 150-C2-5124, *Refine the Plan*.
- Individual Task 150-C2-5125, *Prepare a Fragmentary Order.*
- Individual Task 150-C2-5126, *Integrate Staff Cells for Operations*.
- Individual Task 150-C2-5129, *Analyze the Mission Variables*.
- Individual Task 150-C2-5130, *Assess the Tactical Situation*.
- Individual Task 150-C2-5131, *Assist the Commander in Executing Operations*.
- Individual Task 150-C2-5133, *Conduct a Formal After Action Review*.
- Individual Task 150-C2-5134, *Establish Liaison*.
- Individual Task 150-C2-5135, *Lead the Operations Synchronization Meeting*.

- Individual Task 150-C2-5137, *Analyze the Operational Variables*.
- Individual Task 150-C2-5138, *Develop a Decision Support Template*.
- Individual Task 150-C2-5139, *Develop a Decision Support Matrix*.
- Individual Task 150-C2-5140, *Conduct a Meeting*.
- Individual Task 150-C2-5142, *Identifying Variances*.
- Individual Task 150-C2-5144, *Develop a Running Estimate*.
- Individual Task 150-C2-5145, *Conduct Risk Management*.
- Individual Task 150-C2-5200, *Conduct Command Post Operations*.
- Individual Task 150-C2-5202, *Develop a Command Post Layout*.
- Individual Task 150-C2-5205, *Lead A Shift Change*.
- Individual Task 150-C2-5250, *Employ a Command and Control Information System*.
- Individual Task 150-C2-5251, *Organize the Command and Control Network*.
- Individual Task 150-C2-5315, *Establish the Common Operational Picture*.
- Individual Task 150-C2-6111, *Employ Operations Security Control Measures*.
- Individual Task 150-C2-7654, *Perform Knowledge Management*.
- Individual Task 150-COM-7170, *Write the Unit Training Plan Operation Order*.
- Individual Task 150-DMG-2012, *Communicate using Command and Control Information Systems*.
- Individual Task 150-DMG-2015, *Execute Battle Drills Using Command and Control Information Systems*.
- Individual Task 150-DMG-2016, *Present Command Post Update Briefing*.
- Individual Task 150-DMG-2020, *Exercise Command and Control Under Degraded Conditions*.
- Individual Task 150-DMG-2030, *Coordinate Command and Control Information Systems with Enablers*.
- Individual Task 150-DMG-2031, *Develop a Digital Training Program (Unit, Individual, or Crew)*.
- Individual Task 150-DMG-2032, *Execute the Digital Crew Training Program*.
- Individual Task 150-DMG-2033, *Integrate Command and Control Information Systems with the Mission Command Workstation.*
- Individual Task 150-DMG-2034, *Perform Troubleshooting Procedures of the Command and Control Information system (C2IS)*.
- Individual Task 150-DMG-2035, *Prepare the Digital Common Operational Picture*.
- Individual Task 150-DMG-3006, *Share a Plan Using the Command and Control Information systems*.
- Individual Task 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*.
- Individual Task 150-LDR-5003, *Use the Mission Order Technique*.
- Individual Task 150-LDR-5004, *Communicate the Commander's Intent*.
- Individual Task 150-LDR-5006, *Establish Conditions for Subordinates to Exercise Initiative*.
- Individual Task 150-LDR-5007, *Establish a Shared Understanding*.
- Individual Task 150-LDR-5009, *Issue Commander's Guidance*.
- Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.
- Individual Task 150-LDR-5013, *Organize the Staff for Operations*.
- Individual Task 150-LDR-5014, *Lead the Rapid Decision-Making and Synchronization Process*.
- Individual Task 150-LDR-5015, *Lead the Unit*.
- Individual Task 150-LDR-5018, *Establish a Common Vision*.
- Individual Task 150-LDR-5019, *Determine the Commander's Critical Information Requirements*.
- Individual Task 150-LDR-5020, *Establish Control Measures*.
- Individual Task 150-LDR-5022, *Conduct Pre-Combat Inspections*.

- Individual Task 150-LDR-5028, *Establish the Mission Command Approach to Command and Control*.
- Individual Task 150-LDR-5029, *Maintain Continuity of Command and Control*.
- Individual Task 150-LDR-5036, *Determine Appropriate Level of Control*.
- Individual Task 150-LDR-5037, *Command Forces*.
- Individual Task 150-LDR-5039, *Lead the Rehearsal*.
- Individual Task 150-LDR-5040, *Maintain the Commander's Estimate*.
- Individual Task 150-LDR-5043, *Establish the Five Integrating Processes*.
- Individual Task 150-LDR-5100, *Lead the Operations Process*.
- Individual Task 150-LDR-5251, *Organize the Command and Control System*.
- Individual Task 150-LDR-5253, *Manage Command and Control Information Systems*.
- Individual Task 150-LDR-5315, *Provide Guidance for the Common Operational Picture*.
- Individual Task 150-LDR-5319, *Delegate Authority*.
- Individual Task 150-LDR-5320, *Designate Succession of Command*.
- Individual Task 150-LDR-5321, *Establish Planning Guidance*.
- Individual Task 150-LDR-8001, *Prepare to Transition to a New Leadership Position*.
- Individual Task 158-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*.
- Individual Task 158-LDR-8000, *Transition to a New Leadership Position*.
- Individual Task 158-LDR-8001, *Prepare to Transition to a New Leadership Position*.
- Individual Task 158-LDR-8003, *Conduct Initial Assessment for a Leadership Position*.
- Individual Task 158-LDR-8009, *Communicate Effectively*.
- Individual Task 158-MC-8005, *Conduct Self-Development*.
- Individual Task 158-MC-8009, *Analyze Army Character Development*.
- Individual Task 158-MC-8012, *Employ Applied Critical Thinking*.

SECTION II – COLLECTIVE TASKS

D-2. Collective tasks may be downloaded from the CAR (https://atiam.train.army.mil/catalog/#/dashboard) or the ATN (https://atn.army.mil/).

- Collective Task 06-BDE-6057, *Prepare the Field Artillery Operation Order*.
- Collective Task 19-CO-2204, *Conduct Security of Critical Sites*.
- Collective Task 34-SEC-1102, *Provide Intelligence Overwatch*.
- Collective Task 34-SEC-1315, *Provide Geospatial Intelligence Analytic Support to Operations*.
- Collective Task 34-SEC-1317, *Provide Geospatial Intelligence Support to Requirements Planning*.
- Collective Task 34-SEC-1320, *Conduct Signals Intelligence Section Analysis*.
- Collective Task 34-SEC-3040, *Provide Signals Intelligence Support to Planning*.
- Collective Task 34-SEC-3041, *Assess Signals Intelligence Collection*.
- Collective Task 34-SEC-3042, *Develop Signals Intelligence Products*.
- Collective Task 34-SEC-3171, *Plan Integration into the Intelligence Architecture*.
- Collective Task 34-SEC-3191, *Prepare the Information Collection Annex to Plans or Orders*.
- Collective Task 34-SEC-3180, *Perform Intelligence Preparation of the Operational Environment.*
- Collective Task 34-TM-3090, *Manage Special Security Office Functions*.
- Collective Task 34-TM-3091, *Establish Access Control Point for a Sensitive Compartmented Information Facility*.
- Collective Task 55-BN-4800, *Conduct Expeditionary Deployment Operations at Battalion Level*.
- Collective Task 55-BDE-4800, *Conduct Expeditionary Deployment Operations at the Brigade Level*.
- Collective Task 55-BDE-4802, *Conduct Home Station Mobilization Activities at the Battalion Level*.

- Collective Task 63-BN-4007, *Develop Sustainment Running Estimate*.
- Collective Task 63-BN-4057, *Implement Physical Security Measures*.
- Collective Task 63-BDE-4905, *Develop a Sustainment Running Estimate*.
- Collective Task 71-CO-0433, *Support Command Posts*.
- Collective Task 71-BDE-0050, *Establish a Command Post*.
- Collective Task 71-BDE-5002, *Conduct Rapid Decision-Making and Synchronization Process*.
- Collective Task 71-BDE-5007, *Establish a Shared Understanding*.
- Collective Task 71-BDE-5008, *Develop an Execution Matrix*.
- Collective Task 71-BDE-5009, *Develop a Decision Support Template*.
- Collective Task 71-BDE-5010, *Protect Information*.
- Collective Task 71-BDE-5019, *Integrate Liaisons and Attachments*.
- Collective Task 71-BDE-5100, *Conduct the Operations Process for Command and Control*.
- Collective Task 71-BDE-5103, *Control Operations*.
- Collective Task 71-BDE-5111, *Conduct the Military Decision-Making Process*.
- Collective Task 71-BDE-5112, *Conduct Mission Analysis.*
- Collective Task 71-BDE-5118, *Manage Command, Control, and Information Systems*.
- Collective Task 71-BDE-5119, *Prepare an Operation Order*.
- Collective Task 71-BDE-5121, *Establish Coordination and Liaison*.
- Collective Task 71-BDE-5122, *Perform a Rehearsal*.
- Collective Task 71-BDE-5123, *Task Organize for Operations*.
- Collective Task 71-BDE-5124, *Revise the Plan*.
- Collective Task 71-BDE-5125, *Implement the Battle Rhythm*.
- Collective Task 71-BDE-5130, *Assess Tactical Situation and Operation*.
- Collective Task 71-BDE-5135, *Conduct an Operations Synchronization Meeting*.
- Collective Task 71-BDE-5138, *Manage Terrain*.
- Collective Task 71-BDE-5144, *Develop a Running Estimate*.
- Collective Task 71-BDE-5145, *Integrate Risk Management into Operations*.
- Collective Task 71-BDE-5200, *Conduct Command Post Operations*.
- Collective Task 71-BDE-5201, *Displace the Command Post*.
- Collective Task 71-BDE-5202, *Conduct Transfer Control of Operations*.
- Collective Task 71-BDE-5203, *Process a Fragmentary Order*.
- Collective Task 71-BDE-5250, *Maintain Continuity of Command and Control*.
- Collective Task 71-BDE-5310, *Manage Information and Data*.
- Collective Task 71-BDE-5315, *Process Relevant Information*.
- Collective Task 71-BDE-5319, *Establish the Common Operational Picture*.
- Collective Task 71-BDE-5330, *Conduct Knowledge Management*.
- Collective Task 71-BDE-6050, *Coordinate reaction to Threat Level I and Level II Attacks.*
- Collective Task 71-BN-0050, *Establish a Command Post*.
- Collective Task 71-BN-5002, *Conduct Rapid Decision-Making and Synchronization Process*.
- Collective Task 71-BN-5007, *Establish a Shared Understanding*.
- Collective Task 71-BN-5009, *Develop a Decision Support Template*.
- Collective Task 71-BN-5010, *Protect Information*.
- Collective Task 71-BN-5100, *Conduct the Operations Process for Command and Control*.
- Collective Task 71-BN-5103, *Control Operations*.
- Collective Task 71-BN-5111, *Conduct the Military Decision-Making Process*.
- Collective Task 71-BN-5112, *Conduct Mission Analysis*.
- Collective Task 71-BN-5119, *Prepare an Operation Order*.
- Collective Task 71-BN-5122, *Perform a Rehearsal*.
- Collective Task 71-BN-5121, *Establish Coordination and Liaison*.
- Collective Task 71-BN-5122, *Perform a Rehearsal*.
- Collective Task 71-BN-5123, *Task Organize for Operations*.
- Collective Task 71-BN-5124, *Revise the Plan*.

- Collective Task 71-BN-5125, *Implement the Battle Rhythm*.
- Collective Task 71-BN-5130, *Assess Tactical Situation and Operation*.
- Collective Task 71-BN-5132, *Perform Planned Actions, Sequels, and Branches*.
- Collective Task 71-BN-5135, *Conduct an Operations Synchronization Meeting*.
- Collective Task 71-BN-5144, *Develop a Running Estimate*.
- Collective Task 71-BN-5145, *Integrate Risk Management into the Operations Process*.
- Collective Task 71-BN-5200, *Conduct Command Post Operations*.
- Collective Task 71-BN-5201, *Displace the Command Post*.
- Collective Task 71-BN-5202, *Conduct Transfer of Control of Operations*.
- Collective Task 71-BN-5203, *Process a Fragmentary Order*.
- Collective Task 71-BN-5205, *Conduct Quartering Party Operations*.
- Collective Task 71-BN-5250, *Maintain Continuity of Command and Control*.
- Collective Task 71-BN-5310, *Manage Information and Data*.
- Collective Task 71-BN-5315, *Process Relevant Information*.
- Collective Task 71-BN-5319, *Establish the Common Operational Picture*.
- Collective Task 71-BN-5330, *Conduct Knowledge Management*.
- Collective Task 71-CO-0433, *Support Command Posts*.
- Collective Task 71-TM-5004, *Develop a Cohesive Team Through Mutual Trust*.

SECTION III – DRILLS

D-3. Drills are available: the CAR (https://atiam.train.army.mil/catalog/#/dashboard) or the ATN (https://atn.army.mil/).

- Drill 11-CW-D5903, *React to Electromagnetic Interference.*
- Drill 11-PLT-D5902, *React to Electromagnetic Interference.*
- Drill 07-BDE-D3010, *React to Duty Status and Whereabouts Unknown Incident*.
- Drill 07-BDE-D3210, *React to Close Air Support Request – Brigade*.
- Drill 07-BDE-D5146, *React to Collateral Damage*.
- Drill 07-BDE-D5147, *React to an Unknown Enemy Combatant Within the Perimeter*.
- Drill 07-BDE-D5148, *React to an Indirect Fire Attack on the Command Post*.
- Drill 07-BDE-D5210, *React to Power Outage Within the Command Post*.
- Drill 71-BDE-D6201, *Coordinate Personnel Recovery Operations*.
- Drill 71-BDE-D6203, *Conduct Post Isolation Screening*.
- Drill 71-BDE-D6204, *React to a Soldier or Unit Isolating Event*.
- Drill 71-BDE-D6212, *Establish Personnel Recovery Capability*.
- Drill 71-BDE-D6230, *Plan Personnel Recovery Operations*.
- Drill 71-BDE-D6236, *Integrate Personnel Recovery Operations*.
- Drill 71-BDE-D6320, *React to a Degraded Network*.
- Drill 71-BDE-D7658, *React to a Mass Casualty Incident*.
- Drill 71-BDE-D7660, *React to Civil Disturbance*.
- Drill 07-BN-D3010, *React to Duty Status and Whereabouts Unknown Incident*.
- Drill 07-BN-D5146, *React to Collateral Damage*.
- Drill 07-BN-D5147, *React to an Unknown Enemy Combatant Within the Perimeter*.
- Drill 07-BN-D5148, *React to Indirect Fire on the Command Post*.
- Drill 07-BN-D5203, *React to a Fragmentary Order*.
- Drill 07-BN-D5210, *React to Power Outage Within the Command Post*.
- Drill 07-BN-D5315, *React to Incorrect Information Affecting the Operational Environment*.
- Drill 07-BN-D7658, *React to a Mass Casualty Incident*.

SECTION IV – GRAPHIC TRAINING AIDS

D-4. GTAs may be downloaded from the Army Publishing Directorate (APD) website (https://armypubs.army.mil).

- GTA 71-01-001, *Digital Triad, Command and Control Systems Quick Reference Guide*.
- GTA 11-11-001, *Emission Control Planning Aid*.

SECTION V - ITSPS

D-5. ITSPs listed are available from the *Mission Command Center of Excellence Directorate of Training's Products and Support* page on A365 Teams. Click ITSPs and request access.

- ITSP 150-C2-6000 / 1.0, *Command Post Survivability*.
- ITSP 150-C2-5104 / 1.0, *Conduct Plans-to-FUOPS-to-CUOPS Transition*.
- ITSP 150-C2-5115 / 1.0, *Wargaming*.
- ITSP 150-DIV-0006 / 2.0, *The Division Commander Drives the Operations Process (China)*.
- ITSP 150-DIV-0006 / 2.0, *The Division Commander Drives the Operations Process ITSP (Russia)*.
- ITSP 150-C2-5123 / 1.0, *Establish the Battle Rhythm*.

SECTION VI - WTSPS

D-6. WTSPs listed are available from the Mission Command Center of Excellence Directorate of Training's Products and Support page on A365 Teams. Click WTSPs and request access.

- WTSP 71-TS-BDE201 (Caspian Sea), *Displace the Command Post for Brigades Combat Teams*.
- WTSP 71-TS-BDE201 (Europe), *Displace the Command Post for BCTs Warfighter Training Support*.

Appendix E
Training Tables Quick Reference

This appendix provides a consolidated listing of the training tables for each of the four training audiences at both battalion and brigade echelons. It begins with Tables I through X for the battalion commander and ends with Tables I through X of the brigade digital crew.

SECTION I – BATTALION COMMANDER TRAINING TABLES

E-1. This section includes training tables I through X for the battalion commander.

Battalion Commander Training Tables Quick Reference		
Inputs	**Table I: Establish Organizational Business Rules and Develop Training Strategy**	**Outputs**
• ADP 6-0 • FM 6-22 • FM 3-0 • FM 6-0 • FM 7-0 • Unit-specific ATP • Unit SOP • MTO&E • Army Leader Transitions Handbook	• Develop Cohesive Teams Through Mutual Trust **158-LDR-5001** • Employ Applied Critical Thinking **158-MC-8012** • Understand unit doctrine (*Transition to a New Leadership Position*[1]) **158-LDR-8000** • Establish a leader professional development program (*Conduct Self-Development*) **158-MC-8005** / (*Analyze Army Character Development*) **158-MC-8009** • Assess organizational efficiency and effectiveness (*Organize the Staff for Operations*) **150-LDR-5013** • Assess capabilities and establish C2IS requirements (*Organize the Command and Control (C2) Network*) **150-C2-5251**	• Leader development program • Command and control information system requirements
Inputs	**Table II: Establish the Training Environment**	**Outputs**
• Table I Inputs & Outputs • ADP 5-0 • ATP 6-0.5 • Operational Environment • Unit Manning Roster	• Complete unit standard operating procedure review and updates (*Prepare to Transition to a New Leadership Position*[1]) **158-LDR-8001** • Establish a Common Vision **150-LDR-5018** • Establish command/leadership philosophy (*Transition to a New Leadership Position)* **158-LDR-8000** • Establish the Mission Command Approach to Command and Control **150-LDR-5028** • Establish planning/training guidance (*Establish Planning Guidance*) **150-LDR-5321** • Drive cell construct and processes (*Organize the Command and Control System*) **150-LDR-5251** • Establish inputs and outputs for the staff (*Establish Boards and Working Groups*) **150-LDR-5011**	• Refined unit SOP • Planning guidance • Command philosophy • Training guidance • Command and control system guidance • Guidance for staff organization
Inputs	**Table III: Organize the Command and Control System**	**Outputs**
• Table II Inputs & Outputs • AR 25-50 • ITSP 150-DIV-0006 / 2.0 *The Division Commander Drives the Operations Process*	• Complete command, control, communications, computers, and intelligence construct within the HQ (*Manage Command and Control Information Systems*[1]) **150-LDR-5253** • Assess staff written and verbal communication skills (*Communicate Effectively*) **158-LDR-8009** • Develop initial command post architecture (*Develop a Command Post Layout*) **150-C2-5202** • Delegate authorities (*Designate Succession of Command*) **150-LDR-5320** / (*Delegate Authority*) **150-LDR-5319**	• Refined network design • Refined knowledge management plan • CP layout • Delegated authorities • Succession of command • Refined unit SOPs

Figure E-1. Battalion Commander Training Tables Quick Reference

Battalion Commander Training Tables Quick Reference (Continued)		
Inputs	**Table IV: Prepare the Headquarters for Operations**	**Outputs**
• Table III Inputs & Outputs • Higher HQ battle rhythm • ATP 6-22.1 • Rating chain • Staff MDMP products	• Prepare for driving the operations process (*Conduct the Operations Process for Command and Control*[1]) **71-BN-5100** / (*Lead the Operations Process*) **150-LDR-5100** • Direct common operational picture requirements (*Provide Guidance for the Common Operational Picture*) **150-LDR-5315** • Organize the Command and Control System **150-LDR-5251** • Provide battle rhythm guidance (*Establish a Battle Rhythm*) **150-C2-5123** • Refine the CP layout (*Develop Command Post Layout*) **150-C2-5202** and (*Conduct Command Post Operations*) **150-C2-5200** • Assess subordinate leaders (*Conduct Initial Assessment for a Leadership Position*) **158-LDR-8003** • Refine training guidance (*Establish Planning Guidance*) **150-LDR-5321**	• Commander's COP guidance • Battle rhythm guidance to XO • CP architecture for Battalion CPs • Refined unit SOP
Inputs	**Table V: Drive the Operations Process**	**Outputs**
• Table IV Inputs & Outputs • Running estimates • Scenario (higher headquarters FRAGORD) • ITSP 150-DIV-0006 / 2.0 *The Division Commander Drives the Operations Process*	• Lead the Operations Process **150-LDR-5100** • Determine the Commander's Critical Information Requirements **150-LDR-5019** • Assess Tactical Situation and Operation **71-BN-5130** • Assess processes and procedures (*Conduct Command Post Operations*[1]), **150-C2-5200** and (*Assess the Tactical Situation*[1]) **150-C2-5130** • Certify subordinate leaders and crews (*Establish a Command Post*) **71-BN-0050**	• Refined planning guidance • Commander's estimate • Mission statement • Commander's intent • COA decision • CCIR • OPORD/ FRAGORD • Refined unit SOP • Leader certifications
Inputs	**Table VI: Assess and Certify the Headquarters****	**Outputs**
• Table V Inputs & Outputs	• Certify staff on preparing an operation order (*Prepare an Operation Order*[1]) **71-BN-5119** • Certify CPs on emplacing & displacing the command post ▪ Conduct Command Post Operations **71-BN-5200** ▪ Displace the Command Post **71-BN-5201** ▪ Conduct Transfer Control of Operations **71-BN-5202** ▪ Maintain Continuity of Command and Control **71-BN-5250** • Certify the digital crew on establishing the COP (*Establish the Common Operational Picture*) **150-C2-5315** and **71-BN-5319** • Certify the battle rhythm (*Establish a Battle Rhythm*) **150-C2-5123** and (*Implement the Battle Rhythm*) **71-BN-5125** • Conduct AARs (*Conduct a Formal After Action Review*) **150-C2-5133** • Certify the command and control system (*Organize the Command and Control System*) **150-LDR-5251**	• OPORD • Validated CP displacement SOP • C2 system certification • Higher headquarters commander certification • AAR results • Retraining plan (as needed)

Figure E-1. Battalion Commander Training Tables Quick Reference (Continued)

Battalion Commander Training Tables Quick Reference (Continued)		
Inputs	**Table VII: Direct Command and Control System Integration**	**Outputs**
• Table VI Inputs & Outputs • Higher headquarters FRAGORD • Liaisons, attachments, etc. • GTA 11-11-001	• Organize personnel (*Organize the Staff for Operations*[1]) **150-LDR-5013** • Enhance information system training guidance (*Organize the Command and Control Network*) **150-C2-5251** • Secure and maintain networks (*Implement Network Protection Measures*) **113-367-5001** / (*Implement Network Security Measures Within a System Architecture*) **113-473-7007** • Refine processes and procedures (*Organize the Command and Control System*) **150-LDR-5251** and (*Implement the Battle Rhythm*) **71-BN-5125** • Evaluate command post signature (*Define the Electromagnetic Operations Environment*) **113-25E-3003** • Assess Tactical Situation and Operation **71-BN-5130** • Maintain Continuity of Command and Control **150-LDR-5029** and **71-BN-5250**	• Refined staff structure • Network validation • Refined tactical SOP • MOE and MOP (Optional)
Inputs	**Table VIII: Apply the Mission Command Approach to Command and Control**	**Outputs**
• Table VII Inputs & Outputs	• Lead the Operations Process **150-LDR-5100** and (*Conduct the Operations Process for Command and Control*[1]) **71-BN-5100** • Establish the Mission Command Approach to Command and Control **150-LDR-5028** and (*Lead the Unit*) **150-LDR-5015** • Develop Cohesive Teams Through Mutual Trust **158-LDR-5001** • Establish a Shared Understanding **150-LDR-5007** • Issue Commander's Guidance **150-LDR-5009** • Communicate the Commander's Intent **150-LDR-5004** • Establish control of operations (*Determine the Appropriate Level of Control*) **150-LDR-5036** / (*Establish Control Measures*) **150-LDR-5020** • Establish Conditions for Subordinates to Exercise Initiative **150-LDR-5006** • Use the Mission Order Technique **150-LDR-5003** • Maintain the Commander's Estimate **150-LDR-5040** • Establish the Five Integrating Processes **150-LDR-5043**	• Commander's C2 System assessment and guidance
Inputs	**Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal**	**Outputs**
• Table VIII Inputs & Outputs	• Drive the operations process (*Lead the Operations Process*[1]) **150-LDR-5100** • Lead the Rehearsal **150-LDR-5039** • Conduct Pre-Combat Inspections **150-LDR-5022** • Command Forces **150-LDR-5037** • Conduct the RDSP (*Lead the Rapid Decision-Making and Synchronization Processes*) **150-LDR-5014** • Conduct AARs (*Conduct a Formal After Action Review*) **150-C2-5133**	• FRAGORD • AAR results (headquarters and subordinate units) • Final refinements of SOPs, orders, and systems for the validation exercise

Figure E-1. Battalion Commander Training Tables Quick Reference (Continued)

Battalion Commander Training Tables Quick Reference (Continued)		
Inputs	**Table X: Command and Control Warfighting Function Validation Exercise ****	**Outputs**
• Table IX Inputs & Outputs External Evaluators	• Drive the operations process (*Lead the Operations Process*[1]) **150-LDR-5100** • Lead the unit in completion of assigned tactical tasks (*Command Forces*) **150-LDR-5037** • Evaluate METL tasks	• Validated C2 system

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

** Table is executed as part of an externally evaluated culminating training exercise, usually the unit's EXEVAL or CTC rotation.

AAR	After Action Review	MDMP	Military Decision-Making Process
C2	Command and Control	METL	Mission Essential Task List
C2IS	Command and Control Information System	MOE	Measure of Effectiveness
CCIR	Commander's Critical Information Requirements	MOP	Measure of Performance
COA	Course of Action	MTO&E	Modified Table of Organization and Equipment
COP	Common Operational Picture	OPORD	Operation Order
CP	Command Post	RDSP	Rapid Decision-Making and Synchronization Process
EMOE	Electromagnetic Operational Environment		
EXEVAL	External Evaluation	SOP	Standard Operating Procedure
FRAGORD	Fragmentary Order	T&EO	Training and Evaluation Outline
HQ	Headquarters	XO	Executive Officer

Figure E-1. Battalion Commander Training Tables Quick Reference (Continued)

SECTION II – BATTALION STAFF TRAINING TABLES

E-2. This section includes training tables I through X for the battalion staff.

Battalion Staff Training Tables Quick Reference		
Inputs	**Table I: Organize and Acclimate Staff to the Organization**	**Outputs**
• SOP • Policies • Drills • TC 6-0 • FM 3-0 • ATP 6-0.5 • ADP 6-0 • ATP 6-22.1 • MTO&E • Unit manning roster	• Understand unit doctrine applications, staff duties, responsibilities, and SOPs (*Establish a Shared Understanding*[1]) **150-LDR-5007** • Organize the staff as the XO (*Organize the Command and Control System as the Staff Officer*) **150-C2-0000** • Conduct WFF and CP organization (*Organize the Staff for Operations*) **150-LDR-5013** • Build staff relationships (*Develop Cohesive Teams Through Mutual Trust*) **158-LDR-5001** (*Develop a Cohesive Team through Mutual Trust*) **71-TM-5004** • Develop NCOs and Soldiers (*Conduct Initial Assessment for a Leadership Position*) **158-LDR-8003**	• Staff duties and responsibilities refined in SOP • Staff organization • Records of initial counseling
Inputs	**Table II: Develop Military Decision-Making Process Skills at the Section Level**	**Outputs**
• Table I Inputs & Outputs • Order or plan from higher HQ • Commander's initial planning guidance • ADP 5-0 • FM 6-0 • ATP 5-0.3 • FM 7-0 • Commander's training guidance	• Develop section running estimates (*Develop a Running Estimate*[1]) **150-C2-5144** and **71-BN-5144** / (*Analyze the Mission Variables*) **150-C2-5129** / *(Analyze the Operational Variables*) **150-C2-5137** • Conduct the Military Decision-Making Process **71-BN-5111**, individual MDMP tasks **150-C2-5110** thru**150-C2-5121** • Conduct Rapid Decision-Making and Synchronization Process **71-BN-5002** / (*Identify Variances*) **150-C2-5142** • Review commander's decision support products (*Develop a Decision Support Template),* **71-BN-5009** / (*Conduct the Military Decision-Making Process*) **150-C2-5111** / (*Develop a Decision Support Matrix*) **150-C2-5139** / (*Develop a Decision Support Template*) **150-C2-5138** • Assess the current Situation and Operations (*Assess the Tactical Situation*) **150-C2-5130** • Conduct section rehearsals (*Facilitate A Rehearsal*) **150-C2-5122** • Verify section outputs (*Establish Boards and Working Groups*) **150-LDR-5011** • Develop section training plans (*Write the Unit Training Plan Operation Order*) **150-COM-7170**	• Staff section running estimates • Staff section MDMP inputs • Decision products • Section level proficiency • Section outputs for working groups, boards, briefings, or procedures • Training plan • Refined planning SOP
Inputs	**Table III: Establish Staff and Cell Processes and Integrate Warfighting Functions**	**Outputs**
• Table II Inputs & Outputs • Commander's estimate & planning guidance • ATP 6-01.1 • ITSP 150-C2-5115, *Wargaming* • ITSP 150-C2-5123 / 1.0, *Establish the Battle Rhythm*	• Organize the Staff as the XO (*Organize the Command and Control System as the Staff Officer*[1]) **150-C2-0000** • Validate WFFs **150-C2-0001/0002/0003/0004/0005/0006** • Conduct the Military Decision-Making Process **71-BN-5111** ▪ Conduct Receipt of Mission **150-C2-5110** / Prepare a Warning Order **150-C2-5117** ▪ Conduct Mission Analysis **150-C2-5112** / Perform Intelligence Preparation of the Operational Environment **34-SEC-3180** / Provide Input for Intelligence Preparation of the Operational Environment **150-C2-2210** ▪ Recommend the Commander's Critical Information Requirements **150-C2-5113** ▪ Conduct a risk assessment (*Conduct Risk Management*) **150-C2-5145** / (*Integrate Risk Management into the Operations Process*) **71-BN-5145** ▪ Engage in Course of Action Development **150-C2-5114** ▪ Conduct course of action analysis (*War-Gaming*) **150-C2-5115** ▪ Conduct Course of Action Comparison **150-C2-5116** ▪ Conduct a Course of Action Decision Briefing **150-C2-5009** ▪ Conduct Course of Action Approval **150-C2-5121** ▪ Prepare an Operation Order **71-BN-5119** and **150-C2-5119** • Develop a KM plan (*Conduct Knowledge Management*) **71-BN-5330** / (*Perform Knowledge Management*) **150-C2-7654**	• Staff organization • Planning portion of unit SOP • MDMP products • OPORD/ FRAGORD/ OPLAN ▪ Mission statement ▪ Commander's intent ▪ Concept of the operation ▪ CCIR/EEFI • KM plan

Figure E-2. Battalion Staff Training Tables Quick Reference

Battalion Staff Training Tables Quick Reference (Continued)		
Inputs	**Table IV: Synchronize Command Post Operations**	**Outputs**
• Table III Inputs & Outputs • Higher headquarters battle rhythm • Draft command post portion of unit SOP • Battle drills	• Integrate Staff Cells for Operations **150-C2-5126** • Synchronize staff processes (*Establish Boards and Working Groups*[1]) **150-LDR-5011** • Establish a Battle Rhythm **150-C2-5123** • Conduct rehearsals [combined arms, fires, intelligence, etc.] (*Perform a Rehearsal*) **71-BN-5122** / (*Prepare a Fragmentary Order*) **150-C2-5125** / (*Develop a Decision Support Template*) **150-C2-5138** / (*Develop a Decision Support Matrix*) **150-C2-5139** • Publish orders (*Prepare a Fragmentary Order*) **150-C2-5125** • Practice staff battle drills [*see FM 6-0, Appendix E for a list of appropriate drills*] • Refine the Plan **150-C2-5124** / (*Perform Planned Actions, Sequels, and Branches*) **71-BN-5132** • Establish the CP (*Establish a Command Post*) **71-BN-0050** • Formalize shift crews (*Lead A Shift Change*) **150-C2-5205** Verify command post SOP functionality (*Conduct Command Post Operations*) **150-C2-5200**	• Battle rhythm • FRAGORD for OPORD refinements • Initially operational command post Refined battle drills and battle rhythm portion of SOP
Inputs	**Table V: Conduct Staff Rehearsal**	**Outputs**
• Table IV Inputs & Outputs • Commander's COP guidance (Commander's Training Table IV)	• Review staff organization (*Organize the Staff for Operations*[1]) **150-LDR-5013** / (*Organize the Command and Control System as the Staff Officer*) **150-C2-0000** / (*Task Organize for Operations*) **71-BN-5123** • Establish the Common Operational Picture **150-C2-5315** & **71-BN-5319** • Conduct the operations process (*Conduct the Operations Process for Command and Control*) **71-BN-5100** • Prepare an Operation Order **150-C2-5119 & 71-BN-5119** • React to a FRAGORD (*Process a Fragmentary Order*) **71-BN-5203** / (*Conduct Rapid Decision-Making and Synchronization Process*) **71-BN-5002** • Finalize the battle rhythm (*Implement the Battle Rhythm*) **71-BN-5123** • Finalize decision support products (*Develop a Decision Support Template*) **150-C2-5138** / (*Develop a Decision Support Matrix*) **150-C2-5139** • Employ the command and control system (*Organize the Command and Control System*) **150-LDR-5251** • Conduct Command Post Operations **71-BN-5200** • Control Operations **71-BN-5103** • After Action Review (*Conduct a Formal After Action Review*) **150-C2-5133**	• Refined staff organization • Commander-approved COP • OPORD • FRAGORDs • Finalized battle rhythm • Refined DSM /other decision support products • AAR results • Refined staff SOP
Inputs	**Table VI: Conduct Staff Certification**	**Outputs**
• Table V Inputs & Outputs	• Conduct the operations process (*Conduct the Operations Process for Command and Control*[1]) **71-BN-5100** • Execute battle rhythm (*Implement the Battle Rhythm*) **71-BN-5125** / (*Establish Boards and Working Groups*) **150-C2-5123** • Conduct Command Post Operations **71-BN-5200** • Establish a Shared Understanding **150-LDR-5007** & **71-BN-5007** • Control Operations **71-BN-5103** • Transfer control of operations between CPs (*Maintain Continuity of Command and Control*) **71-BN-5250** / (*Conduct Transfer Control of Operations*) **71-BN-5202** • Displace the Command Post **71-BN-5201** / (*Conduct Quartering Party Operations*) **71-BN-5205**	• AAR results • Staff certifications
Inputs	**Table VII: Integrate the Command and Control System**	**Outputs**
• Table VI Inputs & Outputs • Higher headquarters FRAGORD • Draft KM plan	• Conduct the Military Decision-Making Process **71-BN-5111** / (*Develop a Decision Support Template*[1]) **71-BN-5009** / (*Develop a Decision Support Matrix*) **150-C2-5139** / (*Develop an Execution Matrix*) **71-BN-5008** • Task-Organize for Operations **71-BN-5123** • Coordinate efforts with higher, lower, adjacent, and supporting units (*Establish Coordination and Liaison*[1]) **71-BN-5121** / (*Establish Liaison*) **150-C2-5134** • Assess the Tactical Situation **71-BN-5130** • Manage Command and Control Information Systems **150-LDR-5253** • Conduct Knowledge Management **71-BN-5330**	• FRAGORD • Refined staff structure • Updated running estimates • Reporting portion(s) of SOP • Revised CCIR / EEFI • Refine KM plan

Figure E-2. Battalion Staff Training Tables Quick Reference (Continued)

Battalion Staff Training Tables Quick Reference (Continued)		
Inputs	**Table VIII: Synchronize Operations**	**Outputs**
• Table VII Inputs & Outputs	• Exercise battle rhythm (*Implement the Battle Rhythm*[1]) **71-BN-5125** • Conduct the operations process (*Conduct the Operations Process for Command and Control*) **71-BN-5100** • Control Operations **71-BN-5103** • Conduct an Operations Synchronization Meeting **71-BN-5135** • Process Relevant Information **71-BN-5315** • Conduct rehearsals (*Perform a Rehearsal*) **71-BN-5122**	• Refined battle rhythm • Refined rehearsal SOP
Inputs	**Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal**	**Outputs**
• Table VIII Inputs & Outputs	• Conduct the Operations Process **71-BN-5100** / (*Conduct Rapid Decision-Making and Synchronization Process*[1]) **71-BN-5002** / Control Operations **71-BN-5103** • Conduct Knowledge Management **71-BN-5330** • Revise the Plan **71-BN-5124** • Emplace and displace the command post (*Establish a Command* Post) **71-BN-0050** / (*Displace the Command Post*) **71-BN-5201** / (*Maintain Continuity of Command and Control*) **71-BN-5250** • Conduct Command Post Operations **71-BN-5200** • Conduct After Action Reviews (*Conduct a Formal After Action Review*) **150-C2-5133**	• FRAGORD • Finalized SOPs / staff structure / battle rhythm • AAR results
Inputs	**Table X: Command and Control Warfighting Function Validation Exercise ****	**Outputs**
• Table IX Inputs & Outputs	• Conduct the Operations Process for Command and Control **71-BN-5100** / (*Conduct Rapid Decision-Making Process*[1]) **71-BN-5002** • Conduct Knowledge Management **71-BN-5330** • Revise the Plan **71-BN-5124** / (*Conduct Rapid Decision-Making Process*) **71-BN-5002** • Displace the Command Post **71-BN-5201** / (*Conduct Transfer Control of Operations*) **71-BN-5202** / (*Maintain Continuity of Command and Control*) **71-BN-5250** • Conduct Command Post Operations **71-BN-5200** • Execute battle rhythm (*Implement the Battle Rhythm*) **71-BN-5125**	• MET assessment • Staff validations • Validated SOPs • AAR results

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U).

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

** Table is executed as part of an externally evaluated culminating training exercise.

AAR	After Action Review	MET	Mission Essential Task
C2	Command and Control	MTO&E	Modified Table of Organization and Equipment
CCIR	Commander's Critical Information Requirements	NCO	Noncommissioned Officer
COP	Common Operational Picture	OPLAN	Operation Plan
CP	Command Post	OPORD	Operation Order
DSM	Decision Support Matrix	RDSP	Rapid Decision-Making and Synchronization Process
EEFI	Essential Element of Friendly Information		
FRAGORD	Fragmentary Order	SOP	Standard Operating Procedure
HQ	Headquarters	T&EO	Training and Evaluation Outline
KM	Knowledge Management	WFF	Warfighting Function
MDMP	Military Decision-Making Process	XO	Executive Officer

Figure E-2. Battalion Staff Training Tables Quick Reference (Continued)

SECTION III – BATTALION COMMAND POST TRAINING TABLES

E-3. This section includes training tables I through X for the battalion command posts. Each command post should successfully perform the tasks in each table.

Battalion Command Post Training Tables Quick Reference		
Inputs	**Table I: Conduct Pre-Combat Inspection (Equipment Accountability and Maintenance)**	**Outputs**
• Equipment TMs • Unit SOP • MTO&E ATP 6-0.5	• Inventory command post equipment (*Conduct Command Post Operations*[1]) **150-C2-5200** • Verify command post equipment readiness (*Conduct Command Post Operations*) **150-C2-5200** • Identify sustainment requirements for the command post(s) (*Support Command Posts)* **71-CO-0433** Schedule maintenance requirements (*Conduct Command Post Operations)* **150-C2-5200**	• Completed hand receipts • Requisitions for shortfalls • Maintenance records
Inputs	**Table II: Identify Command Post Characteristics**	**Outputs**
• Table I Inputs & Outputs	• Identify command post requirements (*Develop a Command Post Layout*[1]) **150-C2-5202** • Design command post configuration (*Develop a Command Post Layout*) **150-C2-5202** • Review command post SOPs (*Conduct Command Post Operations*) **150-C2-5200** • Identify functional gaps and commercial solutions (*Develop a Command Post Layout*) **150-C2-5202**	• Command post layout design • Updated command post SOPs
Inputs	**Table III: Establish Command Post Layout**	**Outputs**
• Table II Inputs & Outputs • Draft KM Plan • ATP 6-01.1 • ATP 6-02.60	• Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BN-5330** / *(Manage Information and Data)* **71-BN-5310** • Conduct information protection (*Protect Information*) **71-BN-5010** / (*Employ Operations Security Control Measures*) **150-C2-6111** • Integrate functionality (*Organize the Command and Control System*) **150-LDR-5251** • Determine command post ergonomics (*Conduct Command Post Operations)* **150-C2-5200** / (*Develop the Command Post Layout)* **150-C2-5202** • Identify power generation requirements (*Conduct Command Post Operations)* **150-C2-5200**	• Command post information requirements • Refined command post portion of KM plan • Refined command post layout • Command post power generation requirements
Inputs	**Table IV: Determine Command Post Survivability and Sustainability**	**Outputs**
• Table III Inputs & Outputs • Unit manning roster • GTA 11-11-001, *Emission Control Planning Aid*	• Establish a Command Post **71-BN-0050** • Establish the command post C2IS construct (*Manage Command and Control Information Systems*[1]) **150-LDR-5253** • Establish the command post security plan (*Conduct Security of Critical Sites*) **19-CO-2204** • Establish a sustainment plan (*Support Command Posts*) **71-CO-0433** • Finalize shift crews (*Lead a Shift Change*) **150-C2-5205** • Finalize shift crew responsibilities (*Conduct Command Post Operations*) 1**50-C2-5200** • Prepare to perform in a contested electromagnetic spectrum (*React to Electromagnetic Interference*) **11-CW-D5903** / **11-PLT-D5902** [Drills]	• Command post security plan • Command post sustainment plan • Command post battle roster • Refined command post shift change portion of the SOP

Figure E-3. Battalion Command Post Training Tables Quick Reference

Battalion Command Post Training Tables Quick Reference (Continued)		
Inputs	**Table V: Conduct Command Post Rehearsal**	**Outputs**
• Table IV Inputs & Outputs • Higher HQ order	• Displace the Command Post **71-BN-5201** / (*Establish a Command Post*[1]) **71-BN-0050** / (*Maintain Continuity of Command and Control*) **71-BN-5250** • Finalize load plans (*Conduct Command Post Operations*) **71-BN-5200** • Finalize command post architecture (*Develop a Command Post Layout*) **150-C2-5202** • Identify Electromagnetic Signature (*Define the Electromagnetic Operations Environment*) **113-25E-3003** • Conduct battle drills *(Conduct Command Post Operations)* **150-C2-5200** [See FM 6-0, Appendix E, for a list of recommended drills.]	• Load plans • Measures to mitigate CP signature • Refined battle drills • AAR results
Inputs	**Table VI: Conduct Command Post Certification**	**Outputs**
• Table V Inputs & Outputs • TC 6-0.2	• Displace the Command Post **71-BN-5201** • Maintain Continuity of Command and Control **71-BN-5250** • Certify shift crews (*Conduct Command Post Operations*[1]) **71-BN-5200** • Conduct Security of Critical Sites **19-CO-2204**	• Command post certification • AAR Results • Finalized command post portions of the SOP
Inputs	**Table VII: Conduct Command Post Operations**	**Outputs**
• Table VI Inputs & Outputs • Higher headquarters FRAGORD	• Conduct Command Post Operations **71-BN-5200** • Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BN-5330** • Conduct command post battle drills (See FM 6-0, Appendix E, for recommended battle drills) • Perform command post administration (*Conduct Command Post Operations)* **150-C2-5200**	• Updated command post SOP and KM plan
Inputs	**Table VIII: Sustain the Command Post**	**Outputs**
• Table VII Inputs & Outputs • ATP 5-19	• Conduct command post sustainment operations (*Support Command Posts*[1]*)* **71-CO-0433** • Conduct safety programs *(Integrate Risk Management into the Operations Process*) **71-BN-5145** • Conduct Command Post Operations **71-BN-5200** • Secure the command post (*Conduct Security of Critical Sites*) **19-CO-2204**	• Refined command post SOP
Inputs	**Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal**	**Outputs**
• Table VIII Inputs & Outputs	• Displace the Command Post **71-BN-5201** • Maintain Continuity of Command and Control **71-BN-5250** • Conduct Command Post Operations **71-BN-5200** • Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BN-5330** / (Manage Information and Data) **71-BN-5310** • Secure the command post *(Implement Physical Security Measures*) **63-BN-4057** / (*Conduct Security of Critical Sites*) **19-CO-2204** • Conduct AARs (*Conduct A Formal After Action Review*) **150-C2-5133**	• Finalized SOPs / staff structure / battle rhythm • AAR results
Inputs	**Table X: Command and Control Warfighting Function Validation Exercise**	**Outputs**
• Table IX Inputs & Outputs	• Displace the Command Post **71-BN-5201** • Maintain Continuity of Command and Control **71-BN-5250** • Conduct Command Post Operations **71-BN-5200** • Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BN-5330** / (*Manage Information and Data*) **71-BN-5310** • Secure the command post (*Perform Security at Critical Sites*) **19-CO-2204** / (*Implement Physical Security Measures*) **63-BN-4057**	• Command post validations • Validated SOPs • AAR results

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Fully Trained (T), Practiced (P), and Untrained (U).

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

AAR	After Action Review	MTO&E	Modified Table of Organization and Equipment
EMOE	Electromagnetic Operations Environment	SOP	Standard Operating Procedure
FRAGORD	Fragmentary Order	T&EO	Training and Evaluation Outline
HQ	Headquarters	TM	Training Manual
KM	Knowledge Management		

Figure E-3. Battalion Command Post Training Tables Quick Reference (Continued)

SECTION IV – BATTALION DIGITAL CREW TRAINING TABLES

E-4. This section includes training tables I through X for the battalion digital crew.

Battalion Digital Crew Training Tables Quick Reference		
Inputs	**Table I: Execute Basic Command and Control Information System Operations**	**Outputs**
• Digital crew battle roster • KM SOP • ATP 6-01.1 • System TMs and/or users manuals	• Operators demonstrate ability to: ▪ Setup C2IS (*Employ a Command and Control Information System*[1]) **150-C2-5250** ▪ Prepare C2IS for Operations ▪ Organize C2IS Data ▪ Employ C2IS ▪ Operate C2IS degraded (*Exercise Mission Command Under Degraded Conditions*) **150-DMG-2020**	• Operators validated on their individual systems
Inputs	**Table II: Integrate Command Post Systems**	**Outputs**
• Table I Inputs & Outputs • Draft command and control information system portion of unit SOP • FM 6-0 • ADP 5-0	• Integrate C2IS with the Mission Command Workstation **150-DMG-2033** • Perform Troubleshooting Procedures on C2IS **150-DMG-3034**	• Interoperability of information requirements across the entire network and integrated into each designated C2IS
Inputs	**Table III: Develop the Common Operational Picture**	**Outputs**
• Table II Inputs & Outputs • Commander's guidance (Commander Table II) • COP portion of digital SOP	• Establish the Common Operational Picture **150-C2-5315** • Communicate Using Command and Control Information System **150-DMG-2012** • Implement the COP related portions of the KM plan (*Conduct Knowledge Management*[1]) **71-BN-5330** / (*Manage Information and Data*) **71-BN-5310**	• COP • Validated COP portion of digital SOP
Inputs	**Table IV: Synchronize Operations**	**Outputs**
• Table III Inputs & Outputs • Battle drills • Scenario events to drive populating the COP and executing drills • FM 6-0 Battle Drills Annex	• Execute battle drills (*Execute Battle Drills Using Command and Control Information Systems (C2IS)*[1]) **150-DMG-2015** • Share a Plan Using the Command and Control Information Systems (C2IS) **150-DMG-3006** • Present a Command Post Update Brief **150-DMG-2016**	• Validated battle drills • Command and control information system shared plan • Validated briefing portion of digital SOP • Refined COP
Inputs	**Table V: Conduct Command and Control Network Rehearsal**	**Outputs**
• Table IV Inputs & Outputs • Staff COP input	• Establish the COP **71-BN-5319** • Conduct command and control information system operations (*Communicate Using Command and Control Information System*[1]) **150-DMG-2012** • Maintain Continuity of Command and Control **71-BN-**5250 / (*Conduct Transfer Control of Operations*) **71-BN-5202**	• Finalized COP

Figure E-4. Battalion Digital Crew Training Tables Quick Reference

Battalion Digital Crew Training Tables Quick Reference (Continued)		
Inputs	**Table VI: Conduct Digital Crew Certification**	**Outputs**
• Table V Inputs & Outputs	• Establish the Common Operational Picture **71-BN-5319** • Conduct command and control information system operations *(Communicate Using Command and Control Information System[1])* **150-DMG-2012**	• Digital crew certification • Refined knowledge management portion of SOP
Inputs	**Table VII: Integrate the Command and Control System**	**Outputs**
• Table VI Inputs & Outputs • ADP 6-0	• Establish a Command Post **71-BN-0050** • Process Relevant Information **71-BN-5315** • Display the COP (*Establish the Common Operational Picture[1]*) **71-BN-5319** • Disseminate COP and execution information (*Establish the Common Operational Picture*) **71-BN-5319** • Implement the KM plan (*Conduct Knowledge Management*) **71-BN-5330** / (*Manage Information and Data)* **71-BN-5310**	• Refined COP and digital crew portions of SOPs
Inputs	**Table VIII: Synchronize Operations**	**Outputs**
• Table VII Inputs & Outputs	• Develop a Running Estimate **71-BN-5144** • Conduct Rapid Decision-Making and Synchronization Process (RDSP) **71-BN-5002** • Conduct an Operations Synch Meeting **71-BN-5135**	• Digital crew running estimates • Updated synchronization matrix • Refined operations synch meeting portion of SOP
Inputs	**Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal**	**Outputs**
• Table VIII Inputs & Outputs	• Establish a Command Post **71-BN-0050** / (*Conduct Command Post Operations[1]*) **71-BN-5200** • Validate the digital SOP (*Conduct Knowledge Management*) **71-BN-5330** • Assist the Commander in Executing Operations **150-C2-5131** / (*Control Operations*) **71-BN-5103** • Support the staff and command post crew in displacing the command post (*Displace the Command Post*) **71-BN-5201** / (*Conduct Transfer Control of Operations*) **71-BN-5202**	• Validated SOP • After action review results
Inputs	**Table X: Command and Control Warfighting Function Validation Exercise*** **	**Outputs**
• Table IX Inputs & Outputs	• Establish a Command Post **71-BN-0050** / (*Conduct Command Post Operations[1]*) **71-BN-5200** • Support the CP in displacing the command post (*Displace the Command Post*) **71-BN-5201** / (*Conduct Transfer Control of Operations*) **71-BN-5202** • Conduct command and control information system operations (*Communicate Using Command and Control Information System*) **150-DMG-2012**	• Digital crew validations

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Fully Trained (T), Practiced (P), and Untrained (U).

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

*** Table is executed as part of an externally evaluated culminating training exercise.

AAR	After Action Review	SIGACT	Significant Activity
C2	Command and Control	SOP	Standard Operating Procedure
C2IS	Command and Control Information System	T&EO	Training and Evaluation Outline
COP	Common Operational Picture	TM	Technical Manual
KM	Knowledge Management		

Figure E-4. Battalion Digital Crew Training Tables Quick Reference (Continued)

SECTION V – BRIGADE COMMANDER TRAINING TABLES

E-5. This section includes training tables I through X for the brigade commander.

Brigade Commander Training Tables Quick Reference		
Inputs	**Table I: Establish Organizational Business Rules and Develop Training Strategy**	**Outputs**
• ADP 6-0 • FM 6-22 • FM 3-0 • FM 6-0 • FM 7-0 • Unit-specific ATP • Unit SOPs • MTO&E • Army Leader Transitions Handbook	• Develop Cohesive Teams Through Mutual Trust **158-LDR-5001** • Employ Applied Critical Thinking **158-MC-8012** • Understand unit doctrine (*Transition to a New Leadership Position*[1]) **158-LDR-8000** • Establish a leader professional development program (*Conduct Self-Development*) **158-MC-8005** / (*Analyze Army Character Development*) **158-MC-8009** • Assess organizational efficiency and effectiveness (*Organize the Staff for Operations*) **150-LDR-5013** • Assess capabilities and establish command and control information system requirements (*Integrate the Command and Control Network*) **150-C2-5251**	• Leader development program • Command and control information system requirements
Inputs	**Table II: Establish the Training Environment**	**Outputs**
• Table I Inputs & Outputs • ADP 5-0 • ATP 6-0.5 • Operational Environment • Unit Manning Roster • ITSP 150-C2-5123, *Establish the Battle Rhythm*	• Complete unit standard operating procedure review and updates (*Prepare to Transition to a New Leadership Position*[1]) **150-LDR-8001** • Establish a Common Vision **150-LDR-5018** • Establish command/leadership philosophy (*Transition to a New Leadership Position*) **158-LDR-8000** • Establish the Mission Command Approach to Command and Control **150-LDR-5028** • Establish planning/training guidance (*Establish Planning Guidance*) **150-LDR-5321** • Drive cell construct and processes (*Organize the Command and Control System*) **150-LDR-5251** • Establish inputs and outputs for the staff (*Establish Boards and Working Groups*) **150-LDR-5011**	• Refined standard operating procedures • Planning guidance • Command philosophy • Training guidance • Command and control system guidance • Guidance for staff organization
Inputs	**Table III: Organize the Command and Control System**	**Outputs**
• Table II Inputs & Outputs • AR 25-50 • ITSP 150-DIV-0006 / 2.0 *The Division Commander Drives the Operations Process*	• Complete command, control, communications, computers, and intelligence construct within the HQ (*Manage Command and Control Information Systems*[1]) **150-LDR-5253** • Assess staff written and verbal communication skills (*Communicate Effectively*) **158-LDR-8009** • Develop initial command post architecture (*Develop a Command Post Layout*) **150-C2-5202** • Delegate authorities (*Designate Succession of Command*) **150-LDR-5320** / (*Delegate Authority*) **150-LDR-5319**	• Refined C4I design • Refined knowledge management plan • CP layout • Delegated authorities • Succession of command • Refined unit SOPs
Inputs	**Table IV: Prepare the Headquarters for Operations**	**Outputs**
• Table III Inputs & Outputs • Higher HQ battle rhythm • ATP 6-22.1 • Rating chain • Staff MDMP products • ITSP 150-C2-5123 / 1.0, *Establish a Battle Rhythm*	• Prepare for driving the operations process (*Conduct the Operations Process for Command and Control* [1]) **71-BDE-5100** / (*Lead the Operations Process*) **150-LDR-5100** • Direct common operational picture requirements (*Provide Guidance for the Common Operational Picture*) **150-LDR-5315** • Organize the Command and Control System **150-LDR-5251** • Provide battle rhythm guidance (*Establish a Battle Rhythm*) **150-C2-5123** • Refine command post layout (*Develop Command Post Layout*) **150-C2-5202** and (*Conduct Command Post Operations*) **150-C2-5200** • Assess subordinate leaders (*Conduct Initial Assessment for a New Leadership Position*) **158-LDR-8003** • Refine training guidance (*Establish Planning Guidance*) **150-LDR 5321**	• Commander's COP guidance • Battle rhythm guidance to XO • CP layout for Brigade CP(s) • Refined unit SOPs

Figure E-5. Brigade Commander Training Tables Quick Reference

Brigade Commander Training Tables Quick Reference (Continued)		
Inputs	**Table V: Drive the Operations Process**	**Outputs**
• Table IV Inputs & Outputs • Running estimates • Scenario (higher headquarters FRAGORD) • ITSP 150-DIV-0006 / 2.0 *The Division Commander Drives the Operations Process*	• Lead the Operations Process **150-LDR-5100** • Determine the Commander's Critical Information Requirements **150-LDR-5019** • Assess the Tactical Situation and Operation **71-BDE-5130** • Assess processes and procedures (*Conduct Command Post Operations*[1]) **150-C2-5200,** and (*Assess the Tactical Situation*) **150-C2-5130** Certify subordinate leaders and crews (*Establish a Command Post*) **71-BDE-0050**	• Refined planning guidance • Commander's estimate • Mission statement • Commander's intent • COA decision • CCIR • OPORD/ FRAGORDs • Refined unit SOP • Leader certifications
Inputs	**Table VI: Assess and Certify the Headquarters****	**Outputs**
• Table V Inputs & Outputs	• Certify staff on preparing an operation order (*Prepare an Operation Order*[1]) **71-BDE-5119** • Certify subordinates on emplacing and displacing the command posts ▪ Conduct Command Post Operations **71-BDE-5200** ▪ Displace the Command Post **71-BDE-5201** ▪ Conduct Transfer Control of Operations **71-BDE-5202** ▪ Maintain Continuity of Command and Control **71-BDE-5250** • Certify the digital crew on establishing the COP (*Establish the Common Operational Picture*) **150-C2-5315** and **71-BDE-5319** • Certify the battle rhythm (*Establish A Battle Rhythm*) **150-C2-5123** and (*Implement the Battle Rhythm*) **71-BDE-5125** • Conduct AARs (*Conduct a Formal After Action Review*) **150-C2-5133** • Certify the command and control system (*Organize the Command and Control System*) **150-LDR-5251**	• OPORD • Validated CP displacement SOP • C2 system certification • Commander self-certification • AAR results • Retraining Plan (as needed)
Inputs	**Table VII: Direct Command and Control System Integration**	**Outputs**
• Table VI Inputs & Outputs • Higher headquarters FRAGORD • Liaisons, attachments, augmentees, etc. • GTA 11-11-001	• Organize personnel (*Organize the Staff for Operations*[1]) **150-LDR-5013** • Enhance information system training guidance (*Integrate the Command and Control Network*) **150-C2-5251** • Secure and maintain networks (*Implement Network Protection Measures*) **113-367-5001** / (*Implement Network Security Measures Within a System Architecture*) **113-473-7007** • Refine processes and procedures (*Organize the Command and Control System*) **150-LDR-5251** and (*Implement the Battle Rhythm*) **71-BDE-5125** • Evaluate command post signature (*Define the Electromagnetic Operations Environment*) **113-25E-3003** • Assess Tactical Situation and Operation **71-BDE-5130** • Maintain Continuity of Command and Control **150-LDR-5029** and **71-BDE-5250**	• Refined staff struct • Network validation • Refined tactical SOP

Figure E-5. Brigade Commander Training Tables Quick Reference (Continued)

Brigade Commander Training Tables Quick Reference (Continued)		
Inputs	**Table VIII: Apply the Mission Command Approach to Command and Control**	**Outputs**
• Table VII Inputs & Outputs	• Lead the Operations Process **150-LDR-5100** and (*Conduct the Operations Process for Command and Control*[1]) **71-BDE-5100** • Establish the Mission Command Approach to Command and Control **150-LDR-5028** and (*Lead the Unit*) **150-LDR-5015** • Develop Cohesive Teams Through Mutual Trust **158-LDR-5001** • Establish a Shared Understanding **150-LDR-5007** • Issue Commander's Guidance **150-LDR-5009** • Communicate the Commander's Intent **150-LDR-5004** • Establish control of operations (*Determine Appropriate Level of Control*) **150-LDR-5036** / (*Establish Control Measures*) **150-LDR-5020** • Establish Conditions for Subordinates to Exercise Disciplined Initiative **150-LDR-5006** • Use the Mission Order Technique **150-LDR-5003** • Maintain the Commander's Estimate **150-LDR-5040** • Establish the Five Integrating Processes **150-LDR-5043**	• Commander's command and control system assessment and guidance
Inputs	**Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal**	**Outputs**
• Table VIII Inputs & Outputs	• Drive the operations process (*Lead the Operations Proces*[1]) **150-LDR-5100** • Lead the Rehearsal **150-LDR-5039** • Conduct Pre-Combat Inspections **150-LDR-5022** • Command Forces **150-LDR-5037** • Lead the Rapid Decision-Making and Synchronization Process **150-LDR-5014** • Conduct AARs (*Conduct a Formal After Action Review*) **150-C2-5133**	• FRAGORD • AAR results (headquarters and subordinate units) • Final refinements of SOPs, orders, and systems for the validation exercise
Inputs	**Table X: Command and Control Warfighting Function Validation Exercise *****	**Outputs**
• Table IX Inputs & Outputs • External Evaluators	• Drive the operations process (*Lead the Operations Process*[1]) **150-LDR-5100** • Lead the unit in completion of assigned tactical tasks (*Command Forces*) **150-LDR-5037** • Evaluate METL tasks	• Validated command and control system

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Trained (T), Practiced (P), and Untrained (U)

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

** Certification is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables.

*** Table is executed as part of an externally evaluated culminating training exercise.

AAR	After Action Review	HQ	Headquarters
C2	Command and Control	MDMP	Military Decision-Making Process
C2IS	Command and Control Information System	METL	Mission Essential Task List
C4I	Command, Control, Communications, Computers, and Intelligence	MTO&E	Modified Table of Organization and Equipment
		OPORD	Operation Order
CCIR	Commander's Critical Information Requirements	RDSP	Rapid Decision-Making and Synchronization Process
COA	Course of Action	SOP	Standard Operating Procedure
COP	Common Operational Picture	T&EO	Training and Evaluation Outline
CP	Command Post	XO	Executive Officer
EMOE	Electromagnetic Operational Environment		
FRAGORD	Fragmentary Order		

Figure E-5. Brigade Commander Training Tables Quick Reference (Continued)

SECTION VI – BRIGADE STAFF TRAINING TABLES

E-6. This section includes training tables I through X for the brigade staff.

Brigade Staff Training Tables Quick Reference		
Inputs	**Table I: Organize and Acclimate Staff to the Organization**	**Outputs**
• SOPs • Policies • Drills • TC 6-0 • FM 3-0 • ATP 6-0.5 • ADP 6-0 • ATP 6-22.1 • MTO&E • Unit manning roster	• Understand unit doctrine applications, staff duties, responsibilities, and SOPs (*Establish a Shared Understanding*[1]) **150-LDR-5007** • Organize the Staff as the XO (*Organize the Command and Control System as the Staff Officer*) **150-C2-0000** • Conduct WFF and CP organization (*Organize the Staff for Operations*) **150-LDR-5013** • Build staff relationships (*Develop Cohesive Teams Through Mutual Trust*) **158-LDR-5001** / (*Develop a Cohesive Team through Mutual Trust*) **71-TM-5004** • Develop NCOs and Soldiers (*Conduct Initial Assessment for A Leadership Position*) **158-LDR-8003**	• Staff duties and responsibilities refined in SOP • Staff organization • Records of initial counseling
Inputs	**Table II: Develop Military Decision-Making Process Skills at the Section Level**	**Outputs**
• Table I Inputs & Outputs • Order or plan from higher HQ • Commander's initial planning guidance • ADP 5-0 • FM 6-0 • ATP 5-0.3 • FM 7-0 • Commander's training guidance	• Develop section running estimates (*Develop a Running Estimate*[1]) **150-C2-5144** / (*Analyze the Mission Variables*) **150-C2-5129** / (*Analyze the Operational Variables*) **150-C2-5137** • Conduct the Military Decision-Making Process **71-BDE-5111**, individual MDMP tasks **150-C2-5110** thru **150-C2-5121** • Conduct Rapid Decision-Making and Synchronization Process **71-BDE-5002** / (*Identify Variances*) **150-C2-5142** • Review commander's decision support template & decision support matrix (*Develop a Decision Support Template*) **71-BDE-5009** / (*Conduct the Military Decision-Making Process*) **150-C2-5111** / (*Develop a Decision Support Matrix*) **150-C2-5139** / (*Develop a Decision Support Template*) **150-C2-5138** / (*Develop an Execution Matrix)* **71-BDE-5008** • Assess the current situation and 0peration (*Assess the Tactical Situation*) **150-C2-5130** • Conduct section rehearsals (*Facilitate A Rehearsal*) **150-C2-5122** • Verify section outputs (*Establish Boards and Working Groups*) **150-LDR-5011** • Develop section training plans (*Write the Unit Training Plan Operation Order*) **150-COM-7170**	• Staff section MDMP inputs • Staff section running estimates • Section level proficiency • Section outputs for working groups, boards, briefings, or procedures • Training plan • Refined planning SOP
Inputs	**Table III: Establish Staff and Cell Processes and Integrate Warfighting Functions**	**Outputs**
• Table II Inputs & Outputs • Commander's estimate & planning guidance • ATP 6-01.1 • ITSP 150-C2-5115, *Wargaming* • ITSP 150-C2-5123 / 1.0, *Establish the Battle Rhythm*	• Establish functional and integrating cells (*Organize the Staff as the Staff Officer*[1]) **150-C2-0000** • Validate Warfighting Function Staffs **150-C2-0001/0002/0003/0004/0005/0006** • Conduct the Military Decision-Making Process **71-BDE-5111** ▪ Conduct Receipt of Mission **150-C2-5110** / Prepare a Warning Order **150-C2-5117** ▪ Conduct Mission Analysis **71-BDE-5112** / Perform Intelligence Preparation of the Operational Environment **34-SEC-3180** / Provide Input for Intelligence Preparation of the Operational Environment **150-C2-2210** ▪ Recommend the Commander's Critical Information Requirements **150-C2-5113** ▪ Conduct a risk assessment (*Conduct Risk Management*) **150-C2-5145** / **(***Integrate Risk Management into Operations*)**71-BDE-5145** ▪ Engage in Course of Action Development **150-C2-5114** ▪ Conduct course of action analysis (*War-Gaming*) **150-C2-5115** ▪ Conduct Course of Action Comparison **150-C2-5116** ▪ Conduct a Course of Action Decision Briefing **C2-5009** ▪ Conduct Course of Action Approval **150-C2-5121** ▪ Prepare an Operation Order **71-BDE-5119** / **150-C2-5119** • Develop KM Plan (*Conduct Knowledge Management*) **71-BDE-5330** / (*Perform Knowledge Management*) **150-C2-7654**	• Staff Organization • Planning portion of unit SOP • MDMP products • OPORD/ FRAGORD/ OPLAN ▪ Mission statement ▪ Commander's intent ▪ Concept of the operation ▪ CCIR/EEFI • KM plan

Figure E-6. Brigade Staff Training Tables Quick Reference

Brigade Staff Training Tables Quick Reference (Continued)

Inputs	Table IV: Synchronize Command Post Operations	Outputs
• Table III Inputs & Outputs • Higher headquarters battle rhythm • Draft command post portion of unit SOP • Battle drills ITSP 150-C2-5123 / 1.0, *Establish the Battle Rhythm*	• Integrate Staff Cells for Operations **150-C2-5126** • Synchronize Staff Processes (*Establish Boards and Working Groups)* **150-LDR-5011** • Establish a Battle Rhythm **150-C2-5123** • Conduct rehearsals [combined arms, fires, intelligence, etc.] (*Perform a Rehearsal*[1]) **71-BDE-5122** / Develop a Decision Support Template **150-C2-5138** / Develop a decision support matrix (*Prepare a Fragmentary Order*) **150-C2-5139** / **150-C2-5125** • Practice staff battle drills [see FM 6-0, Appendix E for a list of appropriate drills] • Refine the Plan **150-C2-5124** / (*Perform Planned Actions Sequels, and Branches*) **71-BDE-5132** • Establish the CP (*Establish a Command Post)* **71-BDE-0050** • Formalize shift crews (*Lead a Shift Change*) **150-C2-5205** • Verify command post SOP functionality (*Conduct Command Post Operations*) **71-BDE-5200** / **150-C2-5200**	• Battle rhythm • FRAGORD for OPORD refinements • Initially operational command posts • Refined battle drills and battle rhythm portion of SOP
Inputs	**Table V: Conduct Staff Rehearsal**	**Outputs**
• Table IV Inputs & Outputs • Commander's COP guidance (Commander's Training Table IV)	• Review staff organization (*Organize the Staff for Operations*[1]) **150-LDR-5013** / (*Organize the Command and Control System as the Staff Officer*) **150-C2-0000** / (*Task Organize for Operations*) **71-BDE-5123** • Establish the Common Operational Picture **71-BDE-5319** / **150-C2-5315** • Conduct the operations process (*Conduct the Operations Process for Command and Control*) **71-BDE-5100** • Prepare an Operation Order **150-C2-5119** / **71-BDE-5119** • React to a FRAGORD (*Process a Fragmentary Order)* **71-BDE-5203** / (*Conduct Rapid Decision-Making and Synchronization Process)* **71-BDE-5002** • Finalize the battle rhythm (*Implement the Battle Rhythm*) **71-BDE-5125** • Finalize decision support products (De*velop a Decision Support Template*) **150-C2-5138** / (*Develop a Decision Support Matrix*) **150-C2-5139** • Employ the command and control system (*Organize the Command and Control System*) **150-LDR-5251** • Conduct Command Post Operations **71-BDE-5200** • Control Operations **71-BDE-5103** • **[OPTIONAL]** Conduct sensitive compartmented information facility (SCIF) operations (*Manage Special Security Office Functions*) **34-TM-3090 [Only applies to units that control a SCIF]** • Conduct section/cell AARs (*Conduct a Formal After Action Review*) **150-C2-5133**	• Refined staff organization • Commander-approved COP • OPORD • FRAGORDs • Finalized battle rhythm • DSM /other decision support products • AAR results • Refined staff SOP
Inputs	**Table VI: Conduct Staff Certification****	**Outputs**
• Table V Inputs & Outputs	• Conduct the operations process (*Conduct the Operations Process for Command and Control*[1]) **71-BDE-5100** • Execute the battle rhythm (*Implement the Battle Rhythm*) **71-BDE-5125** / (Establish Boards and Working Groups) **150-LDR-5011** • Conduct Command Post Operations **71-BDE-5200** • Create a shared understanding (*Establish a Shared Understanding*) **150-LDR-5007** & **71-BDE-5007** • Control Operations **71-BDE-5103** • Transfer command and control between CPs (*Maintain Continuity of Command and Control*) **71-BDE-5250** / (*Conduct Transfer Control of Operations*) **71-BDE-5202** • Displace the Command Post **71-BDE-5201** / (*Conduct Quartering Party Operations*) **71-BDE-5105** • **[OPTIONAL]** Conduct sensitive compartmented information facility (SCIF) operations (*Manage Special Security Office Functions*) **34-TM-3090 [Only applies to units that control a SCIF]**	• AAR results • Staff certifications

Figure E-6. Brigade Staff Training Tables Quick Reference (Continued)

Brigade Staff Training Tables Quick Reference (Continued)		
Inputs	**Table VII: Integrate the Command and Control System**	**Outputs**
• Table VI Inputs & Outputs • Higher headquarters FRAGORD Draft KM plan	• Receive and integrate liaisons and attachments (*Integrate Liaisons and Attachments*[1]) **71-BDE-5019** • Conduct the Military Decision-Making Process **71-BDE-5111** / (*Develop a Decision Support Template*) / **71-BDE-5009** / (*Develop a Decision Support Matrix*) **150-C2-5139** • Task Organize for Operations **71-BDE-5123** / (*Manage Terrain*) **71-BDE-5138** • Coordinate efforts with higher, lower, adjacent, and supporting units (*Establish Coordination and Liaison*) **71-BDE-5121** • Assess the Tactical Situation and Operation **71-BDE-5130** • Conduct Information Collection **71-BDE-2300** • Manage command and control information systems (*Manage Command, Control, and Information Systems*) **71-BDE-5118** • Conduct Knowledge Management **71-BDE-5330** / (*Request Foreign Disclosure*) **150-C2-2222** / (*Protect Information*) **71-BDE-5010**	• FRAGORD • Liaison structure • Refined staff structure • Updated running estimates • Reporting portion(s) of SOP • Revised CCIR / EEFI • Refined KM plan
Inputs	**Table VIII: Synchronize Operations**	**Outputs**
• Table VII Inputs & Outputs	• Exercise battle rhythm (*Implement the Battle Rhythm*) **71-BDE-5125** • Conduct the operations process (*Conduct the Operations Process for Command and Control*) **71-BDE-5100** • Control Operations **71-BDE-5103** • Conduct an Operations Synchronization Meeting **71-BDE-5135** • Process Relevant Information **71-BDE-5315** • Conduct rehearsals (*Perform a Rehearsal*) **71-BDE-5122**	• Refined battle rhythm • Refined rehearsal SOP
Inputs	**Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal *****	**Outputs**
• Table VIII Inputs & Outputs	• Conduct the Operations Process **71-BDE-5100** / (*Conduct Rapid Decision-Making and Synchronization Process*[1]) **71-BDE-5002** / (*Control Operations*) **71-BDE-5103** • Conduct Knowledge Management **71-BDE-5330** • Revise the Plan **71-BDE-5124** • Emplace and displace the command post (*Establish a Command Post)* **71-BDE-0050** / (*Displace the Command Post*) **71-BDE-5201** / (*Maintain Continuity of Command and Control*) **71-BDE-5250** • Conduct Command Post Operations **71-BDE-5200** • **[OPTIONAL**] Conduct sensitive compartmented information facility (SCIF) operations (*Manage Special Security Office Functions*) **34-TM-3090 [Only applies to units that control a SCIF]** • Conduct After Action Reviews (*Conduct a Formal After Action Review*) **150-C2-5133**	• FRAGORD • Finalized SOPs / staff structure / battle rhythm • AAR results

Figure E-6. Brigade Staff Training Tables Quick Reference (Continued)

Brigade Staff Training Tables Quick Reference (Continued)		
Inputs	**Table X: Command and Control Warfighting Function Validation Exercise*** **	**Outputs**
• Table IX Inputs & Outputs	• Conduct the Operations Process **71-BDE-5100** / (*Conduct Rapid Decision-Making Process*[1]) **71-BDE-5002** / (*Control Operations)* **71-BDE-5103** • Conduct Knowledge Management **71-BDE-5330** • Revise the Plan **71-BDE-5124** / (*Conduct Rapid Decision-Making and Synchronization Process*) **71-BDE-5002** • Displace the Command Post **71-BDE-5201** / transfer control between command posts (*Conduct Transfer Control of Operations*) **71-BDE-5202** / (*Maintain Continuity of Command and Control*) **71-BDE-5250** • Conduct Command Post Operations **71-BDE-5200** • Execute battle rhythm (*Implement the Battle Rhythm*) **71-BDE-5125** • **[OPTIONAL**] Conduct sensitive compartmented information facility (SCIF) operations (*Manage Special Security Office Functions*) **34-TM-3090 [Only applies to units that control a SCIF]**	• MET assessment • Staff validations • Validated SOP • AAR results

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Fully Trained (T), Practiced (P), and Untrained (U).

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

** Table is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables.

*** Table is executed as part of an externally evaluated culminating training exercise.

AAR	After Action Review	MET	Mission Essential Task
C2	Command and Control	MTO&E	Modified Table of Organization and Equipment
CCIR	Commander's Critical Information Requirements	NCO	Noncommissioned Officer
COP	Common Operational Picture	OPLAN	Operation Plan
CP	Command Post	OPORD	Operation Order
DSM	Decision Support Matrix	RDSP	Rapid Decision-Making and Synchronization Process
EEFI	Essential Element of Friendly Information	SCIF	Sensitive Compartmentalized Information Facility
FRAGORD	Fragmentary Order	SOP	Standard Operating Procedure
HQ	Headquarters	T&EO	Training and Evaluation Outline
KM	Knowledge Management	WFF	Warfighting Function
MDMP	Military Decision-Making Process	XO	Executive Officer

Figure E-6. Brigade Staff Training Tables Quick Reference (Continued)

SECTION VII – BRIGADE COMMAND POST TRAINING TABLES

E-7. This section includes training tables I through X for the brigade command posts. Each command post should successfully perform the tasks in each table.

Brigade Command Post Training Tables Quick Reference		
Inputs	**Table I: Conduct Pre-Combat Inspection (Equipment and Maintenance)**	**Outputs**
• Equipment TMs • Unit SOP • MTO&E • ATP 6-0.5	• Inventory command post equipment (*Conduct Command Post Operations*[1]) **150-C2-5200** • Verify command post equipment readiness (*Conduct Command Post Operations*) **150-C2-5200** • Identify sustainment requirements for the command post(s) (*Support Command Posts)* **71-CO-0433** • Schedule maintenance requirements (*Conduct Command Post Operations)* **150-C2-5200**	• Completed hand receipts • Requisitions for shortfalls • Maintenance records
Inputs	**Table II: Identify Command Post Characteristics**	**Outputs**
• Table I Inputs & Outputs	• Identify command post requirements (*Develop the Command Post Layout*[1]) **150-C2-5202** • Design command post configuration (*Develop the Command Post Layout*) **150-C2-5202** • Review command post SOPs (*Conduct Command Post Operations*) **150-C2-5200** • Identify functional gaps and commercial solutions (*Develop the Command Post Layout*) **150-C2-5202**	• Command post layout design • Updated command post SOPs
Inputs	**Table III: Establish Command Post Layout**	**Outputs**
• Table II Inputs & Outputs • Draft KM Plan • ATP 6-01.1 • ATP 6-02.60	• Implement the KM plan *(Conduct Knowledge Management*[1]*)* **71-BDE-5330** / *(Manage Information and Data)* **71-BDE-5310** • Conduct Information Protection **150-MC-5010** / (*Protect Information*) **71-BDE-5010** / (*Conduct Operations Security)* **150-C2-6111** • Integrate functionality (*Organize the Command and Control System*) **150-LDR-5251** • Determine command post ergonomics (*Conduct Command Post Operations)* **150-C2-5200** / (*Develop a Command Post Layout)* **150-C2-5202** • Identify power generation requirements (*Conduct Command Post Operations)* **150-C2-5200**	• Command post information requirements • Refined command post portion of KM plan • Refined command post layout • Command post power generation requirements
Inputs	**Table IV: Determine Command Post Survivability and Sustainability**	**Outputs**
• Table III Inputs & Outputs • Unit manning roster • GTA 11-11-001, *Emission Control Planning Aid*	• Establish a Command Post **71-BDE-0050** • Establish the command post C2IS construct (*Manage Command and Control Information Systems*[1]) **150-LDR-5253** • Establish the command post security plan (*Conduct Security of Critical Sites*) **19-CO-2204** • Establish a sustainment plan (*Support Command Posts*) **71-CO-0433** • Finalize shift crews (*Lead a Shift Change*) **150-C2-5205** • Finalize shift crew responsibilities (*Conduct Command Post Operations*) **150-C2-5200** • Prepare to perform in a contested electromagnetic spectrum (*React to Electromagnetic Interference*) **11-CW-D5903** / (*React to Electromagnetic Interference*) **11-PLT-D5902** [Drills]	• Command post security plan • Command post sustainment plan • Command post battle roster • Refined command post shift change portion of the SOP

Figure E-7. Brigade Command Post Training Tables Quick Reference

Brigade Command Post Training Tables Quick Reference (Continued)		
Inputs	**Table V: Conduct Command Post Rehearsal**	**Outputs**
• Table IV Inputs & Outputs • Higher HQ order	• Displace the Command Post **71-BDE-5201** / *(Establish a Command Post[1])* **71-BDE-0050** / (*Maintain Continuity of Command and Control*) **71-BDE-5250** • Finalize load plans (*Conduct Command Post Operations*) **71-BDE-5200** • Finalize command post layout (*Develop the Command Post Layout*) **150-C2-5202** • Identify electromagnetic signature *(Define the Electromagnetic Operations Environment)* **113-25E-3003** • Conduct battle drills *(Conduct Command Post Operations)* **71-BDE-5200** [See FM 6-0, Appendix E, and unit-type Army Techniques Publications for recommended battle drills] • **[OPTIONAL]** Secure the SCIF (*Establish Access Control Point for a Sensitive Compartmented Information Facility*) **34-TM-3091 [Applies only to brigades that control a SCIF]**	• Load plans • Measures to mitigate electromagnetic signature • Refined battle drills and SOP • AAR results • Command post certification
Inputs	**Table VI: Conduct Command Post Certification****	**Outputs**
• Table V Inputs & Outputs • TC 6-0.2	• Displace the Command Post **71-BDE-5201** • Maintain Continuity of Command and Control **71-BDE-5250** • Certify shift crews (*Conduct Command Post Operations*[1]) **71-BDE-5200** • Conduct Security of Critical Sites **19-CO-2204** • **[OPTIONAL]** Secure the SCIF (*Establish Access Control Point for a Sensitive Compartmented Information Facility*) **34-TM-3091 [Applies only to brigades that control a SCIF]**	• Command post certification • AAR Results • Finalized command post portions of the SOP
Inputs	**Table VII: Conduct Command Post Operations**	**Outputs**
• Table VI Inputs & Outputs • Higher headquarters FRAGORD	• Integrate Liaisons and Attachments **71-BDE-5019** • Conduct Command Post Operations **71-BDE-5200** • Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BDE-5330** / (*Manage Information and Data)* **71-BDE-5310** • Conduct command post battle drills (See FM 6-0, Appendix E, for recommended battle drills) • Perform command post administration (*Conduct Command Post Operations)* **150-C2-5200**	• Updated command post SOP and KM plan
Inputs	**Table VIII: Sustain the Command Post**	**Outputs**
• Table VII Inputs & Outputs • ATP 5-19	• Conduct command post sustainment operations (*Support Command Posts*[1]) **71-CO-0433** • Conduct safety programs *(Integrate Risk Management into the Operations Process*) **71-BDE-5145** • Conduct Command Post Operations **71-BDE-5200** • Secure the command post (*Coordinate Reaction to Threat Level I and Level II Attacks*) **71-BDE-6050** / (*Conduct Security of Critical Sites*) **19-CO-2204** • **[OPTIONAL]** Secure the SCIF (*Establish Access Control Point for a Sensitive Compartmented Information Facility*) **34-TM-3091 [Applies only to units that control a SCIF]**	• Refined command post SOP
Inputs	**Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal**	**Outputs**
• Table VIII Inputs & Outputs	• Displace the Command Post **71-BDE-5201** • Maintain Continuity of Command and Control **71-BDE-5250** • Conduct Command Post Operations **71-BDE-5200** • Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BDE-5330** / (*Manage Information and Data*) **71-BDE-5310** • Secure the command post (*React to Level I and Level II Attacks*) **71-BDE-6050** / (*Conduct Security of Critical Sites*[1]) **19-CO-2204** • Conduct AARs (*Conduct a Formal After Action Review*) **150-C2-5133** • **[OPTIONAL]** Secure the SCIF (*Establish Access Control Point for a Sensitive Compartmented Information Facility*) **34-TM-3091 [Applies only to units that control a SCIF]**	• Finalized SOPs / staff structure / battle rhythm • AAR results

Figure E-7. Brigade Command Post Training Tables Quick Reference (Continued)

Brigade Command Post Training Tables Quick Reference (Continued)		
Inputs	**Table X: Command and Control Warfighting Function Validation Exercise *****	**Outputs**
• Table IX Inputs & Outputs	• Displace the Command Post **71-BDE-5201** • Maintain Continuity of Command and Control **71-BDE-5250** • Conduct Command Post Operations **71-BDE-5200** • Implement the KM plan (*Conduct Knowledge Management*[1]) **71-BDE-5330** / (*Manage Information and Data*) **71-BDE-5310**. • Secure the command post (*Coordinate Reaction to Level I and Level II Attacks*) **71-BDE-6050** / (*Conduct Security of Critical Sites*) **19-CO-2204** • **[OPTIONAL**] Secure the SCIF (*Establish Access Control Point for a Sensitive Compartmented Information Facility*) **34-TM-3091 [Applies only to units that control a SCIF]**	• Command post validations • Validated SOPs • AAR results

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Fully Trained (T), Practiced (P), and Untrained (U).

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

** Table is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables.

AAR	After Action Review	MTO&E	Modified Table of Organization and Equipment
EMOE	Electromagnetic Operations Environment	SCIF	Sensitive Compartmentalized Information Facility
FRAGORD	Fragmentary Order	SOP	Standard Operating Procedure
HQ	Headquarters	T&EO	Training and Evaluation Outline
KM	Knowledge Management	TM	Training Manual

Figure E-7. Brigade Command Post Training Tables Quick Reference (Continued)

SECTION VIII – BRIGADE DIGITAL CREW TRAINING TABLES

E-8. This section includes training tables I through X for the brigade digital crew.

Brigade Digital Crew Training Tables Quick Reference		
Inputs	**Table I: Execute Basic Command and Control Information System Operations**	**Outputs**
• Digital crew battle roster • KM SOP • ATP 6-01.1 • System TMs and/or Users Manuals	• Operators demonstrate the abilities to: ▪ Setup the C2IS for operation (*Employ a Command and Control Information System*[1]) **150-C2-5250** ▪ Prepare C2IS for operations ▪ Organize C2IS Data ▪ Employ C2IS ▪ Operate C2IS degraded (*Exercise Command and Control Under Degraded Conditions*) **150-DMG-2020**	• Operator certifications on their individual systems under all conditions
Inputs	**Table II: Integrate Command Post Systems**	**Outputs**
• Table I Inputs & Outputs • Draft command and control information system portion of unit SOP • FM 6-0 • ADP 5-0	• Integrate Command and Control Information Systems with the Mission Command Workstation **150-DMG-2033** • Perform Troubleshooting Procedures on Command and Control Information Systems **150-DMG-2034**	• Interoperability of information requirements across the entire network and integrated into each designated C2IS
Inputs	**Table III: Develop the Common Operational Picture**	**Outputs**
• Table II Inputs & Outputs • Commander's guidance (Commander Table II) • COP portion of digital SOP	• Establish the Common Operational Picture **150-C2-5315** • Prepare the Digital Common Operational Picture **150-DMG-2035** • Implement the COP related portions of the KM plan (*Conduct Knowledge Management*[1]) **71-BDE-5330** / (*Manage Information and Data*) **71-BDE-5310**	• COP • Validated COP portion of digital SOP
Inputs	**Table IV: Synchronize Operations**	**Outputs**
• Table III Inputs & Outputs • Battle drills • Scenario events to drive SIGACTS & drills • FM 6-0 Battle Drills Annex	• Execute battle drills (*Execute Battle Drills Using Command and Control Information Systems*[1]) **150-DMG-2015** • Share a Plan Using the Command and Control Information Systems **150-DMG-3006** • Present a Command Post Update Brief **150-DMG-2016**	• Validated battle drills • Command and control information system shared plan • Validated briefing portion of digital SOP • Refined COP
Inputs	**Table V: Conduct Command and Control Network Rehearsal**	**Outputs**
• Table IV Inputs & Outputs • Staff COP input	• Establish the Common Operational Picture **71-BDE-5319** • Conduct command and control information system operations (*Communicate Using Command and Control Information System*[1]) **150-DMG-2012** • Maintain Continuity of Command and Control **71-BDE-5250** / *(Conduct Transfer Control of Operations)* **71-BDE-5202**	• Finalized COP
Inputs	**Table VI: Conduct Digital Crew Certification****	**Outputs**
• Table V Inputs & Outputs	• Establish the Common Operational Picture **71-BDE-5319** • Conduct command and control information system operations (*Communicate Using Command and Control Information System*[1]) **150-DMG-2012**	• Digital crew certification • Refined knowledge management portion of SOP

Figure E-8. Brigade Digital Crew Training Tables Quick Reference

Brigade Digital Crew Training Tables Quick Reference (Continued)		
Inputs	**Table VII: Integrate the Command and Control System**	**Outputs**
• Table VI Inputs & Outputs • ADP 6-0	• Establish a Command Post **71-BDE-0050** • Process Relevant Information **71-BDE-5315** • Display the COP (*Establish the Common Operational Picture*[1]) **71-BDE-5319** • Disseminate COP and Execution Information (*Establish the Common Operational Picture*) **71-BDE-5319** • Implement the KM plan (*Conduct Knowledge Management)* **71-BDE-5330** / (*Manage Information and Data)* **71-BDE-5310**	• Refined COP and digital crew portions of SOP
Inputs	**Table VIII: Synchronize Operations**	**Outputs**
• Table VII Inputs & Outputs	• Develop a Running Estimate **71-BDE-5144** • Conduct Rapid Decision-Making and Synchronization Process **71-BDE-5002** • Conduct an Operations Synchronization Meeting **71-BDE-5135**	• Digital crew running estimates • Updated synchronization matrix • Refined operations synch meeting portion of SOP
Inputs	**Table IX: Command and Control Warfighting Function Validation Exercise Rehearsal**	**Outputs**
• Table VIII Inputs & Outputs	• Establish a Command Post **71-BDE-0050** / (*Conduct Command Post Operations*[1]*)* **71-BDE-5200** • Validate the Digital SOP (*Conduct Knowledge Management)* **71-BDE-5330** • Assist the Commander in Executing Operations **150-C2-5131** / (*Control Operations*) **71-BDE-5103** • Support the command post crew in displacing the command post (*Displace the Command Post*) **71-BDE-5201** / (*Conduct Transfer Control of Operations)* **71-BDE-5202**	• Validated SOP • After action review results
Inputs	**Table X: Command and Control Warfighting Function Validation Exercise *****	**Outputs**
• Table IX Inputs & Outputs	• Establish a Command Post **71-BDE-0050** / (*Conduct Command Post Operations*[1]) **71-BDE-5200** • Support the command post crew in displacing the command post (*Displace the Command Post*) **71-BDE-5201** / (*Conduct Transfer Control of Operations*) **71-BDE-5202** • Conduct command and control information system operations (*Communicate Using Command and Control Information System*) **150-DMG-2012**	• Digital crew validations

Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0. The three possible proficiency ratings are Fully Trained (T), Practiced (P), and Untrained (U).

[1] Where the reference T&EO title differs from the task to be accomplished, the T&EO title appears in parentheses and italics before the T&EO number.

** Table is conducted as part of a larger exercise and is supported by the staff, command post, and digital crew tables.

*** Table is executed as part of an externally evaluated culminating training exercise.

AAR	After Action Review	SIGACT	Significant Activity
C2	Command and Control	SOP	Standard Operating Procedure
C2IS	Command and Control Information System	T&EO	Training and Evaluation Outline
COP	Common Operational Picture	TM	Technical Manual
KM	Knowledge Management		

Figure E-8. Brigade Digital Crew Training Tables Quick Reference (Continued)

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Source Notes

B-3 "To increase survivability …": LTG Milford Beagle, BG Jason Slider, LTC Matthew Arrol, *The Graveyard of Command Posts What Chornobaivka Should Teach Us about Command and Control in Large-Scale Combat Operations, Military Review*, March 2023, page 8.

B-15 "Even without further modernization…" *Command Post Survivability: What's to Be Done?* Mission Command Battle Lab (MCBL) Notice 23-713, February 2023.

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Glossary

This glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definitions. Terms for which TC 6-0.2 is the proponent are marked with an asterisk (*) before the term. For other terms, it lists the proponent publication in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

AAR	After Action Review
ACM	Airspace Coordinating Measure
ADP	Army Doctrine Publication
AFATDS	Advanced Field Artillery Tactical Data System
ALOC	Administration and Logistics Operation Center
AMDWS	Air and Missile Defense Workstation
A-METL	Assigned Mission METL
AO	Area of Operations
ASI	Additional Skill Identifier
ATAK	Android Tactical Assault Kit
ATG	Annual Training Guidance
ATMS	Army Training Management System
ATN	Army Training Network
ATP	Army Training Publication
BCT	Brigade Combat Team
C2	Command and Control
C2IS	Command and Control Information System
C2TT	Command and Control Training Tables
C4I	Command, Control, Communications, Computers, and Intelligence
CAB	Combat Aviation Brigade
CAC	Common Access Card
CAR	Central Army Registry
CATS	Combined Arms Training Strategy
CCIR	Commander’s Critical Information Requirements
CFZ	Critical Friendly Zone
CND	Computer Network Defense
COA	Course of Action
COMEX	Communication Exercise
COMSEC	Communications Security
COP	Common Operational Picture
CP	Command Post

CPCE	Command Post Computing Environment
CPOF	Command Post of the Future
CPX	Command Post Exercise
C-RAM	Counter Rockets Artillery and Mortars
C-UAS	Counter-Unmanned Aircraft Systems
CSM	Command Sergeant Major
CTC	Combat Training Center
CTE	Culminating Training Event
CTG	Commander's Training Guidance
CUOPS	Current Operations
DA	Department of the Army
DATE	Decisive Action Training Environment
DCGS-A	Distributed Common Ground System-Army
DEPEX	Deployment Exercise
DMG	Digital Master Gunner
DoD	Department of Defense
DODIN-A	Department of Defense Information Network – Army
DSM	Decision Support Matrix
DST	Decision Support Template
EA	Electromagnetic Attack
EEFI	Essential Elements of Friendly Information
EMCON	Emission Control
EMOE	Electromagnetic Operational Environment
EMS	electromagnetic Spectrum
EP	electromagnetic Protection
ESA	Exercise Support Application
EWS	Electromagnetic Warfare Support
EXEVAL	External Evaluation
FFIR	Friendly Force Information Requirements
FPV	First Person Video
FRAGORD	Fragmentary Order
FSCM	Fire Support Coordination Measures
FTX	Field Training Exercise
FUOPS	Future Operations
GCCS-A	Global Command and Control System-Army
GCCS-J	Global Command and Control System-Joint
GEOINT	Geospatial Intelligence
GFT	Games for Training
HHC	Headquarters and Headquarters Company
HQ	Headquarters
IA	Information Assurance

ICTL	Individual Critical Task List
IFS	Intel Fusion Server
ION	Information Operations Network
IPOE	Intelligence Preparation of the Operational Environment
ITSP	Individual Training Support Package
JADC2	Joint All Domain Command and Control
JBC-P	Joint Battle Command-Platform
JC2	Joint Command and Control
KM	Knowledge Management
KMO	Knowledge Management Officer
KMP	Knowledge Management Plan
LOGSTAT	Logistics Status
LSCO	Large-Scale Combat Operations
MC	Mission Command
MCCOE	Mission Command Center of Excellence
MCDMG	Mission Command Digital Master Gunner
MCWS	Mission Command Workstation
MDMP	Military Decision-Making Process
MDO	Multi-Domain Operations
MET	Mission Essential Task
METL	Mission Essential Task List
METT-TC(I)	Mission, Enemy, Terrain and Weather, Troops and Support Available, Time Available, Civil Considerations, and Informational Considerations
MMC	Mounted Mission Command (software).
MOE	Measures of Effectiveness
MOP	Measures of Performance
MOS	Military Occupational Specialty
MSEL	Master Scenario Events List
MTC	Mission Training Complex
MTO&E	Modified Table of Organization and Equipment
NCO	Noncommissioned Officer
NCOIC	Noncommissioned Officer in Charge
ODIN	Operational Environment Data Integration Network
OE	Operational Environment
OPFOR	Opposing Force
OPORD	Operation Order
OPSEC	Operations Security
P	Practiced
PACE	Primary, Alternate, Contingency, and Emergency

PCI	Precombat Inspection
PIR	Priority Intelligence Requirement
PMCS	Preventive Maintenance Checks and Services
PMESII-PT	Political, Military, Economic, Social, Information, Infrastructure, Physical Environment, and Time
RDSP	Rapid Decision-Making and Synchronization Process
ReARMM	Regionally Aligned Readiness and Modernization Model
SAP	Special Access Program
SCIF	Sensitive Compartmented Information Facility
SGM	Sergeant Major
SIGACT	Significant Activities
SIGINT	Signals Intelligence
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SSO	Special Security Office
STAFFEX	Staff Exercise
T	Fully Trained
T&EO	Training and Evaluation Outline
TAC	Tactical Command Post
TADSS	Training Aids, Devices, Simulators, and Simulations
TAIS	Tactical Airspace Integration System
TAK	Tactical Assault Kit
TM	Technical Manual
TO&E	Table of Organization and Equipment
TS	Task Set
T-SCIF	Tactical Sensitive Compartmented Information Facility
TSI	Tactical Server Infrastructure
TSP	Training Support Package
U	Untrained
UAS	Unmanned Aircraft Systems
USR	Unit Status Report
UVDDLA	Understanding, Visualizing, Describing, Directing, Leading, and Assessing
WARNORD	Warning Order
WFF	Warfighting Function
WINTAK	Windows Tactical Assault Kit
WTSP	Warfighter Training Support Package
XO	Executive Officer

SECTION II – TERMS

***Mission Command**

(Army) The Army's approach to command and control that empowers subordinate decision making and decentralized execution appropriate to the situation (ADP 6-0).

***Command and Control Training Tables**

A series of task based tables for training a unit's commander, staff, all command posts, and digital crews on individual and collective task training objectives with clear inputs and outputs (TC 6-0).

Training and Evaluation Outline

A summary document that provides information on individual or collective task training objectives, resource requirements, and evaluation procedures (FM 7-0).

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30 July 2025

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