TC 6-0.4

Training the Mission Command Warfighting Function for Divisions and Corps

APRIL 2019

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Headquarters, Department of the Army

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Training Circular
No. 6-0.4

Headquarters
Department of the Army
Washington, DC, 10 April 2019

Training the Mission Command Warfighting Function for Division and Corps

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Preface

TC 6-0.4, Training the Mission Command Warfighting Function for Divisions and Corps, is a guide for division and corps commanders to use during unit training management and planning. This TC provides the framework for commanders, leaders, and Soldiers, who plan, prepare, execute, and assess training of mission command. The products described in this publication are developed to support the mission-essential task list (METL) training strategy at each echelon. Proficiency for each task in these tables is established in Chapter 1 of AR 350-1, Army Training and Leader Development, and is further explained in FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). Also noteworthy is that product tasks that refer to the command post of the future (CPOF) will also apply to the command post computing environment (CPCE), once units are fielded. This publication is written to include several training audiences: division and corps commanders, the staff, the command posts, and the digital crew. This publication is also meant for any general officer level command that has a staff and performs aspects of the operations process in support of the commander. In addition to the training aspects of this publication, educators throughout the Army will gain significant value using this TC.

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. (See FM 27-10, The Law of Land Warfare.)

TC 6-0.4 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. When first defined in the text, terms for which TC 6-0.4 is the proponent publication are boldfaced and italicized, and definitions are boldfaced. When first defining other proponent definitions in the text, the term is italicized and the number of the proponent publication follows the definition. Following uses of the term are not italicized.

TC 6-0.4 applies to all components of the United States Army: the Active Army (COMPO 1); both reserve components, the Army National Guard/Army National Guard of the United States (COMPO2), and the United States Army Reserve (COMPO 3) unless otherwise stated.

The proponent of TC 6-0.4 is the U.S. Army Mission Command Center of Excellence (MCCOE). The preparing agency is the Directorate of Training, U.S. Army Mission Command Center of Excellence, Combined Arms Center, Fort Leavenworth, KS. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Mission Command Center of Excellence, ATTN: DOT MCCOE, Bldg. 472, Room 301, 310 McPherson Ave., Ft. Leavenworth, KS 66027; or submit an electronic DA Form 2028 to usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ops@mail.mil.

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Introduction

The Army defines *mission command* as 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 unified land operations (ADP 6-0). Effective commanders use this publication to increase the state of readiness within their headquarters to ensure their units are prepared to conduct unified land operations.

This publication highlights the training pathway for the commander and staff as they implement the mission command system at the division and corps level. Figure Introduction-1 illustrates the exercise of mission command (less the additional mission command tasks that are not addressed in these tables). This publication highlights the training pathway for the commander, the staff, the command posts, and the digital crew.

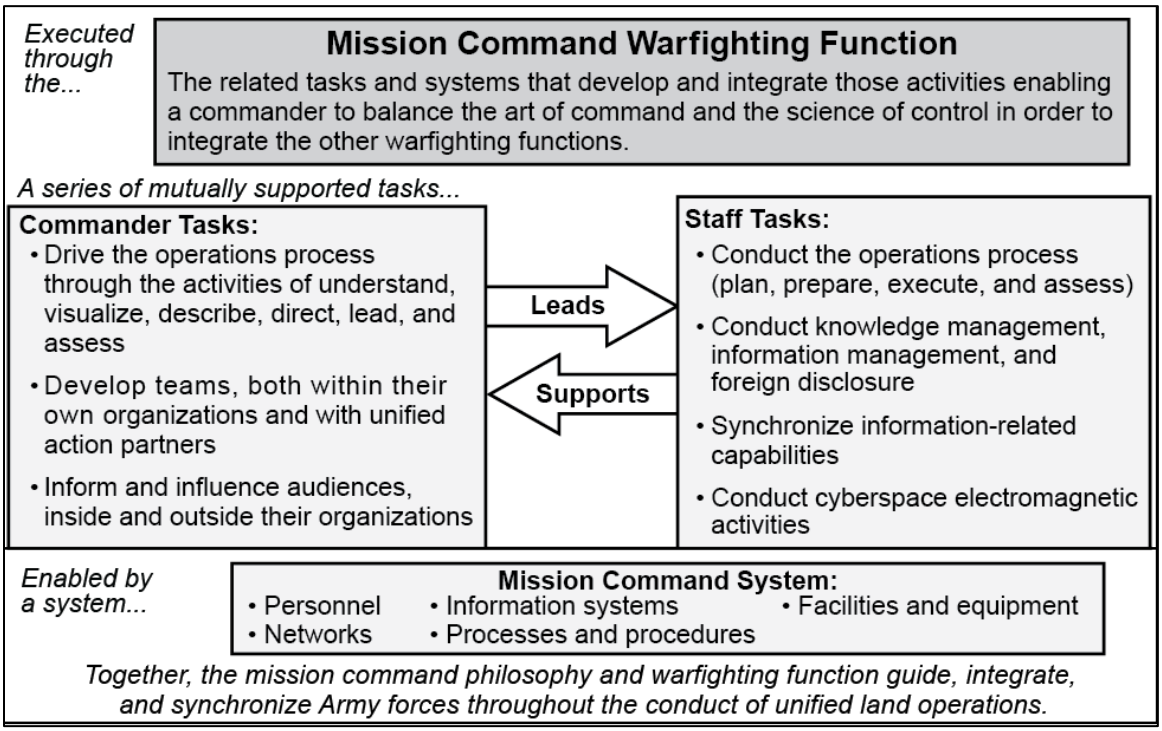


Figure Introduction-1. The Exercise of Mission Command

To assist commanders in building and maintaining their overall mission command and unit readiness, this TC provides mission command training tables (MCTT). The ***mission command training tables*** **are 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 6-0.4)**.** The MCTT are designed to function and be applied like those of typical gunnery tables that commanders use to certify and validate crews throughout the force. The tables are divided into the four distinct categories mentioned above: the commander, the staff, the command post, and the digital crew. This publication provides information about the Army's approach to training the mission command warfighting function and highlights several training considerations and enablers that, when implemented, will improve unit readiness.

SUPPORTING TRAINING RESOURCES

The mission command training tables are built using individual tasks, collective tasks, and drills. 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 training tables are not included in this manual, but may be downloaded using a common access card (CAC) from the Army Training Network (ATN <https://atn.army.mil/>), or the Central Army Registry (CAR <https://rdl.train.army.mil/catalog/dashboard>). 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 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, title, or both have been entered in the search field tasks with similar titles, or task numbers will also populate. Scroll down the listing to find the T&EO that is being sought.

The T&EO number specifically identifies whether the task is either an individual, or collective task by the initial series of numbers. The echelon type is identified by the middle set of letters (or numbers). The last set of numbers identify the specific task. For example: The T&EO number for "*Conduct the Mission Command Operations Process for Divisions*" is 71-DIV-5100. The initial numbers "71" identifies this task as collective. The middle set of letters "DIV" identifies this task at the division echelon. The last set of numbers connects the type of task (collective or individual) to the echelon level and the task title "*Conduct the Mission Command Operations Process for Divisions*".

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

Mission Command Center of Excellence (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 (WTSP), downloadable from the CAR, which are training scenarios at the division level that commanders can use to set conditions for collective training events, including:
  - WTSP-71-TS-DIV201 - Displace the Command Post for Divisions
  - WTSP-71-TS-DIV110 - Conduct a Movement to Contact for Divisions
  - WTSP-71-TS-DIV120 - Conduct an Attack for Divisions
  - WTSP-71-TS-DIV222 - Conduct a Defense for Divisions
- Individual Training Support Packages (ITSP), downloadable from the CAR, that commanders can use for self-study or to train their key staff and subordinate unit commanders on the following topics:
  - ITSP 150-DIV-0006 - The Division Commander Drives the Operations Process
  - ITSP 150-LDR-1005 - Transitioning to a Joint Headquarters
  - ITSP 150-DET-0005 - Integrate a Digital Liaison Detachment (DLD) with a Multinational Partner
  - ITSP 150-MC-8000 - Integrate a Main Command Post Operational Detachment into a Division Headquarters
  - ITSP 150-MC-8001- Integrate a Main Command Post Operational Detachment into a Corps Headquarters
  - ITSP 150-MC-9000 - Pre-NET Command Post Computing Environment Leader Training
- Other mission command training supporting materials are available from the MCCOE Directorate of Training ATN page, https://atn.army.mil/mccoe-directorate-of-training-(dot)/mission-command-center-of-excellence-(mccoe)-direc.
- Units can contact the DOT at the following address with questions or suggestions regarding the MCTT or any of the supporting training materials: usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ops@mail.mil.

Chapter 1

Mission Command Warfighting Function Training Tables – Division

This chapter describes training tables for the division or similar general officer level of command and unit structure. The mission command training tables (MCTT) for the division are designed to develop and test the proficiency of four training audiences– commander, staff, command post, and digital crew–at the basic, intermediate, and advanced levels. The "Objective-T" tasks in each table are intended to replicate training under realistic conditions against all threats in the operational environment. 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 command post, and how the command post 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 1

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

OVERVIEW

1-2. Chapter 1 assists division level commands (hereafter referred to as division) 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, command post, and digital crew. Validation of the unit's mission command system occurs through an externally evaluated culminating exercise. Refer to Appendix B for a cumulative listing of tasks and drills that are identified within this publication.

SCOPE

1-3. While the discussion of the tables in this chapter refers to Army division headquarters, they are designed to be used by other 1 and 2-star commands such as expeditionary sustainment commands to train the mission command warfighting function, with minor modification.

1-4. The MCTTs are closely aligned with the division Combined Arms Training Strategy (CATS). The exercises mentioned in the MCTTs 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 and unit training event matrix solely for purpose of completing the MCTT. 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. This chapter details all levels of mission command warfighting function training and certifications in detail. Figure 1-1 summarizes how the MCTTs support mission command (MC) training and shows the progressive objectives for the division. 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 mission command warfighting function proficiency of the division headquarters. The four training audiences will train together to progress through Tables VI-X.

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 Mission Command 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	Frame the Operation	Establish Staff / Cell Processes and Integrate Warfighting Function	Establish CP Infrastructure	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 Mission Command Information System Rehearsal
	VI Certification	Assess and Certify the Headquarters	Conduct Staff Certification	Conduct Command Post Certification	Digital Crew Certification
Collective Training with Augmentees	VII	Direct Mission Command System Integration	Integrate the Mission Command System	Conduct Command Post Operations	Integrate the Mission Command System
	VIII	Apply the Art and Science of Mission Command	Synchronize Operations with Unified Action Partners	Sustain the Command Post	Synchronize Operations with Unified Action Partners
Formal Evaluation	IX	Mission Command Warfighting Function Validation Exercise Rehearsal			
	X Validation (EXEVAL)	Mission Command Warfighting Function Validation Exercise			

Figure 1-1. Division Mission Command Training Tables

1-6. Tables I through X for each training audience present a gated training strategy that supports the progression of mission command warfighting function proficiency. All subordinate steps list individual and collective task training and evaluation outlines (T&EOs) for each gate.

1-7. 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 mission command in the conduct of unified land operations. 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 help form the organization into an operational headquarters. Tables V-VI are structured for the commander to evaluate, assess, and certify their organization while conducting standard mission essential tasks (METs) or assigned mission METs. Commanders can choose to run Tables I-V in a single event or several events. For example, the division 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 Tables IV-V on the third and fourth day. Once staff leaders have certified their respective sections, cells, command posts and digital crews on their respective Table V requirements, the unit conducts Table VI as a whole. The tables are designed to support the commander's training plan through reinforcing repetitions and sets to achieve and maintain proficiency.

1-8. Tables VII through X build on unit competency and require inclusion of augmentees, unified action partners, or liaisons (if required by the mission or the operational environment). Tables VII-IX incorporate the full complement of echelon appropriate associated assets, a rigorous and dynamic operational environment, as well as stresses typically experienced during capstone training events or deployments.

1-9. The unit will upload memoranda recording the Table VI certifications and Table X validations into the unit's digital training management system (DTMS) and will maintain a local copy. See Appendix A for an example memorandum.

1-10. The graphic summaries at the end of the section 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 command post training tables
- The digital crew training tables

SECTION II – DIVISION COMMANDER TRAINING TABLES

1-11. Section II discusses the mission command training tables for the division commander.

MISSION COMMAND TRAINING TABLES FOR THE DIVISION COMMANDER

1-12. Commanders can use tables I through V for their own professional development and as a resource in counseling subordinate commanders. Table VI is the commander certification training table. Division commanders certify themselves in Table VI and then, under the counseling and assessment of their evaluating commander, validate that certification in Table X. For example, the 82d Airborne Division commander performs Table X at a WFX with external evaluators from XVIII Airborne Corps. Based on the external evaluation (EXEVAL) outcomes, discussions with the corps commander, and AAR feedback from the Mission Command Training Program (MCTP), the 82d Airborne Division commander validates their mission command system. The commander signs a memorandum for record reflecting certification at Table VI, and another reflecting the validation in Table X, and the training officer uploads these memos to DTMS.

1-13. Division 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. See Figure 1-2 below.

I	*II*	*III*
Establish Organizational Business Rules and Develop Training Strategy	***Establish the Training Environment***	***Frame the Operation***
• Develop cohesive teams through mutual trust • Employ applied critical thinking skills • Understand unit doctrine applications • Establish a leader professional development program • Assess organizational efficiency and effectiveness • Assess capabilities and establish MCIS requirements	• Conduct an SOP review and updates • Establish a common vision • Establish the command leadership philosophy • Establish planning and training guidance • Drive the cell construct • Establish inputs and outputs for the staff	• Complete the C4I construct within the headquarters • Assess staff written and verbal communications skills • Develop the initial CP architecture • Delegate authorities
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
IV	*V*	*VI*
Prepare the Headquarters for Operations	***Drive the Operations Process***	***Assess and Certify the Headquarters***
• Prepare for driving the operations process • Direct common operational picture requirements • Establish the mission command system • Provide battle rhythm guidance • Refine the CP architecture • Assess subordinate leaders • Refine training guidance	• Lead the Operations Process • Determine CCIR • Establish MOE and MOP • Assess processes and procedures • Certify subordinate leaders	• Certify the operations order • Certify the establishment and displacement of the CP • Certify the common operational picture • Certify the battle rhythm • Conduct AARs • Certify the mission command system
Venue: Home station Facility: Locally	Venue: MCTT Collective Training Event (STAFFEX) Facility: TBD	Venue: MCTT Collective Training Event (CPX) Facility: Division Command Post

AAR	after action review	MCIS	mission command information system
C4I	command, control, communications, computers, and intelligence	MOE	measure of effectiveness
CCIR	commander's critical information requirement	MOP	measure of performance
CP	command post	SOP	standard operating procedure
CPX	command post exercise		

Figure 1-2. Division Commander Tables I-VI Overview

TABLE I: ESTABLISH ORGANIZATIONAL BUSINESS RULES AND DEVELOP TRAINING STRATEGY

1-14. Division commanders can use Table I as a reference prior to or at the onset of command to establish expectations for the organization.

DEVELOP COHESIVE TEAMS THROUGH MUTUAL TRUST

1-15. 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. Unlike lower echelon commanders, division commanders typically have hundreds of staff and augmented members of the team, many of whom are not located geographically with the headquarters. Commanders provide specific guidance in reference to communicating or operating with the distributed team members. Regularly scheduled phone calls, VTCs, or other forms of interactive media assist and perpetuate building the team, but command visits and face to face collaboration cannot be replicated. Within time and resource constraints, the commander develops the entire team and encourage leadership within the command to conduct team building within their organizations, cells, working groups, and warfighting functions. See Individual Task 150-LDR-5001, Develop Cohesive Teams Through Mutual Trust and ATP 6-22.6, Army Team Building.

EMPLOY APPLIED CRITICAL THINKING SKILLS

1-16. Applied critical thinking is the deliberate process of applying tools and methodologies to critically review problems by asking better questions, such as deconstructing arguments, examining analogies, challenging assumptions, and exploring alternatives. During the first weeks of command, commanders mentor 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 topics and venues for which the commander is responsible. Examples of this include 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 challenges the 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 150-MC-8012, *Employ Applied Critical Thinking*.

UNDERSTANDS UNIT DOCTRINE APPLICATIONS

1-17. Division commanders will already have a mature 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 and meet their leadership style. Commanders also review FM 7-0, *Train to Win in a Complex World*, regarding how to train their headquarters and the force as a whole. Refer to Individual Task 150-LDR-8000, *Transition to a New Leadership Position*.

ESTABLISH A LEADER PROFESSIONAL DEVELOPMENT PROGRAM

1-18. 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 (LPD) program, staff rides, and etcetera. The division commander schedules leader development activities that incorporate the mission command philosophy and discussion of how they envision responsibilities when conducting the operations process. These activities focus on the six 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 within their mission set. Through scheduling in Table I, the leader development focused on MC topics progressively build towards Table IX to maximize learning opportunities. The underlying theme for the overall program is to build competency in current and future leaders as well as facilitate a deeper understanding and practice of the mission command philosophy, the mission command warfighting tasks, and the mission command system that enables the successful execution of the mission command tasks.

Commanders uses Individual Tasks 150-MC-8009, Analyze Army Character Development; and 150-MC-8005, *Conduct Self Development*; and FM 6-22, *Leader Development*, as the basis for their program.

ASSESS ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

1-19. 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. Upon assuming command, division commanders typically find experienced staffs that likely have worked together in unified land operations and various training events. The basis for staff organization depends on the mission, each staff's broad areas of expertise, regulations and laws as well as establishing which activities to accomplish. These activities determine how commanders organize, tailor, or adapt their individual staffs to accomplish the mission (FM 6.0).

1-20. Commanders review anticipated mission sets and the staff's capabilities to address and meet impending mission requirements. Commanders also determine how the organizational environment impacts the staff's effectiveness and efficiency across the mission command system. Assessing the staff's collaboration capability enables commanders to promote unity of effort. Next, commanders monitor each staff element's function, assign associated duties and responsibilities, and make adjustments as needed. Although the commander has 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, the 1st Division Commander directs representation from all G-staff sections to occupy a single theater seating (JOC like) type 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, *Commander and Staff Organization and Operations*, to assist in this effort.

ASSESS CAPABILITIES AND ESTABLISH MISSION COMMAND INFORMATION SYSTEM REQUIREMENTS

1-21. Upon assuming command, the new commander considers establishing their mission command information system requirements early in the process to give the staff maximum time to make adjustments. Commanders at echelons above brigade typically understand the systems within their organization, but may be unfamiliar with the integration capabilities or limitations between the information systems. Analyze the division' mission command information system to identify critical system requirements for the mission, current problem set, or operational environment. Commanders must understand the electro-magnetic signature, power generation requirements, and information requirements of their CPs. Further, they must understand the relationship to higher, supporting, supported, and subordinate command posts; and the bandwidth requirements for data which must be pushed or pulled to external locations. Interoperability between these systems is key. Commanders consider which systems are appropriate for each echelon and grouping of echelons. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System.*

TABLE II: ESTABLISH THE TRAINING ENVIRONMENT

1-22. 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 Table III. The commander may tailor this table as need and time allow.

COMPLETE STANDARD OPERATING PROCEDURES REVIEWS AND UPDATES

1-23. 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 are incorporated and practiced in accordance with the current mission set and operational environment. Refer to Individual Task 150-LDR-8001, *Prepare to transition to a New Leadership Position*.

ESTABLISH A COMMON VISION

1-24. As commanders begin to develop an understanding of the organization and the operational environment, they start visualizing the operation's end state 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

1-25. Commanders establishes their command (or leadership) philosophy. This philosophy, not to be confused with the mission command philosophy, establishes the commander's method for achieving personal and unit goals nested with the unit table of organization and equipment (TOE) design. At the division level, the command philosophy focus 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 reviews 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 METL or assigned mission METL (A-METL). Commanders describe how they intend to achieve the principles of the mission command philosophy with their personal command (or leadership) philosophy to provide clarity to all subordinate commanders, leaders, and Soldiers.

1-26. 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 a STAFFEX. Refer to Individual Task 150-LDR-5016, *Practice the Mission Command Philosophy of Command*.

ESTABLISH PLANNING / TRAINING GUIDANCE

1-27. Working with the G-3, the commander reviews the current planning and training guidance. The guidance focus on training objectives for each event taking place and 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 new 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 (CTG) can contain a variety of items to include:

- The unit's training focus, including its capabilities and mission.
- The desired readiness level.
- The long-range planning horizon.
- The installation or command time management cycle.
- EXEVAL dates and responsibilities by unit.
- Combat training center rotation dates.
- Training environments in which to train.
- Other training guidance as necessary.

DRIVE CELL CONSTRUCT

1-28. Typically, division already have fully functioning cells. However, the commander reviews each during this portion of the tables and provide 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 of these cells and direct updates or changes to processes and procedures. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*.

ESTABLISH INPUTS AND OUTPUTS FOR THE STAFF

1-29. The commander ensures that all sections/cell/working groups 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 division commander refines the inputs on target acquisition zones and high-value targets to the targeting meeting. These inputs provide the staff information so they can create the outputs that focus on lethal and non-lethal targeting linked to decision points.

1-30. 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 Inputs and Outputs for the Staff*. Staff inputs and outputs are synchronized through an effective battle rhythm. The commander or designated representative for each working group must constantly 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 COS / XO reference, ATP 6-0.5, *Command Post Organizations and Operations*, and FM 6-0 to develop input and output guidance per board, cell, group, and meeting.

TABLE III: FRAME THE OPERATION

1-31. Table I-II are typically completed by the commander once in his command cycle. However, the commander revisits Table III-V 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 IV-V. The commander uses an upcoming CPX to retrain these tables. The commander runs through Tables for the commander III-V a second time to better refine the products and outputs needed by the staff allowing them to build proficiency.

COMPLETE COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE WITHIN THE HEADQUARTERS

1-32. 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 command post. This is based on mission requirements, the commander's intent, and the operational environment. 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 command post. Refer to Individual Task 150-LDR-5253, *Manage Command, Control, and Communication Systems*.

ASSESS STAFF WRITTEN AND VERBAL COMMUNICATIONS SKILLS

1-33. Commanders train subordinates to write and speak effectively through formal and informal opportunities. However, the division commander's time prohibits an in-depth assessment of these skills in most cases. Commanders will still seek opportunities to assess the written and verbal 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, *Preparing and Managing Correspondence*, and Individual Task 150-MC-8002, *Communicate Effectively*.

DEVELOP INITIAL COMMAND POST ARCHITECTURE

1-34. Once the commander has an understanding of the mission command information system requirements, they provide guidance to develop the CP architecture as the COS, operations SGM, knowledge management team, and G-6 section establish and ensure network connectivity for the main CP, the tactical CP (TAC) and any alternate CPs. Establishing guidance for each CP and how it is employed is based on its specific functions. Common considerations includes:

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

1-35. In addition, attention is given to the identified or projected enemy electronic order of battle as well as the contested and congested operational environment. 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, or effectiveness of the designated CP. The commander can assess this with Individual Task 150-MC-5003, *Operate a Mission Command Network*.

DELEGATE AUTHORITIES

1-36. 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 chair the targeting board, where another prefers to delegate decision-making authority for the targeting board to a deputy commander. The commander reviews these delegated authorities to ensure that they are in keeping with their intent and philosophy, the mission, and overall unit wellbeing. Commanders must strongly and wisely 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 includes constraints, risks, and success criteria. Refer to Individual Tasks 150-LDR-5320, *Designate Succession of Command*, and 150-LDR-5319, *Delegate Authority*.

TABLE IV: PREPARE THE HEADQUARTERS FOR OPERATIONS.

1-37. As commanders direct their staffs through the operations process, they provides guidance on the following topics:

- Common operational picture requirements.
- Mission command system.
- Battle rhythm.
- Command post organization.
- Assessment of subordinates.

1-38. 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 event. For example, the commander uses a STAFFEX to train the staff through Tables III-V over four days in their third month of command. The training objectives for the event include: the unit achieve an overall P rating on two of their 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.

PREPARE FOR DRIVING THE OPERATIONS PROCESS

1-39. As the staff begins integrating and preparing for initial operations, the commander uses Collective Task 71-DIV-5100, *Conduct the Mission Command Operations Process for Division*, as a reference and training aid to direct and refine actions. Commanders are the most important participants in the operations process and uses Individual Task 71-LDR-5100, Lead the Operations Process. 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 operations process is always done 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 mission command 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 T, T-, or even the 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

1-40. The COP is a display of relevant information through a shared visual workspace that commanders and staff can monitor operations, analyze data, share thoughts, and plan courses of action. 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 mission command system, the capabilities of the unit, the mission, the C4I construct, and the commander's personal leadership philosophy. In development of the COP, the commander must consider difficulties with command and control processes and procedures, digital and analog COP correlation, and network and information system integration.

1-41. The COP is key to each step within the operations process: plan, prepare, execute and assess. Commander requirements for incorporation a relevant and comprehensive COP into a command post 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 CCIR, PIR, and FFIR.
- Display of SIGACTs.
- Display of key nodes and critical infrastructure.

For specific guidance to the staff, commanders can review Individual Task 150-MC-5315, Establish the Common Operational Picture, and ATP 6-0.5, Command Post Operations.

ESTABLISH THE MISSION COMMAND SYSTEM

1-42. The mission command system enhances the commander's ability to conduct operations. Individual Task 150-LDR-5252, *Establish a Mission Command System*, addresses the effort. This includes the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment. A commander's mission command system begins with people. Commanders base their mission command system on human characteristics (skills, knowledge, and abilities) more than equipment and procedures. The mission command 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.
- Establish the means by which commanders and leaders communicate, collaborate, and facilitate the functioning teams.

The commander ensures that all aspects of the mission command system are established before the staff begins their final rehearsal in Staff Table V.

PROVIDE BATTLE RHYTHM GUIDANCE

1-43. Though run by the COS, the battle rhythm is commander-centric and must be directed toward supporting the commander's decision-making process. Either directly, or through the COS / 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 purposes or functions. The unit's battle rhythm provides structure in managing the headquarters and assists in establishing various boards, working groups, and planning teams to assist the commander and staff with integrating the warfighting functions, coordinating activities, and making effective decisions throughout the operations process.

1-44. 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. 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 COS on the effectiveness of the battle rhythm. The battle rhythm is tailored, adjusted, and assessed throughout the MCTT and unit events to match the needs of the command, the mission, and the operating environment. The commander can use Individual Task 150-MC-5123, *Establish a Battle Rhythm*, for reference in forming the battle rhythm framework, as well as ATP 6-0.5 for a list of integration functions and inputs / outputs.

REFINE COMMAND POST ARCHITECTURE

1-45. Throughout the event for Table IV, the commander will review, refine, and reassess the CPs' organizational architecture to ensure that it meets the directed information requirements. 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 easily 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 operational environment. 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 work space.
- 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.
- The integrating of complementary information on maps and displays.
- Adequate workspace for the staff and commander.
- The ease of displacement (setup, tear-down, and movement).

The commander will continue to refine this architecture throughout the tables and upon notification of new mission requirements. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

ASSESS SUBORDINATE LEADERS

1-46. The division commander trains subordinate leaders throughout all the tables. However, 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. Unique to divisions and division, commanders will most likely be assessed by their rater and monitored by their senior rater (two levels up). For direct assessment, the division commander is typically responsible to assess and certify brigade level commanders. If geographic and other restrictions prevent higher level commanders from assessing and certifying division level commanders, the division commander, under the guidance of the higher command authority, may be called upon to assess and certify division commanders.

1-47. In Table III, the commander assessed basic written and verbal assessments of key staff leaders. The commander now focuses on building and developing the skills required to be successful in all operational environments. An advanced assessment plan 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 (see FM 6-22, Ch. 6, "Leader Performance Indicators"). The certification of subordinate leaders takes place in Table V. Refer to Individual Task, 150-LDR-8003, *Conduct Initial Assessment for a New Leadership Position*.

REFINE TRAINING GUIDANCE

1-48. 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, iterations, duration, participation level, and etcetera. through planning guidance. When developing training guidance for each event, the commander reviews previous evaluations of the organization, identify the overall purpose of the training, describe the expected performance, dictate the conditions under which the task(s) is performed, set the standards used to measure performance, and review all applicable T&EOs for each MET to be trained (for example. 71-DIV-7110, *Conduct Movement to Contact*).

1-49. 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 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 division 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 Practiced (P) level on performance measures outlined in the MET T&EOs, achieving "GO" on all critical performance measures, that the training of all Tables III-V be performed, and that the CP be set up in the division training area. The commander may refer to Individual Task 150-LDR-5321, *Establish Planning Guidance*.

TABLE V: DRIVE THE OPERATIONS PROCESS.

1-50. This table is conducted in conjunction with Table V for the staff, CP, and digital crew.

LEAD THE OPERATIONS PROCESS

1-51. Commanders are the most important participants in the operation 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 certify subordinate leaders and applicable crews on the overarching framework for exercising mission command through the operations process. The commander directs section/cell level AARs and that the staff make refinements to training 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 71-LDR-5100, *Lead the Operations Process*.

DETERMINE COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

1-52. 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 operational environment, the mission, and in accordance with 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 operational environment, 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 FFIR and 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.

1-53. CCIR will change and mature with mission priorities and the operational environment. 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.

ESTABLISH MEASURES OF EFFECTIVENESS AND MEASURES OF PERFORMANCE

1-54. As the unit begins operating within their designed capabilities against their assigned mission set, the commander establishes initial 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-DIV-5130, *Assess Tactical Situation and Operations for Division*.

ASSESS PROCESSES AND PROCEDURES

1-55. Though Table V is designed for the COS 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 Mission Command 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. The commander can also refer to Individual Task 150-MC-5130, *Assess the Current 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

1-56. The division commander trains subordinate leaders throughout all the tables. However, in Table V, the division commander certifies these leaders. Division commanders uses the T&EOs associated with each task in Training Tables I through V. Division commanders can also direct additional certification tasks for subordinate leaders based on uniqueness of their organizations or gaps identified in the training circular. The

commander is ultimately responsible for all certifications within their organization. The commander trains and empowers deputy commanders and assistant chiefs of staff 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-DIV-0050, *Establish a Division Command Post in an Operational Environment*.

1-57. Graphic 1-1 below, Mission Command Training Tables I through V for Division Commander, shows the inputs, steps, and outputs for Tables I-V that the commander completes prior to executing certifications in Table VI.

Mission Command Training Tables I through V for Division Commander[1]		
Inputs	**Table I: Establish Organizational Business Rules and Develop Training Strategy**	**Outputs**
• ATP 6-22.6 • ADP 6-0 • FM 6-22 • ATP 3-91 • FM 3-0 • FM 6-0 • Unit SOPs • MTO&E • Army Handbook for Leadership Transitions	• Develop Cohesive Teams Through Mutual Trust **150-LDR-5001** • Employ Applied Critical Thinking **150-MC-8012** • Understand unit doctrine applications (*Transition to a New Leadership Position*) **150-LDR-8000** • Establish a leader professional development program (*Conduct Self-Development*) **150-MC-8005** / (*Analyze Army Character Development*) **150-MC-8009** • Assess organizational efficiency and effectiveness (*Organize the Staff for Operations*) **150-LDR-5013** • Assess capabilities and establish MCIS requirements (*Integrate the MCIS*) **150-MC-5251**	• Leader Development Program • MCIS Requirements
Inputs	**Table II: Establish the Training Environment**	**Outputs**
• Table I Inputs & Outputs • ATP 5-0.1 • ADP 5-0 • ATP 6-0.5 • FM 7-0 • Training Scenario • Unit Manning Roster • Leader's Guide to Objective Assessment of Training Proficiency	• Complete unit SOPs review and updates (*Prepare to Transition to a New Leadership Position*) **150-LDR-8001** • Establish a Common Vision **150-LDR-5018** • Establish command/leadership philosophy (*Practice the MC Philosophy of Command*) **150-LDR-5016** • Establish planning/training guidance (*Establish Planning Guidance*) **150-LDR-5321** • Drive cell construct (*Establish the Mission Command System*) **150-LDR-5252** • Establish Inputs and Outputs for the Staff (*Establish Boards and Working Groups*) **150-LDR-5011**	• Refined SOPs • Planning guidance • Command philosophy • Training guidance • Mission command system guidance • Guidance for staff organization
Inputs	**Table III: Frame the Operation**	**Outputs**
• Table II Inputs & Outputs	• Complete C4I construct within the HQ (*Manage Command, Control, and Communications Systems*) **150-LDR-5253** • Assess staff written and verbal communication skills (*Communicate Effectively*) **150-MC-8002** • Develop initial CP architecture (*Operate a MC Network*) **150-MC-5003** • Delegate authorities (*Designate Succession of Command*) **150-LDR-5320** (*Delegate Authority*) **150-LDR-5319**	• Refined C4I design • Refined KM Plan • CP Architecture • Established delegated authorities • Succession of command • Refined 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	• Prepare for driving the operations process (*Lead the Operations Process*) **150-LDR-5100** / (*Conduct the Mission Command Operations Process for Divisions*) **71-DIV-5100** • Direct common operational picture requirements (*Establish the COP*) **150-MC-5315** • Establish the Mission Command System **150-LDR-5252** • Provide battle rhythm guidance (*Establish a Battle Rhythm*) **150-MC-5123** • Refine CP architecture (*Conduct Command Post Operations*) **150-MC-5200** • Assess subordinate leaders (*Conduct Initial Assessment for a New Leadership Position*) **150-LDR-8003** • Refine training guidance (*Establish Planning Guidance*) **150-LDR-5321**	• Commander's COP guidance • Battle rhythm guidance to COS • CP architectures for Main, TAC, and SA CPs • Refined SOPs
Inputs	**Table V: Drive the Operations Process**	**Outputs**
• Table IV Inputs & Outputs • Running estimates • Scenario (higher headquarters FRAGORD) • FM 5-0	• Lead the Operations Process **150-LDR-5100** • Determine the Commander's Critical Information Requirements **150-LDR-5019** • Establish MOEs and MOPs (*Assess Tactical Situation and Operations*) **71-DIV-5130** • Assess processes and procedures (*Assess The Current Situation*) **150-MC-5130** • Certify subordinate leaders/commanders/crews (*Establish a Division CP in an OE*) **71-DIV-0050**	• Refined planning guidance • Commander's estimate • Mission statement • Commander's intent • COA decision • CCIR • MOE/MOP • OPORD/FRAGORDs • Refined SOP • Leader certifications
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). The commander completes all activities described in Tables I through V and is prepared to conduct Certification (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.		

Graphic 1-1. Mission Command Training Tables I through V for the Division Commander 10

TABLE VI: ASSESS AND CERTIFY THE HEADQUARTERS.

1-58. 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, command post, and digital crew execute their respective Table VI certifications. The commander completes this table when all Table VI requirements for the headquarters are successfully completed. The end state of this table is the commander certifying the staff, CP, and digital crew. For example, the a division commander uses a CPX to conduct one or more mission essential tasks off of their METL, and assesses the headquarters' performance within the training tables.

1-59. The commander certifies that the staff, each command post, and the digital crew have met all the training criteria for their Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the commander is certified, they can proceed to unit training in Tables VII through X. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

CERTIFY SUBORDINATES ON PREPARING AN OPERATIONS ORDER

1-60. The commander assesses the staff and the COS as they develop the Operation Order (OPORD) using Individual Task 150-MC-5119, *Prepare an Operation Order*.

CERTIFY SUBORDINATES ON EMPLACING AND DISPLACING THE COMMAND POST

1-61. Commanders assess the emplacement and displacement of the CP. The commander evaluates the officer in charge of each command post on Individual Tasks 150-MC-5200, *Conduct Command Post Operations*, and 150-MC-5201, *Displace the Command Post*, and uses ATP 6-0.5, *Command Post Operations*, as needed. The commander and COS also evaluate the headquarters using Collective Tasks:

- 71-DIV-5200, *Conduct Command Post Operations for Division*.
- 71-DIV-5201, *Displace the Command Post for Division*.
- 71-DIV-5202, *Conduct Transfer of Control of Operations for Division*.
- 71-DIV-5204, *Establish an Alternate Command Post in an Operational Environment for Division*.
- 71-DIV-5250, *Maintain Continuity of Mission Command for Division*.

CERTIFY SUBORDINATES ON ESTABLISHING THE COMMON OPERATIONAL PICTURE

1-62. Commanders assess the establishment of the COP as the COS completes Individual Task 150-MC-5315, *Establish the Common Operational Picture*. The commander and COS also evaluate the headquarters using Collective Tasks:

- 71-DIV-5316, *Display the Common Operational Picture for Division*.
- 71-DIV-5318, *Disseminate Common Operational Picture and Execution Information for Division*.
- 71-DIV-5319, *Establish the Common Operational Picture for Division*.

CERTIFY THE BATTLE RHYTHM

1-63. Commanders evaluate the functionality of the battle rhythm throughout the event making changes or adjustments as needed. The commander assesses the COS using Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT AFTER ACTION REVIEWS

1-64. Commanders are responsible for the training of their unit. An AAR is the primary tool for providing feedback. Topics for AARs vary widely at division level. Although evaluators can conduct two types of AARs, formal and informal, commanders provides guidance to the evaluation team 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 command posts, command post infrastructure, and etcetera. While the T&EO and task proficiency standards provide objective criteria for determining task proficiency, assessments allow

leaders to take into account the subjective nature of training. Leaders' assessments combine their personal observations with other information from the evaluation team to develop an overall assessment of the unit's ability to accomplish its mission. Commanders uses Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

CERTIFY THE MISSION COMMAND SYSTEM

1-65. The commander evaluates the unit's mission command system on how well it enhances the commander's ability to conduct operations. Commanders evaluate the five components of their mission command system: personnel, networks, information systems, processes and procedures, and facilities and equipment. Commanders evaluate these five components of the mission command system relating to—

- Supporting the commander's decision-making.
- Collecting, creating, and maintaining relevant information and preparing knowledge products to support the commander's and leaders' understanding and visualization.
- Preparing and communicating directives.
- Establishing the means by which commanders and leaders communicate and collaborate.
- Facilitating the functioning of teams.

1-66. Commanders certify the mission command system using the staff certification mission command training table (Table VI) as the final action before transitioning to Table VII. Refer to 150-LDR-5252, *Establish a Mission Command System*.

1-67. The outcome of Tables I-VI is the commander has built a team, philosophy, and training plan based on the unit design, capabilities, and mission. Commanders identify areas for retraining, as needed. As part of the entire training audience – (commander, staff, command post, digital crew) the commander transitions to Tables VII-X. These tables are complex and stress the application of the mission command warfighting function. 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 culminating training event. Graphic 1-2 below summarizes the inputs, tasks, and outputs for Table VI.

Mission Command Training Table VI for Division Commander[1]		
Inputs	**Table VI: Assess and Certify the Headquarters****	**Outputs**
• Table V Inputs & Outputs	• Certify subordinates on preparing an operations order (*Prepare An Operations Order*) **150-MC-5119** • Certify subordinates on emplacing & displacing the command posts (*Conduct CP Operations*) **150-MC-5200** / (*Displace The Command Posts*) **150-MC-5201** • Certify subordinates on establishing the COP (*Establish The Cop*) **150-MC-5315** • Certify the battle rhythm (*Establish A Battle Rhythm*) **150-MC-5123** • Conduct AARs (*Conduct a Formal AAR*) **150-MC-5133** • Certify the mission command system (*Establish the MC System*) **150-LDR-5252**	• Validated CP displacement SOP • Mission command system certification • Commander self-certification • AAR results
The commander certifies the training criteria for Table VI is achieved according to the T&EOs of the listed tasks. The commander should sign a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.		
** Tables are conducted as part of a larger exercise and are supported by the staff, command post, and digital crew tables. 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.		

Graphic 1-2. Mission Command Training Table VI for the Division Commander

1-68. The Figure 1-3 provides an overview of division commander tables VII through X.

VII	*VIII*
Direct Mission Command System Integration	***Apply Art and Science of Mission Command***
• Organize personnel • Enhance information system training guidance • Integrate unified action partners into the unit team • Secure and maintain networks • Refine processes and procedures • Evaluate electromagnetic signature • Establish MOE/MOP	• Lead the operations process • The commander leads the army design methodology • Integrate the mission command philosophy • Develop cohesive teams through mutual trust • Create shared understanding • Provide the commander's intent • Conduct disciplined initiative • Use the mission order technique • Identify prudent risk
Venue: Commander directed Facility: Local	Venue: CPX type event Facility: Training area
IX	*X*
Mission Command Warfighting Function Validation Exercise Rehearsal	***Mission Command Warfighting Function Validation Exercise***
• Drive the operations process • Conduct the rapid decision-making and synchronization process • Conduct after action reviews	• Drive the operations process • Lead the unit in completion of assigned tactical tasks • Evaluate METL tasks
Venue: CPX type event Facility: Training area	Venue: As directed by the higher commander Facility: Training area
CPX command post exercise METL mission-essential task list	MOE measure of effectiveness MOP measure of performance

Figure 1-3. Division Commander Tables VII-X Overview

TABLE VII: DIRECT THE MISSION COMMAND SYSTEM INTEGRATION

1-69. The division commander has the flexibility to organize the five components of the division' mission command system to support their ability to make decisions and facilitate communication within the division headquarters and with higher, subordinate, adjacent, and supporting commanders. This includes maintaining communications with other Services, other governmental agencies, foreign forces, host nation agencies (if present), and international organizations as applicable (ATP 3-91). 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. This table may or may not be tied to an event. The commander can move back to the previous tables to retrain or recertify at any time they feel it would benefit the command.

1-70. 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 division will fight with when conducting its external evaluation. It also provide the commander information on the unified action partners that will participate in the exercise. The commander fully integrates multinational forces into the division, and integrates other unified action partners appropriate to their role, function, and mission beginning in Table VII.

ORGANIZE PERSONNEL

1-71. The commander directs the organization of all non-organic personnel 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.

1-72. New personnel must establish lines of communications and 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. Consideration for organizing includes the command and support relationship and (but not limited to) performance of three essential functions:

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

1-73. The division commander may delegate authority to manage the division staff to the division chief of staff; however, commander oversight is still encouraged to ensure personalities, leadership traits, subject matter expertise, and other requirements meet guidance for organizing personnel.

1-74. The commander, through designated representatives, also direct appropriate foreign disclosure actions for information exchange with unified action partners.

ENHANCE INFORMATION SYSTEM TRAINING GUIDANCE

1-75. The division has a multitude of mission command information systems that collect, process, store, display, and disseminate information. This includes a variety of hardware and software, to include off the shelf communication tools 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 division commander has information systems that are interoperable, flexible, responsive, mobile, disciplined, survivable, and sustainable (ATP 3-91). Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

1-76. Because of the additional personnel and mission requirements, the commander reviews the established systems and make changes to account for new interaction, collaboration, and synchronization demands, as well as the needs of attached or assigned unit/individuals, and the higher commander's guidance.

1-77. To perform advanced, complex, interactive training, the commander ensures the digital crew (to include supporting, joint, and aligned unified action partners) is certified and new shift personnel are incorporated through training event repetitions in a full range of military operations. The commander gives authority to the COS and knowledge manager to enhance the training of the Soldiers and supporting personnel operating the MCIS or other supporting information vehicles. Battle captains, KM representatives, common operating pictures managers, and unit mission command digital master gunners can provide guidance and leadership to the crews and lead them through command directed scenarios, and report progress back to the commander.

1-78. The KMO and DMG, under the authority of the COS and the commander, can further tie into COMEX or digital exercises being held by the G-6 as a time to enhance training opportunities for the staff and digital crew. For example, the division COS directs the information system operators to participate in the upcoming COMEX for the division and subordinate units on post. The digital crew and supporting elements leverage satellite time allocated for software updates to exercise their systems during the COMEX (for example, practice pushing and pulling graphics to other units participating in the event). The DMG uses training objectives with clear performance measures for assessing the performance of all digital operators. The COS reports the assessment to the commander for readiness in supporting directed requirements.

INTEGRATE UNIFIED ACTION PARTNERS INTO THE UNIT TEAM

1-79. Along with the new order from higher headquarters for the EXEVAL, the unit receives a task organization that includes unified action partners, including multinational forces. The commander makes personal contact with leadership of appropriate partners to personally add them to the unit team. Further, the commander provides guidance to the chief of staff to incorporate unified action partners into the force, to include (but not limited to):

- Incorporating appropriate liaisons into the division headquarters.
- Including partner information requirements (and foreign disclosure limitations) into the unit knowledge management plan (KMP).
- Implementing directed multinational mission command information system(s) established for the operation in accordance with established policy and guidance.
- Accounting for partner military force sustainment requirements in logistics planning.
- Developing an understanding of partner capabilities and limitations (national caveats on multinational forces).

Refer to Collective Task 71-DIV-5725, *Conduct Multinational Operations*, and FM 3-16, *The Army in Multinational Operations*, for additional considerations.

SECURE AND MAINTAIN NETWORKS

1-80. 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 (ATP 3-91). The commander, working with the G-6 and protection cell, ensures that the network is both secured and maintained in compliance with department of the army regulations, unit organization/manning (host-nation, coalition, interagency, and etcetera.) 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*.

REFINE PROCESSES AND PROCEDURES

1-81. In this table the commander refines and updates processes and procedures to organize activities within the headquarters, subordinate units, supporting units and unified action partners. The division staff conducts seven processes: the operations process, the military decision-making process, the targeting process, the intelligence process, intelligence preparation of the battlefield, the information collection process, and the knowledge management process. The commander refines processes and procedures based on running estimates, after action reviews, and the commander directed assessment plan, which includes measures of effectiveness and performance. 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-5252, *Establish a Mission Command System*, and Collective Task 71-DIV-5130, *Assess Tactical Situation and Operations for Division*. Examples of typical division procedures include:

- Command post battle drills.
- Shift-change briefings.
- Operation update and assessment briefings.
- Operations synchronization meetings.
- Transferring control between command posts.
- The battle rhythm.

EVALUATE ELECTROMAGNETIC SIGNATURE

1-82. The commander, with the G-2 analysis, G-6 assessment, and protection cell input considers the essential digital systems required to support mission command and the flexibility/survivability of the varied CPs based on the mission set and operational environment. They evaluate the unit's electromagnetic signature based on enemy detection capabilities. The commander ensures that the unit is mitigating/minimizing their footprint while still maintaining mission command to deliver the desired effect. Mitigation measures might include limiting the amount of satellite time or reducing redundant information systems that create significant signatures.

1-83. The evaluation also include the electromagnetic signature from unified action partners. Though some partners (including the North Atlantic Treaty Organization (NATO)) have the capability to internally evaluate and mitigate their own electromagnetic signature, working with some multinational forces unable to comply with risk mitigation can lead to sensitive discussions and situations. The commander and the protection cell uses the higher command as needed to avoid any political or operational fall out as well as protecting U.S. monitoring capabilities. If multinational partner electromagnetic signature risks cannot be avoided, the commander directs and works with the protection cell to establish steps to mitigate that risk in other ways. For example, the division commander finds that the host nation partner brigade is using unsecured communications via satellite internet and cell phones for all their communications. The host nation military does not have the resources or technical expertise to use secure communications. The commander takes steps to ensure no sensitive information is passed digitally to this partner, all discussions involving classified materials are conduct at the time of the event and in person, and that no individuals within that command carry unsecure devises into the division CPs.

1-84. The commander ensures that cyber defense drills are being conducted and assessed throughout training events. These drills replicate a 'near peer' competitor in the operational environment as directed by the commander. Refer to Individual Task 113-25E-3003, *Define the Electromagnetic Operational Environment (EMOE)*.

ESTABLISH MEASURES OF EFFECTIVENESS AND MEASURES OF PERFORMANCE

1-85. As the unit begins operating within designed capabilities against the newly assigned mission set, the commander refines measures of effectiveness (MOEs) and measures of performance (MOPs) to measure mission accomplishment. Commanders can use Collective Task 71-DIV-5130, *Assess Tactical Situation and Operations for Division*.

TABLE VIII: APPLY THE ART AND SCIENCE OF MISSION COMMAND

1-86. Table VIII is tied to an event as designated by the commander. This table nests the graduate levels of MC with the integration of additional personnel and equipment. Table VIII prepares the commander for the validation rehearsal in Table IX and the culminating training event 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 four day exercise.

LEAD THE OPERATIONS PROCESS

1-87. The commander uses Collective Task 71-DIV-5100, *Conduct the Mission Command Operations Process for Division*, and Individual Task 150-LDR-5100, *Lead the Mission Command Operations Process*, to train and evaluate the headquarters' execution of the operations process in support of a mission essential task. 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. Division 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 direct impact on the unit's ability to

establish unity of effort and exploit vulnerabilities. The operations process is the overarching framework for exercising mission command for the division at the operational level to support the tactical fight.

1-88. As division commanders drive the operations process to support the tactical fight, they provide guidance on how to exercise two forms of control: procedural or positive. *Procedural control* is the technique of regulating forces that relies on a combination of doctrine, regulations, policies, operational graphics, and tactics, techniques and procedures while *positive contro*l is the technique of regulating forces that involves commanders and staff leaders actively assessing, deciding, and directing (ATP 3-91). No single control option works best for all situations. However, the COS or deputy commanding officers are trained and able to drive the operations process in the absence on the commander. This does not negate the commander's responsibility to be present for commander designated performance measures listed within the collective T&EO. For example, the division commander delivers the commander's intent at the CP as part of a leader's performance measure within the Collective Task 71-DIV-5100, *Conduct the Mission Command Operations Process for Division*.

- 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.

THE COMMANDER LEADS THE ARMY DESIGN METHODOLOGY

1-89. ADM provides commanders and staffs a means to develop a sophisticated understanding of complex or unfamiliar problems to facilitate creative approaches to solving them. Use of the ADM will support the commander in developing shared understanding, visualizing a desired end state, and developing an operational approach to achieving that envisioned end state. Army design methodology tools and techniques are applicable to a wide range of commander and staff activities to include the military decision-making process, targeting, intelligence preparation of the battlefield, and assessments. The potential benefits for using army design methodology include:

- Enhanced dialogue between commanders, staffs, and unified action partners.
- Deeper (and earlier) understanding of an operational environment.
- Better understanding of the problem and its root causes.
- Better guidance to drive detailed planning.
- Shared visualization of the purpose of the operation.
- Expanded role of the assessment process.

1-90. Commanders can give general guidance to the COS (as their representative) for this task and the COS can drive the design methodology based on the commander's design preferences. To drive the design methodology, see Individual Task 150-LDR-5101, *The Commander Leads the Army Design Methodology*, and Collective Task 71-DIV-5001, *Conduct Army Design Methodology*.

INTEGRATE THE MISSION COMMAND PHILOSOPHY

1-91. In previous tables the commander performed different sub tasks within the mission command philosophy. Table VIII is the culmination of those previous efforts. As stated in Figure 1-4 below, the MC philosophy 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 unified land operations. The commander completes, or refines if completed in previous tables, the listed Individual Tasks: 150-LDR-5015, *Lead the Unit*; 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*; 150-LDR-5007, *Create a Shared Understanding*; 150-LDR-5004, *Provide the Commander's Intent*; 150-LDR-5006, *Conduct Disciplined Initiative*; 150-LDR-5003, *Use the Mission Order Technique*; 150-LDR-5002, *Identify Prudent Risk*.

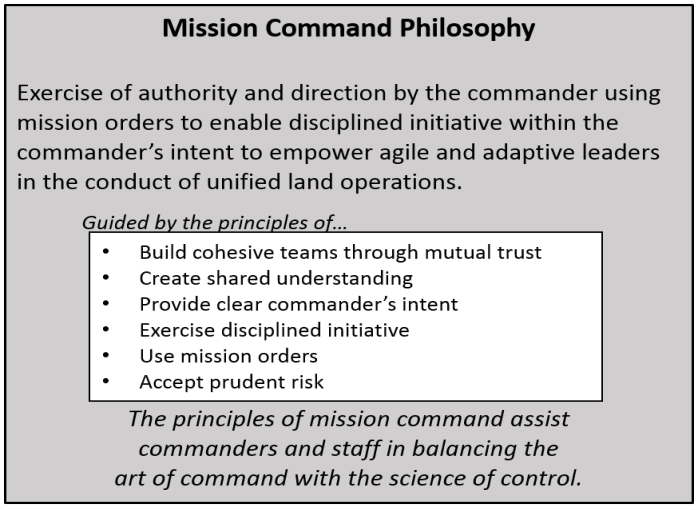


Figure 1-4. Mission command philosophy

1-92. 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.

TABLE IX: CONDUCT THE MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

1-93. The commander designates the training event and conditions for the conduct of Table IX. This event takes place in a designated venue and is scenario driven using the correct variables of PMESII-PT. The event is not externally evaluated for readiness reporting. The conduct of this table is tied to all four training audiences of the MCTT working as a unified headquarters towards the completion of the unit METL. As training time and resources allow, all METs on the unit's designated standardized METL are trained. Units can also tie this event to training on their assigned METL (A-METL) as determined by the commander.

DRIVE THE OPERATIONS PROCESS

1-94. 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 COS, perform essential functions that amplify the effectiveness of operations, commanders drive the operations process. 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.

1-95. 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 mission command activity while still allowing the headquarters to exercise disciplined initiative within their respective capabilities.

CONDUCT RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

1-96. Consideration for use of RDSP are 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 division commander uses RDSP after the receiving a change in mission from higher to conduct a Military Deception operation in conjunction with conducting an attack.

CONDUCT AFTER ACTION REVIEWS

1-97. The division 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 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: CONDUCT THE MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

1-98. This event is typically a culminating training event prior to or during the division WFX. 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. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*.

1-99. The outcome of Table X is that the evaluating commander has validated that the division commander is prepared to lead the division in the execution of mission command during unified land operations. The commander leads the unit based on design, capabilities, the mission, and the higher commander's intent. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

DRIVE THE OPERATIONS PROCESS

1-100. 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 COS, perform essential functions that amplify the effectiveness of operations, commanders drive the operations process. 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.

1-101. 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 mission command activity while still allowing the headquarters to exercise disciplined initiative within their respective capabilities.

LEAD THE UNIT IN THE COMPLETION OF ASSIGNED TACTICAL TASKS

1-102. The commander leads the division and supporting forces to accomplish the tactical mission(s) assigned it by the higher headquarters.

EVALUATE METL TASKS

1-103. The division commander considers the observations of the external evaluation team and determines the T-level achieved by the division on the METL task(s) performed during the exercise for updating the Unit Status Report. See *Leader's Guide to Objective Assessment of Training Proficiency*, 29 September 2017 (<https://atn.army.mil/getattachment/Unit-Training-Management-(UTM)/Leader-s-Guide-to-Objective-Assessment/Leaders_Guide_to_Objective_Assessment_of_Training_Proficiency.pdf?lang=en-US>).

1-104. Graphic 1-3 below summarizes the inputs, tasks, and outputs for tables VII through X.

Mission Command Training Tables VII through X for Division Commander[1]		
Inputs	**Table VII: Direct Mission Command System Integration**	**Outputs**
• Table VI Inputs & Outputs • Higher headquarters FRAGORD	• Organize personnel (*Organize The Staff for Operations*) **150-LDR-5013** • Enhance information system training guidance (*Integrate the MCIS*) **150-MC-5251** • Integrate unified action partners (UAP) into the unit team (*Conduct Multinational Operations*) **71-DIV-5725** • 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 (*Establish a MC System*) **150-LDR-5252** • Evaluate electro-magnetic signature (*Define the Electromagnetic Operations Environment* (EMOE)) **113-25E-3003** • Establish MOEs and MOPs (*Assess Tactical Situation and Operations*) **71-DIV-5130**	• Refined staff structure • Network validation • Refined SOPs • Refined MOE, MOP, and associated indicators • Revised spectrum management plan • Guidance for incorporating UAP into the unit team and MCIS
Inputs	**Table VIII: Apply Art and Science of Mission Command**	**Outputs**
• Table VII Inputs & Outputs	• Lead the operations process (*Conduct the MC Operations Process*) **71-DIV-5100** • The commander leads the army design methodology **150-LDR-5101** • Integrate the mission command philosophy (*Lead the Unit*) **150-LDR-5015** ▪ Develop Cohesive Team Through Mutual Trust **150-LDR-5001** ▪ Create Shared Understanding **150- LDR-5007** ▪ Provide the Commander's Intent **150-LDR-5004** ▪ Conduct Disciplined Initiative **150-LDR-5006** ▪ Use the Mission Order Technique **150-LDR-5003** ▪ Identify Prudent Risk **150-LDR-5002**	• Commander's mission command system assessment and guidance • Design products ▪ Description of the operational environment ▪ Description of the problem ▪ Description of the operation approach ▪ Initial commander's intent ▪ Planning guidance
Inputs	**Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal*** **	**Outputs**
• Table VIII Inputs & Outputs	• Drive the operations process (*Lead The Operations Process*) **150-LDR-5100** • Conduct the RDSP (*Lead The RDSP*) **150-LDR-5014** • Conduct AARs (*Conduct a Formal AAR*) **150-MC-5133**	• FRAGORD • AAR results (headquarters and subordinate units) • Final refinements of SOPs, orders, systems for the validation exercise
Inputs	**Table X: Mission Command Warfighting Function Validation Exercise****	**Outputs**
• Table IX Inputs & Outputs • External Evaluators	• Drive the operations process (*Lead The Operations Process*) **150-LDR-5100** • Lead the unit in completion of assigned tactical tasks • Evaluate METL tasks	• Validated mission command system
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). The commander trains the mission command system, including the staff, all 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. **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 mission command system in the conduct of unified land operations.** The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.		
*** 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 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.		

Graphic 1-3. Mission Command Training Tables VII through X for the Division Commander

SECTION III – DIVISION STAFF TRAINING TABLES

1-105. Section III discusses the mission command training tables for the division staff.

MISSION COMMAND TRAINING TABLES FOR THE DIVISION STAFF

1-106. This section guides the commander and COS through the tables used to train, certify, and validate the staff. The principal staff officers consist of officers from the coordinating and special staff sections, as well as personal staff officers. The staff consists of the principal staff officers and the officers, noncommissioned officers, and Soldiers that work in their sections.

1-107. 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.

1-108. The complexities of a division staff can make training the staff difficult. The commander, deputy commanders, the COS, and principal staff officers are always trying to balance daily operational requirements with training opportunities. The COS will leverage the principal staff officers and section and cell NCOICs to conduct many aspects of the below tables independent of each other. 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. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

1-109. Tables I through V are designed to train the division staff at the individual, section, and cell level. 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, certification. There are no external attachments or liaisons required for the execution of Tables I through VI. The COS 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.

1-110. The tables are written such that the commander can retrain the staff during an upcoming 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 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 unified land operations.

1-111. Once the commander certifies the staff at Table VI, the staff receives an OPORD/FRAGORD for the division' Warfighter Exercise (WFX). 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 is present for Table X and the unit's WFX.

1-112. Upon the completion of the mission command warfighting function validation (Table X), commanders validate the staff and sign a memorandum for record to document the results of the validation event. One memorandum is sufficient to record the validation for the commander, the staff, the command posts, and the digital crew. The unit training officer will upload the memorandum into the unit's DTMS and maintain a local copy. Training atrophy level can be determined using Table requirements. Overall training deficiency is based on Army collective training atrophy and a dialog between the commander and the evaluating commander. Figure 1-5 shows an overview of division staff tables I through VI.

I	*II*	*III*
Organize and Acclimate the Staff to the Organization	***Develop MDMP Skills at the Section Level***	***Establish Staff / Cell Processes and Integrate Warfighting Functions***
• Understand unit doctrine applications, staff duties, and responsibilities • Conduct warfighting function and CP organization • Organize the staff • Build staff relationships • Develop NCOs and Soldiers	• Conduct the MDMP • Conduct RDSP • Develop running estimates • Review commander's decision support template and decision support matrix • Establish framework for formal assessment • Conduct section rehearsals • Verify section outputs • Develop section training plans	• Establish functional and integrating cells • Validate warfighting functions • Conduct MDMP • Conduct mission analysis • Conduct a risk assessment • Engage in COA development • Conduct COA analysis • Recommend CCIR • Conduct COA decision briefing • Prepare an OPORD • Develop KM plan
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
IV	***V***	***VI***
Synchronize Command Post Operations	***Conduct Staff Rehearsals***	***Conduct Staff Certification***
• Integrate staff cells for operations • Synchronize staff boards and processes • Establish a battle rhythm • Conduct rehearsals • Practice staff battle drills • Refine the plan • Perform planned actions, sequels, and branches • Establish the CP and alternate CPs • Formalize shift crews • Verify SOP functionality	• Review staff organization • Establish the COP • Conduct the operations process • React to a FRAGORD • Formalize the battle rhythm • Finalize the decision support matrix • Finalize CP crews, roles, and responsibilities • Employ the Mission Command System • Conduct CP operations • Conduct SCIF operations • Conduct section/cell AARs	• Transfer mission command between CPs • Conduct the operations process • Execute working groups, boards, and meetings supporting decision-making • Execute the battle rhythm • Conduct CP operations • Create shared understanding • Displace the command post • Conduct SCIF operations
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event (CPX) Facility: TBD

AAR	after action review	MDMP	military decision-making process
CCIR	commander's critical information requirements	METL	mission essential tasks list
COA	course of action	NCO	noncommissioned officer
COP	common operational picture	RDSP	rapid decision-making and synchronization process
CP	command post	SCIF	sensitive compartmentalized information facility
FRAGORD	fragmentary order	SOP	standard operating procedure
KM	knowledge management		

Figure 1-5. Division Staff Tables I-VI Overview

TABLE I: ORGANIZE AND ACCLIMATE STAFF TO ORGANIZATION

1-113. This table is the introduction of the staff to the operations process. This table assumes that all officers, warrant officers, NCOs, and Soldiers will come to the unit with basic proficiency in their individual job 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 COS. Table I-II tasks are considered perishable skills and performed frequently to maintain basic proficiency within the staff. Table I-II can also be used to integrate new personnel upon arrival to the unit during the unit/commander orientation program.

UNDERSTAND UNIT DOCTRINE APPLICATIONS, STAFF DUTIES, AND RESPONSIBILITIES

1-114. All members of the staff familiarize themselves on all command policies, procedures, and current staff section SOPs. Division staff officers and NCOs familiarize themselves with the doctrine relevant to the division conducting large scale ground operations, including FM 3-0, Operations, FM 3-94, *Division, Division, and Theater Army Operations*, and ATP 3-91, *Division Operations*. They also familiarize themselves with their specific branch/functional area responsibilities at the division level. The staff section leader develops a basic understanding of upcoming unit missions and how those requirements translate into the basic skills of section members. 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 section collective tasks as defined by the appropriate proponent. For example, the G-2 conducts intelligence preparation of the battlefield training using Collective Task 34-SEC-3180, *Conduct Intelligence Preparation of the Battlefield (IPB)*; provided by the Intelligence Center of Excellence. If the service member is to be assigned to a certain board, bureau, center, cell, or working group, then the section leader will ensure that the same familiarization takes place for those assigned locations. Refer to Individual Task 150-LDR-5007, *Create a Shared Understanding*.

CONDUCT WARFIGHTING FUNCTION AND COMMAND POST ORGANIZATION

1-115. The principal staff officers, and section and cell NCOs ensure that all members of their staff element understand their role within the command post as well as how their section interacts with other entities of the entire staff. The spatial arrangement of staff elements within a CP can greatly promote or inhibit staff integration. The officers and NCOs in charge of the division' command posts 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 chief of staff with recommendations for command post organization. See Individual Task 150-LDR-5013, *Organize the Staff for Operations*.

ORGANIZE THE STAFF

1-116. The COS and principal staff officers, after consultation and guidance from the commander, will direct the organization or reorganization of the division staff. The commander dictates and the COS and principal staff officers clearly define all extra duties. See Individual Task 150-MC-0000, *Organize the Staff as the COS/XO/DCO*. (See ATP 6-0.5 for additional information.)

BUILD STAFF RELATIONSHIPS

1-117. The COS 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 division staff, the COS employ the principal staff officers in this effort. For example, the G-4, after coordinating with the headquarters battalion commander, conducts internal teambuilding within the sustainment warfighting function by ensuring all sustainment members conduct morning physical training together. As part of this team building, the sustainment cell uses the Friday physical training session as a sports day led by junior

Soldiers. The G-4 also ensures that their Soldiers and officers who participate in working groups or planning teams have the time needed to build relationships within these additional organizations.

1-118. Typically senior level staff members conduct team building events independently of most of the staff. For example, the commander and deputy commanders host an officer's call for all O-6 level officers and above within the command to build team unity and get better acquainted. Additionally, senior level staff members build unity among staff sections by holding combined relationship building events. For example, the division Joint Air Ground Integration Center (JAGIC) challenges the sustainment section to a team obstacle course contest for an upcoming physical training session.

1-119. Division level relationship 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 Tasks 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trus*t, and 71-TM-5004, *Develop Cohesive Teams Through Mutual Trust*.

DEVELOP NONCOMMISSIONED OFFICERS AND SOLDIERS

1-120. 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. NCOs 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 150-LDR-8003, *Conduct Initial Assessment for a New Leadership Position*.

TABLE II: DEVELOP MDMP SKILLS AT THE SECTION LEVEL

1-121. The COS 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 COS can bring the staff together as needed to begin staff integration during rehearsals. This table is conducted in a garrison environment.

CONDUCT THE MILITARY DECISION-MAKING PROCESS

1-122. Principal staff officers review with their section their role and contribution to the MDMP. Leaders run their sections through drills using the operational environment 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.

1-123. Once the section gains basic proficiency at the 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 within the MDMP. It is not intended for the COS to integrate all the sections into a full MDMP at this time. Principal staff officers use Collective Task 71-DIV-5111, *Conduct the Military Decision-making Process for Division*. Staff personnel participating in MDMP refer to Individual Tasks 150-MC-5110 through 150-MC-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.

CONDUCT THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

1-124. The rapid decision-making and synchronization process is a technique that commanders and staffs commonly use during execution. 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 rapid decision-making and synchronization process facilitates continuously integrating and synchronizing the warfighting functions to address ever-changing situations. The rapid decision-making and

synchronization process 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 commander's intent, concept of operations, and commander's critical information requirements (CCIRs). Refer to FM 6-0, *Commander and Staff Organization and Operations*, and Collective Task 71-DIV-5002, *Conduct Rapid Decision-making and Synchronization Process*.

DEVELOP RUNNING ESTIMATES

1-125. 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. Leaders use Collective Task 71-DIV-5144, *Develop Running Estimates*, as well as tasks from their corresponding warfighting function proponent.

REVIEW COMMANDER'S DECISION SUPPORT TEMPLATE (DST) AND DECISION SUPPORT MATRIX (DSM)

1-126. The DST and DSM provide the projection of where and when a decision must be made based on expected events at a specified location with stated criteria and planned friendly actions in a narrative form. The division include standard formats for decision support materials in the unit SOP, and tailor those products to the situation at hand.

1-127. The DST graphically represents decision points, projected situations, and indicates when as well 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.

1-128. A DSM is a written record of a war-gamed course of action 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-DIV-5111, *Conduct the Military Decision-making Process for Division*, and Individual Task, 150-MC-5111, *Conduct the Military Decision-making Process*.

1-129. Division 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 operational situation develops.

1-130. In addition to the DST and DSM, commanders and staffs use several tools (orders and attachment to 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.

ESTABLISH FRAMEWORK FOR FORMAL ASSESSMENTS

1-131. The G-5 leads the staff in preparing a formal collection plan that includes:

- Measures of performance (MOPs) to assess task accomplishment.

- Measures of effectiveness (MOEs) to assess progress towards the desired end state.
- Indicators that support the MOP and MOE.
- 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.

1-132. Each warfighting function has its own type of formal assessment. For example, the JAGIC will typically use:

- Combat assessment.
- Battle damage assessment.
- Tactical warning and attack assessment.

1-133. 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. For example, the air defense section uses Collective Task 44-EAC-2111, *Distribute Tactical Warning Information and Attack Assessment*, and Individual Task 150-MC-5130, *Assess the Current Situation*, to train on formal assessments.

CONDUCT SECTION REHEARSALS

1-134. Table II rehearsals begin at the section level. Principal staff officers ensure that their section thoroughly understands their role rehearsals, as well as how and when their section collaborates with other staff sections in preparation for these rehearsals. Refer to Collective Task 71-DIV-5122, *Perform a Rehearsal for Division*, and Individual Task 150-MC-5122, *Perform a Rehearsal*.

VERIFY SECTION OUTPUTS

1-135. The COS, with direction from the commander, ensures that all sections account for respective, predetermined outputs. These outputs come in all types and serve various purposes. All outputs must lead to an increased understanding of a situation and to facilitate steps towards a decision. Examples of these can include a daily threat update from the G-2 that feeds various boards and working groups, a sustainment forecast over space and time that includes friendly losses from the sustainment cell that informs the unit DSM, and an incoming personnel listing from the G-1 that influences unit allocations in various working groups. Refer to Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

DEVELOP SECTION TRAINING PLANS

1-136. Section leaders must have a comprehensive understanding of their respective section mandates and inputs/outputs and have identified the training required for their section to be more responsive to the commander's decision-making process. The section leader, in coordination with the G-3 and the headquarters battalion, develop a training plan that focuses on the needs of the section, their designed capabilities, the mission, and the commander's requirements. The G-3 ensures that these training plans are captured within the overall division training plan. Once all sections have formalized their internal training plans, the G-3 develop a unit training plan to present to the commander. The commander provides guidance and the G-3 will adjust until approval is received and the training plan is published. Refer to Individual Task 150-COM-7170, *Write the Unit Training Plan OPORD*.

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

1-137. Table III begins the effort of integrating the staff by the COS forming integrating 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.

ESTABLISH FUNCTIONAL AND INTEGRATING CELLS

1-138. The COS organizes the various sections into functional cells (see graphic 1-9 below). Of note, not all general officer level commands will have the full range of warfighting functions, nor be resourced for all integrating cells for organization based on unit capabilities. The commander directs which cells to form based on unit TOE or MTOE, capabilities, and mission.

1-139. The COS then establishes integrating cells listed in Figure 1-6, current operations, future operations, and plans. Again, not all general officer commands within the Army will have the manning and the capabilities to form integrating cells. The COS refers to FM 6-0 on establishing these cells. The COS, principal staff officers, and section leaders use Individual Tasks 150-MC-0000, *Organize the Staff as the COS/XO/DCO*, and 71-DIV-5006, *Conduct Staff Tailoring for Division*.

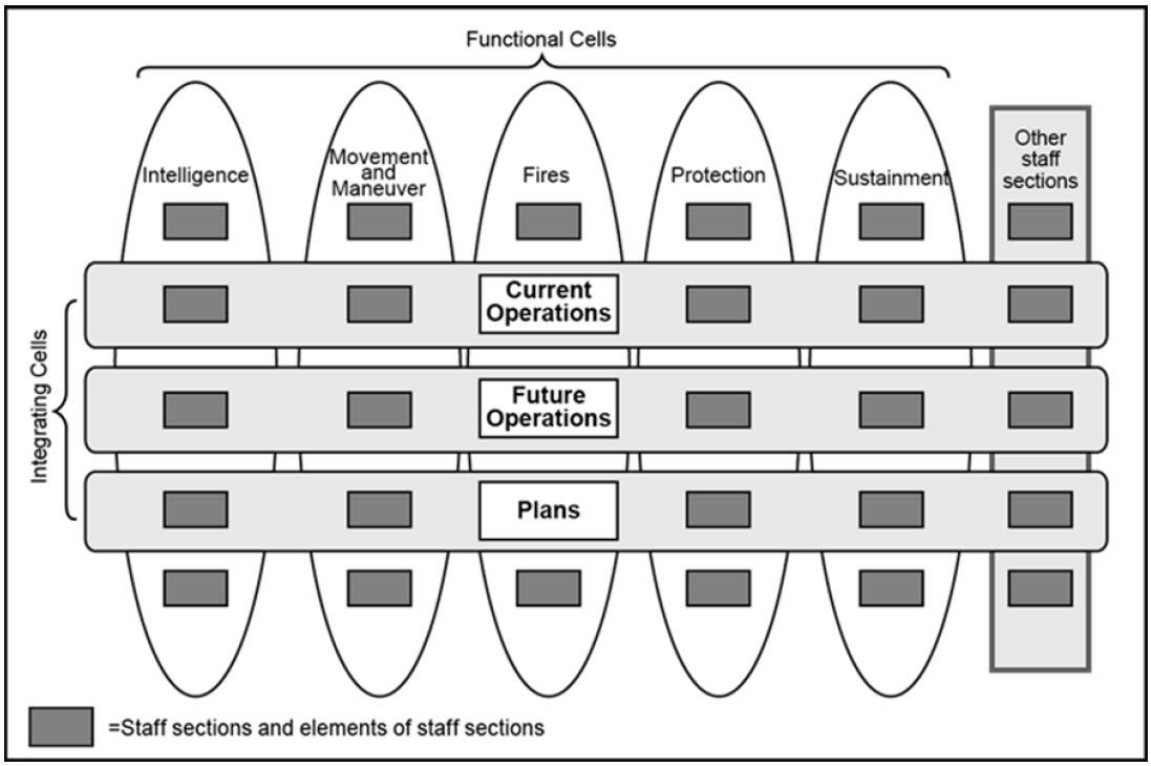


Figure 1-6. Command Post Organization

VALIDATE WARFIGHTING FUNCTIONS

1-140. As the unit receives new members to the staff or the staff realigns for operational reasons, the COS will validate each of the unit's warfighting functions. The individual tasks covering each are listed below. The COS verifies adherence to SOPs, the commander's intent, orders from higher headquarters, and operational requirements. Of note, 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, how the G-2 conducts IPB. Leaders use their unit CATS for that detail. CATs are on the ATN and DTMS. An example of the detail found within the CATS: The commander wants the G-2 section to conduct more detailed intelligence integration training based on an influx of additional personnel. The commander references their respective unit CATS 52-TS-8131, *Integrate Intelligence Activities in Support of Operations*. The commander sees that within that Task Sets (TS) are several tasks to include:

- 34-SEC-1102, *Provide Intelligence Overwatch*.
- 34-SEC-1315, *Provide Geospatial Intelligence (GEOINT) Analytic Support to Operations*.
- 34-SEC-1317, *Provide Geospatial Intelligence (GEOINT) Support to Requirements Planning*.

- 34-SEC-1320, *Conduct Signals Intelligence (SIGINT) Section Analysis*.
- 34-SEC-3040, *Provide Signals Intelligence (SIGINT) Support to Planning. Requirements*.
- 34-SEC-3041, *Assess Signals Intelligence (SIGINT) Collection*.
- 34-SEC-3042, *Develop Signals Intelligence (SIGINT) Products*.
- 34-SEC-3171, *Plan Integration Into the Intelligence Architecture*.
- 34-SEC-3173, *Provide Intelligence Support to Information Collection Planning*.

1-141. The CATS displays the number of times and hours that the sections are to train on the task set to gain the desired proficiency (crawl/walk/run). The COS uses the following individual tasks for validating each warfighting function:

- 150-MC-0001, *Validate the Maneuver Warfighting Function Staff*.
- 150-MC-0002, *Validate the Intelligence Warfighting Function Staff*.
- 150-MC-0003, *Validate the Fires Warfighting Function Staff*.
- 150-MC-0004, *Validate the Sustainment Warfighting Function Staff*.
- 150-MC-0005, *Validate the Mission Command Warfighting Function Staff*.
- 150-MC-0006, *Validate the Protection Warfighting Function Staff*.

CONDUCT MILITARY DECISION-MAKING PROCESS

1-142. The military decision-making process (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 while planning. In Table III, the integrating cells begin collectively training the MDMP using the scenario and higher headquarters order that is used during certification in Table VI. Refer to FM 6-0, Collective Task 71-DIV-5111, *Conduct the Military Decision-making Process for Division*, and Individual Tasks 150-MC-5110 through 150-MC-5121 for the steps and procedures used during MDMP.

CONDUCT MISSION ANALYSIS AND INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)

1-143. 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 operational environment. 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. IPB is the systematic process of analyzing the mission variables of enemy, terrain, weather, and civil considerations in an area of interest to determine their effect on operations. The IPB process identifies critical gaps in the commander's knowledge of an operational environment. Training time spent conducting thorough mission analysis and IPB at this stage of the training tables will pay great dividends later. Refer to FM 6-0, ATP 2-01.3, *Intelligence Preparation of the Battlefield*, and Collective Tasks 71-DIV-5112, *Conduct Mission Analysis for Division*, and 71-DIV-2210, *Conduct Intelligence Preparation of the Battlefield*, for detailed execution guidance.

CONDUCT A RISK ASSESSMENT

1-144. Cell leaders begin risk management by conducting risk assessment in conjunction with mission analysis. Throughout the operations process, commanders, in conjunction with staff, use risk assessment 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-MC-5145, *Conduct Risk Management*, and 012-000-0002, C*onduct a Risk Assessment Using Deliberate Risk Assessment Worksheet (DD Form 2977, <https://www.esd.whs.mil/Directives/forms/dd2500_2999/>)*; and Collective Task 71-DIV-5145, *Conduct Risk Management for Division*. (See ATP 5-19, Risk Management; for further description)

ENGAGE IN COURSE OF ACTION DEVELOPMENT

1-145. The COS leads the integrating cells through COA development drills, ensuring each functional cell contributes to each integrating cell's effort within its functional responsibilities. The planning guidance for this step can be delivered by the commander, or the COS can direct notional guidance as part of a scenario. It is important in COA development that commanders and staffs appreciate the unpredictable and uncertain nature of the operational environment, and understand how to cope with ambiguity. The COS leverages the Table II step above on the DST and DSM.

1-146. Integrating cells establish 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 COS establishes weights based on the assessment of each criterion's relative importance and the commander's guidance.

1-147. The COS also designates the COA development roles and responsibilities of the special staff. These COAs can be based on scenarios appropriate to the unit's future mission or upon designed capabilities. After the commander makes a decision, the staff prepares the plan or order that reflects the commander's intent, coordinating all necessary details. The COS uses Individual Task 150-MC-5114, *Engage in Course of Action Development*.

CONDUCT COA ANALYSIS

1-148. 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 air defense section will contribute analysis regarding enemy air capabilities and how the enemy aviation assets might be employed during the action/reaction/counteraction of the wargame. Refer to Individual Task 150-MC-5115, *Conduct Course of Action Analysis (Wargaming)*, for detailed execution guidance.

RECOMMEND COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

1-149. As the staff begins work as a cohesive unit and prepares for the staff rehearsal, the COS leads the division on recommending CCIR to the commander within each warfighting function. CCIR are an information requirement identified by the commander as being critical to facilitate timely decision-making. The staff identifies and recommends PIR and FFIR to the commander to designate as the CCIR.

1-150. CCIR are established as part of the military decision-making process and refined throughout the conduct of operations. The COS uses Individual Task 150-MC-5113, *Recommend the Commander's Critical Information Requirements*.

CONDUCT A COURSE OF ACTION DECISION BRIEFING

1-151. 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 COS highlights any changes to each COA resulting from the war game. At the end of the briefing the commander (or the Chief of Staff 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-MC-5009, *Conduct a Course of Action Decision Briefing*, for evaluating this event.

PREPARE AN OPERATIONS ORDER

1-152. The division 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. However, the basics, as written in Individual Task 150-MC-5119,

Prepare an Operations Order, and Collective Task 71-DIV-5119, *Prepare an Operations Order for Division*, are adhered to.

DEVELOP THE KNOWLEDGE MANAGEMENT PLAN

1-153. The ability to efficiently manage information and knowledge is essential to effective mission accomplishment. The volume of available information at the division 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 G-6 and knowledge management officer (KMO), conduct the first 3 steps of the knowledge management process (Assess, Design, and Develop) to draft the division 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 Collective Task 71-DIV-5330, *Integrate Shared Understanding Through Knowledge Management*.

TABLE IV: SYNCHRONIZE COMMAND POST OPERATIONS

1-154. Table IV begins the process of fully integrating the functional and integrating cells within the division. The COS begins the more complex steps of conducting the entire operations process as well as manning the command posts. Table IV can take place during a STAFFEX or a similar training event as determined by the commander. Table IV is designed to be scenario driven in a complex and dynamic operational environment, and against a hybrid threat. The commander designates a mission essential task T&EO from the unit's METL, such as Collective Task 71-DIV-7120, *Conduct an Attack*, for the training event.

INTEGRATE STAFF CELLS FOR OPERATIONS

1-155. The COS uses the training exercise in Table IV to fully integrate the warfighting functions and integrating cells in the headquarters to enable synchronization for decision-making. The COS can use the battle rhythm for this event to conduct this integration. For this step within the table, the COS ensures inputs and outputs by integrating and warfighting functional cells are integrated and not acting as independent bodies. The cells complement and feed the proper cell or working group for rapid and informed decision-making. The COS will make adjustments to the organization as needed or directed by the commander. See Individual Task 150-MC-5126, *Integrate Staff Cells for Operations*.

SYNCHRONIZE STAFF BOARDS AND PROCESSES

1-156. The COS, with the assistance of the principal staff officers and cell NCOs, synchronizes staff boards, working groups, planning teams, and processes. When the process or activity being synchronized leads to a command decision, a board is the appropriate forum. These boards and processes take place throughout the operations process and as the mission and commander require. Boards typically take place within functional and integrating cells. Boards and processes assist in the development of the battle rhythm. The COS allows adequate time within the battle rhythm for boards and process to run their course so outputs can achieve the desired affects. See Individual Task 150-MC-5128, *Synchronize Boards and Processes*.

ESTABLISH A BATTLE RHYTHM

1-157. 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 COS establishes a staff battle rhythm forming the framework for a deliberate cycle of command, staff, and unit activities intended to synchronize current and future operations. 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:

- 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.

1-158. Throughout the division are various battle rhythm events—boards, working groups, and planning teams. Each commander and staff tailors their battle rhythm with their decision-making style, the needs of the mission, and requirements from higher headquarters. Efficient meetings help build and maintain shared understanding, facilitate decision-making, and coordinate action. The commander and the COS or XO also identify staff members to participate in higher, supported, and supporting headquarters meetings. The COS or XO manages all meetings to include the sequence and timings of meetings in the unit's battle rhythm. To ensure meetings are organized well and achieve what is intended, staff leads develop instructions for each meeting 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 (for example, updated collection plan).
- Expected outputs (for example, approved target nominations).
- Agenda.

1-159. Commanders, deputy commanders, and COSs allow white space in the battle rhythm and avoid inundating the staff with too many meetings. The division events help build the battle rhythm. The COS uses Individual Task 150-MC-5123, *Establish a Battle Rhythm*. Refer to *ATP 6-0.5, Command Post Organization and Operations*.

CONDUCT REHEARSALS

1-160. Rehearsals are the commander's tool to ensure staffs and subordinates understand the commander's intent and the concept of operations. They allow commanders and staffs to identify shortcomings in the plan not previously recognized. Rehearsals also contribute to external and internal coordination, as the staff identifies additional coordinating requirements. During Table IV, the chief of staff will lead the staff in rehearsing the planned operation to perform the mission associated with the MET selected for the training scenario. Refer to FM 6-0 and Collective Task 71-DIV-5122, *Perform a Rehearsal for Division*.

PRACTICE STAFF BATTLE DRILLS

1-161. 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 division establishes its own battle drills in the SOP, FM 6-0 has a list of suggested battle drills for the division headquarters.

REFINE THE PLAN

1-162. 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 operational environment 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 COS leads the staff through a refinement of the plan and the mission objectives contained therein. The COS will use Collective Task 150-MC-5124, *Refine the Plan*.

PERFORM PLANNED ACTIONS, SEQUELS, AND BRANCHES

1-163. Cell leaders, as directed by the COS and led by the G-5, will develop branches and sequels to the designated COA for future or contingency operations. Planned actions, branches, and sequels exploit success or a forecast opportunity, counter disruptions caused by enemy actions, enhance flexibility during operations, and retain the initiative for the unit commander. The staff follows commander's guidance and standard operating procedures. The COS will use Collective Task 71-DIV-5132, *Perform Planned Actions Sequels, and Branches for Division*, as a training aid for this portion of Table IV.

ESTABLISH THE COMMAND POST AND ALTERNATE COMMAND POSTS

1-164. A command post is the organization designed to help the commander exercising mission command. The staff is organized into functional and integrating cells and their subordinate elements in each of the division' command posts to facilitate coordination and promote efficiency. The division also has a mobile command group. These command posts and the mobile command group provide the division commander flexibility in arranging the division' control nodes within the division' area of operations.

1-165. The commander determines the sequence of deployment, timing of moves, initial locations and task organization for all the division' command posts based on the mission variables of METT-TC and the commander's visualization. The commander task-organizes functional capabilities and personnel across the main, tactical, and support area command posts to match the commander's concept for control of operations. The division' tactical and main command posts deploy to separate locations or are consolidated based on those mission variables. Alternatively the division commander creates a command post tailored from these assets to control the actions of multiple brigades operating in close proximity to each other conducting a task or tasks, such as an early-entry command post (EECP). Each command post performs functions implied by its organizational design and those tasks assigned by the commander. In the mission command paragraph (paragraph 5) of the division operations order, the commander details any changes to the doctrinal authority; responsibilities; and task organization of the division' command posts and any special instructions.

1-166. Each division command posts standardizes procedures associated with—

- Command post battle drills.
- Shift-change briefings.
- Operations update and assessment briefings.
- Operations synchronization meetings.
- Transferring control between command posts.

The unit will use Collective Tasks 71-DIV-0050, Establish a Division Command Post in an Operational Environment, and 71-DIV-5204, Establish an Alternate Command Post in an Operational Environment for Division. Refer to *ATP 6-0.5, Command Post Organization and Operations*.

FORMALIZE SHIFT CREWS

1-167. Once the CPs are established and manned, the COS will formalize and recommend shift crews to the commander. The COS and principal staff officers must consider the duties and responsibilities inherent to an area of expertise or warfighting function required for that specific CP in relation to time and space on the battlefield; consideration of conditions, the timing and nature of the decisive and shaping operations, location, and etcetera. may influence shift crew adjustments during the fight. The commander adjusts or confirms the shift crews so crews can gain familiarity with one another and the shift leader. The COS will ensure crews understand the inputs, outputs, and battle rhythm to support the commander. The COS will ensure the formalized shifts have ample opportunity to exercise reps and sets to build shift proficiency. Refer to Individual Task 150-MC-5205, *Lead a Shift Change*.

1-168. Unit manning documents 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 organize shifts using the standard shift, heavy or light shift, and stagger shift techniques.

1-169. 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 STANDARD OPERATING PROCEDURE FUNCTIONALITY

1-170. Once the shifts and CPs are established, and the staff runs through the event, the section leaders and the COS will ensure that all SOPs are updated based on learning over time, the evolving needs of the commander 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-MC-5200, *Conduct Command Post Operations*.

TABLE V: CONDUCT STAFF REHEARSAL

1-171. The COS will verify staff is prepared to conduct certification 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 division is performing their first CPX leading to a warfighter exercise. 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 can choose which collective tasks to perform. For example, the commander establishes that the division will use 71-DIV-7120, *Conduct an Attack for Division*, as their primary collective task, but also uses collective tasks 71-DIV-3000, *Conduct Fire Support for Divisions*, and 71-DIV-2301, *Perform Reconnaissance for Division*, as supporting tasks to perform during the exercise.

REVIEW STAFF ORGANIZATION

1-172. The COS and commander organized the staff in Table I. In consultation with the commander, the COS uses this table as a last look for staff organization. The rehearsal will give the COS time to confirm or reorganize the staff as needed based on manning and mission requirements. If changes are required, the COS makes those changes before the Table VI certification. The principal staff officers go through the same review process and make recommendations to the COS. During this table, the commander identifies and the COS defines all additional duties yet to be assigned. See Individual Tasks 150-LDR-5013, *Organize the Staff for Operations*; 150-MC-0000, *Organize the Staff as the COS/XO/DCO*; and Collective Task 71-DIV-5123, *Task Organize for Operations for Division*.

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-173. This task is performed in unison with establishing the CP. The chief of operations 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, MCIS 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.
- 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.

1-174. Both the COP manager and the battle captain work under the authority of the COS, and both are part of the KM team. The digital master gunner assists in the establishment of the COP as well. Digital master

gunners are the commander's subject matter experts regarding operation, maintenance, integration, and operator training for unit MCIS. The digital master gunner duties include—

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

1-175. While the MCDMG and the G-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 COS ensures that the staff, in accordance with unit SOP and the commander's intent, establishes the COP to meet the requirements of the mission.

1-176. 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-DIV-5319, *Establish the Common Operational Picture*; 71-DIV-5316, *Display the Common Operational Picture*; and Individual Task 150-MC-5315, *Establish the Common Operational Picture*.

CONDUCT THE OPERATIONS PROCESS

1-177. The staff achieve a go in all performance and leader performance measures and a 100% go rating on all critical performance measures on the T&EO for Collective Task 71-DIV-5100, *Conduct the Mission Command Operations Process for Division*. 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, assigned mission METL, or other tasks assigned by the higher headquarters or the commander.

REACT TO A FRAGMENTARY ORDER

1-178. At some point during the operation, the commander 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 division commander has the staff react to a FRAGORD from higher directing a hasty defense. The staff will conduct rapid decision-making and synchronization process to ascertain necessary changes to the current plan and recommend changes to the commander within the designated timeline. See Collective Task 71-DIV-5203, *React to a Fragmentary Order (FRAGORD) for Division*.

FINALIZE BATTLE RHYTHM

1-179. The COS and principal staff officers will use the commander's guidance and the staff rehearsal to finalize the battle rhythm in the unit SOP. The COS 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. The subordinate headquarters must synchronize their battle rhythms with higher headquarters. Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

FINALIZE THE DECISION SUPPORT MATRIX

1-180. 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 6-0, Ch. 9). 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

and 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-MC-5111, *Conduct the Military Decision Making Process*.

FINALIZE COMMAND POST CREWS, ROLES, AND RESPONSIBILITIES

1-181. Upon completion of the rehearsal, the COS and principal staff officers avoid changes to crews, roles, and responsibilities of crew members before the staff certification. Any changes that sections feel are needed are approved at the assistant chief of staff (ACOS) level. Any cross-functional position changes are elevated to the COS for approval. Refer to Individual Task 150-MC-5205, *Finalize Command Post Crews, Roles, and Responsibilities*.

EMPLOY THE MISSION COMMAND SYSTEM

1-182. The commander employs the mission command 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.
- Networks – Ensures the servers, wires, satellites, and networks are updated, operating, and secure.
- Information systems – Ensures the MCISs are updated, operating, and sharing information both internal and external to the command.
- Processes and procedures – Ensures all lessons learned to this point in the tables are captured in a unit SOPs. 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.
- Facilities and equipment – Ensures all facilities are maintained, reserved, and ground cleared. All command equipment (including vehicles) are maintained and prepared to execute the mission.

1-183. The COS will work with the staff within the confines of the mission command system. Changes identified for retraining or adjusting during the rehearsal are made prior to the Table VI certification. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*.

CONDUCT COMMAND POST OPERATIONS

1-184. The staff personnel conduct command post 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. The collective whole of those processes and procedures are encapsulated into SOPs to govern CP operations. See ATP 6-0.5 and Collective Task 71-DIV-5200, *Conduct Command Post Operations*.

CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS

1-185. The Special Security Office (SSO) establishes controls for secret compartment information facilities (SCIF) and tactical secret compartmented information facilities (T-SCIF) and manages, ensures appropriate accreditation for, and reviews and manages emergency plans for SCIFs and T-SCIFs. The SSO coordinates for 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 Individual Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

CONDUCT SECTION/CELL AFTER ACTION REVIEWS

1-186. 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-MC-5133, Conduct a Formal AAR for additional information.

1-187. Graphic 1-4a and 1-4b below crosswalks the inputs, tasks, and outputs for Tables I through V for the division staff. Each staff section refines the inputs and outputs in their section SOP.

Mission Command Training Tables I through V for Division Staff[1]

Inputs	Table I: Organize and Acclimate Staff to Organization*	Outputs
• SOPs • Policies • Drills • TC 6-0 • FM 3-0 • ATP 3-91 • ATP 6-0.5 • ADP 6-0 • ATP 6-22.1 • ATP 6-22.6 • MTO&E • Unit manning roster	• Understand unit doctrine applications, staff duties, responsibilities and SOPs/procedures (*Create Shared Understanding*) **150-LDR-5007** • Conduct WFF and CP organization (*Organize The Staff For Operations*) **150-LDR-5013** • Organize the Staff as the COS/XO/DCO **150-MC-0000** • Build staff relationships (*Develop Cohesive Teams Through Mutual Trust*) **150-LDR-5001** (*Develop Cohesive Teams through Mutual Trust*) **71-TM-5004** • Develop NCOs and Soldiers (*Conduct Initial Assessment For A New Leadership Position*) **150-LDR-8003**	• Staff duties and responsibilities refined in SOP • Staff organization • Records of initial counseling
Inputs	**Table II: Develop MDMP 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	• Conduct the MDMP (*Conduct The MDMP For Division*) **71-DIV-5111**, individual MDMP tasks **150-MC-5110** thru **150-MC-5121** • Conduct RDSP **71-DIV-5002** • Develop Running Estimates **71-DIV-5144** • Review commander's decision support template & decision support matrix (*Conduct The MDMP For Division*) **71-DIV-5111** / (*Conduct the MDMP*) **150-MC-5111** • Establish framework for formal assessment (*Assess the Current Situation*) **150-MC-5130** • Conduct section rehearsals (*Perform A Rehearsal*) **150-MC-5122** • Verify section outputs (*Establish Boards and Working Groups*) **150-LDR-5011** • Develop section training plans (*Write The Unit Training Plan OPORD*) **150-COM-7170**	• Staff section MDMP inputs • Staff cell running estimates • Formal assessment • Section level proficiency • Section outputs for working groups, boards, briefings, or procedures • Training plan • Refined SOPs
Inputs	**Table III: Establish Staff / Cell Processes and Integrate WFFs***	**Outputs**
• Table II Inputs & Outputs • Commander's estimate & planning guidance • FM 3-94 • ATP 6-01.1	• Establish functional and integrating cells (*Organize the Staff as the COS/XO/DCO*) **150-MC-0000** (*Conduct Staff Tailoring*) **71-DIV-5006** • Validate WFFs **150-MC-0001/0002/0003/0004/0005/0006** • Conduct MDMP for Division **71-DIV-5111** • Conduct Mission Analysis **71-DIV-5112** and IPB **71-DIV-2210** • Conduct a risk assessment (*Conduct Risk Management*) **150-MC-5145** • Engage in Course of Action Development **150-MC-5114** • Conduct Course of Action Analysis (*War-Gaming*) **150-MC-5115** • Recommend CCIR **150-MC-5113** • Conduct a Course of Action Decision Brief **150-MC-5009** • Prepare an OPORD **71-DIV-5119** • Develop KM Plan (*Integrate Shared Understanding Through Knowledge Management*) **71-DIV-5330**	• Staff functional and integrating cell structure • Functional cell validations • Operational planning team (OPT) portion of unit SOP • MDMP products • OPORD/FRAGORD/ OPLAN ▪Mission statement ▪Commander's intent ▪Concept of the operation ▪CCIR/EEFI • Refined SOPs • KM plan
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-MC-5126** • Synchronize Staff Boards and Processes **150-MC-5128** • Establish a Battle Rhythm **150-MC-5123** • Conduct Rehearsals (*combined arms, fires, intelligence, etc.*) **71-DIV-5122** • Practice staff battle drills (*see FM 6-0*) • Refine the Plan **150-MC-5124** • Perform Planned Actions Sequels, and Branches **71-DIV-5132** • Establish the CP and alternate CPs **71-DIV-0050** (*Establish a CP in an Operational Environment*) / **71-DIV-5204** (*Establish an Alt. CP in an Operational Environment*) • Formalize shift crews (*Lead A Shift Change*) **150-MC-5205** • Verify SOP functionality (*Conduct CP Operations*) **71-DIV-5200**	• Battle rhythm • Board/working group 7-minute drills • Branch and sequel plans • FRAGORD for OPORD refinements • Initially operational primary and alternate command posts • Refined SOP & battle drills

Graphic 1-4a. Mission Command Training Tables I through V for Division Staff

Mission Command Training Tables I through V for Division Staff[1] (Cont.)		
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*) **150-LDR-5013** / (*Organize the Staff as the COS/XO/DCO*) **150-MC-0000** / (*Task Organize for Operations for Division*) **71-DIV-5123** • Establish the COP **150-MC-5315**/ **71-DIV-5319** /(*Display the COP*) **71-DIV-5316** • Conduct the Operations Process (*Conduct the MC Operations Process*) **71-DIV-5100** • React to a FRAGORD **71-DIV-5203** • Finalize the battle rhythm (*Establish a Battle Rhythm*) **150-MC-5123** • Finalize decision support matrix (DSM) (*Conduct the MDMP*) **150-MC-5111** • Finalize CP Crews, Roles, and Responsibilities **150-MC-5205** • Employ the mission command system (*Establish a Mission Command System*) **150-LDR-5252** • Conduct Command Post Operations **71-DIV-5200** • Conduct sensitive compartmented information facility (SCIF) operations (*Manage Special Security Office (SSO) Functions*) **34-TM-3090** • Conduct section/cell AARs (*Conduct a Formal AAR*) **150-MC-5133**	• Refined staff organization • Commander-approved COP • FRAGORDs • MOE and MOP • Finalized battle rhythm • Refined DSM /other decision support products • AAR results • Refined SOPs
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The chief of staff validates that the staff has met all the training criteria for Tables I through V** and is prepared to conduct Certification (Table VI) under conditions established by the commander.		
* Tables consist of tasks that prepare the staff personnel and sections for collective training. ** Table is conducted as part of a larger exercise and is supported by the commander, command posts, and digital crew tables. [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.		

Graphic 1-4b. Mission Command Training Tables I through V for Division Staff (continued)

TABLE VI: CONDUCT STAFF CERTIFICATION

1-188. This table is conducted during a CPX (see the unit CATS). As budget and training days allow, this table is ideally conducted in a field environment with 24 hour operations. This certification event is not an externally evaluated event for readiness reporting. The externally evaluated event is Table X.

1-189. 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 Trained (T-) rating in each of the tasks listed here. Once the staff is certified, they can proceed to unit training in Tables VII through X. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

1-190. This table is a culmination of all previous tables and the commander can use any of the above collective tasks for training as necessary. Any retraining occurs prior to Table VI.

1-191. Commanders organize their mission command system to support decision-making and facilitate communication. The COS manages the mission command system—the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct operations.

1-192. 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 command post 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 staff performs the operations process seamlessly, without outside augmentation. Upon completion of Table VI and the certification of the staff, the staff, led by the COS 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 mission command warfighting function. In them the staff integrates external elements such as liaisons and unified action partners. The tables lead the command to the culminating training event of the headquarters. Tables VII through X are listed below in table 2-5.

TRANSFER MISSION COMMAND BETWEEN COMMAND POSTS

1-193. The unit will displace the main CP at least once during this training event. While doing so, the commander and COS will ensure that they maintain continuity of MC. The staff will successfully transfer MC from the main CP to another CP per unit SOP, and then back to the main CP upon completion of the displacement. The COS works with the operations SGM on which systems get shut down, and in what order to ensure MC is maintained throughout the process. The COS will use Collective Task 71-DIV-5250, *Maintain Continuity of Mission Command for Division*.

CONDUCT THE OPERATIONS PROCESS

1-194. The staff achieve a go in all performance measures and a 100% go rating on all critical performance measures under Collective Task 71-DIV-5100, *Conduct the Mission Command Operations Process for Division*. 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, assigned METL, or other tasks assigned by the higher headquarters or the commander.

EXECUTE WORKING GROUPS, BOARDS, AND MEETINGS DECISION-MAKING

1-195. The COS will ensure that the meetings taking place within the division footprint have outcomes that directly support decisions that the command must make to achieve the desired end state. The meetings outlined above is nested within the unit battle rhythm and support the higher command's decision-making. Refer to Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

EXECUTE THE BATTLE RHYTHM

1-196. The COS will ensure that the established battle rhythm is executed in support of the mission and the commander's intent. See Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT COMMAND POST OPERATIONS

1-197. CP personnel execute several routine and recurring tasks to establish, operate, and displace 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-DIV-5200, *Conduct Command Post Operations*.

CREATE SHARED UNDERSTANDING

1-198. The COS and principal staff officers will use running estimates, MCIS, and meetings to ensure that shared understanding is achieved 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 uses Individual Task 150-LDR-5007, *Create a Shared Understanding*, as a reference for this task.

DISPLACE THE COMMAND POSTS

1-199. The main CP displaces in either a single or phased move. The method selected depends on METT-TC, distance to be moved, and communications requirements. Critical aspects of mission command, 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 battle. The TAC displaces in accordance with unit SOP as the tactical situation requires (at least once). Refer to Collective Task 71-DIV-5201, *Displace the Command Post for Division*.

CONDUCT SCIF OPERATIONS

1-200. The Special Security Office (SSO) establishes controls for secret compartment information facilities (SCIF) and tactical secret compartmented information facilities (T-SCIF) and manages, ensures appropriate accreditation for, and reviews and manages emergency plans for SCIFs and T-SCIFs. The SSO coordinates for 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 Individual Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

1-201. Graphic 1-5 below provides a cross-walk of the inputs, tasks, and outputs that the staff will execute and evaluate during Table VI.

Mission Command Training Table VI for Division Staff[1]		
Inputs	**Table VI: Conduct Staff Certification****	**Outputs**
• Table V Inputs & Outputs	• Transfer mission command between CPs (*Maintain Continuity of MC*) **71-DIV-5250** • Conduct the operations process (*Conduct the MC Operations Process*) **71-DIV-5100** • Execute WG/boards/meetings supporting decision-making (*Establish Boards and Working Groups*) **150-LDR-5011** • Execute battle rhythm (*Establish a Battle Rhythm*) **150-MC-5123** • Conduct Command Post Operations **71-DIV-5200** • Create shared understanding **150-LDR-5007** • Displace the command post **71-DIV-5201** • Conduct sensitive compartmented information facility operations (*Manage Special Security Office (SSO) Functions*) **34-TM-3090**	• AAR results • Staff certifications
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The commander certifies that the staff has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here.** Once the command posts are certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.		
* Tables consist of tasks that prepare the staff personnel and sections for collective training. ** Table is conducted as part of a larger exercise and is supported by the commander, command posts, and digital crew tables. [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.		

Graphic 1-5. Mission Command Training Table VI for Division Staff

1-202. Figure 1-7 provides an overview of how the staff progresses through Tables VII through X.

VII	***VIII***
Integrate the Mission Command System	***Synchronize Operations with Unified Action Partners***
• Receive and integrate liaisons and attachments • Conduct staff tailoring • Task organize for operations • Establish interoperability with unified action partners • Conduct the MDMP • Coordinate efforts with higher, lower, and adjacent units, to include unified action partners • Determine reporting requirements • Validate cybersecurity strategies • Integrate MOE and MOP • Manage command, control, and communications systems • Conduct knowledge management	• Exercise battle rhythm • Conduct the operations process • Share relevant information • Conduct the Army design methodology • Incorporate unified action partner capabilities • Conduct multinational operations • Conduct rehearsals
Venue: Commander Directed Facility: Locally	Venue: Training event aligned with unit CATS Facility: Training area
IX	***X***
Mission Command Warfighting Function Validation Exercise Rehearsal	***Mission Command Warfighting Function Validation Exercise***
• Conduct the operations process • Conduct knowledge management • Revise the plan • Emplace and displace the CP • Conduct command post operations • Conduct AARs	• Conduct the operations process • Conduct knowledge management • Revise the plan • Conduct command post operations • Displace the command post • Conduct command post operations • Execute the battle rhythm
Venue: Training event aligned with unit CATS Facility: Training area	Venue: Training event aligned with unit CATS Facility: Training area
AAR after action review CATS combined arms training strategy CP command post	MDMP military decision-making process MOE measure of effectiveness MOP measure of performance

Figure 1-7. Division Staff Tables VII-X Overview

TABLE VII: INTEGRATE THE MISSION COMMAND SYSTEM

1-203. Table VII begins with receipt of an order from higher headquarters for the unit's external evaluation or Warfighter Exercise. The unit will begin receiving liaisons and building the larger team with subordinate units unified action partners. The COS, 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 COS will ensure that the headquarters can report these requirements to higher. The command will task organize based on mission requirements. The venue and facility location is determined by the commander in accordance with the unit CATS and

mission requirements. For example, the division commander holds a CPX and combines tables VII through IX based on an abbreviated timeline for an upcoming mission.

RECEIVE AND INTEGRATE LIAISONS AND ATTACHMENTS

1-204. As the mission requires and in accordance with unit capabilities, the unit receives liaisons and attachments from unified action partners. If multinational partners are used, the command will include a digital liaison detachment, if available, in all aspects of the training and operation. The COS and principal staff officers will ensure that the additional personnel have the digital and physical requirements in place for connectivity and assisting the commander in the conduct of unified land operations. The COS will determine the extent that each cell/staff 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 in accordance with ATP 3-91. The unit will complete Collective Tasks:

- 71-DIV-5018, *Receive Liaisons and Attachments for Division*.
- 71-DIV-0005, *Integrate a Digital Liaison Detachment with a Unified Action Partner for Division*.
- 71-DIV-5019, *Integrate Liaisons and Attachments for Division.*

CONDUCT STAFF TAILORING

1-205. Commanders organize, tailor, or adapt their staffs to perform the tasks associated with accomplishing the mission. Based on AAR results from Table VI and the task organization and assigned tasks in the higher order for Table X, the chief of staff will make adjustments to the existing organic staff structure and incorporate new liaisons and attachments to the headquarters using Collective Task 71-DIV-5006, *Conduct Staff Tailoring for Division*.

TASK ORGANIZE FOR OPERATIONS

1-206. With the possible addition of units and personnel in preparation for either a training exercise or unified land operations, the staff will recommend a task organization for the operation that coincides with the array of forces in the course of action the commander decides to implement during MDMP. The command will use Collective Task 71-DIV-5123, *Task Organize for Operations for Division*.

ESTABLISH INTEROPERABILITY WITH UNIFIED ACTION PARTNERS

1-207. With the inclusion of unified action partners, the COS ensures that the common operational picture and other relevant information are shared, within the bounds of security concerns and foreign disclosure procedures. For exercises in which the division will have subordinate multinational forces, the higher headquarters will establish a multinational mission command information system for the exercise. The division will implement the directed multinational system and ensure the information requirements of multinational forces are incorporated into the knowledge management plan. If the situation includes a DLD, the division will integrate a DLD into the unified action partner headquarters to provide liaison and digital liaison capabilities. The COS will complete Individual Task 150-MC-5132, *Coordinate Measures to Enhance Interoperability for Operations with Unified Action Partner*s; and Collective Tasks 71-DIV-5725, *Conduct Multinational Operations*, and 71-DIV-5312, *Establish a Common Operational Picture with a Digital Liaison Detachment*. For additional information, consult FM 3-16, *The Army in Multinational Operations*.

CONDUCT THE MILITARY DECISION-MAKING PROCESS

1-208. Once the liaisons and attachments are received and integrated, the COS will lead the staff through the MDMP. The COS will use the order issued by higher headquarters for the external evaluation in Table X. Special care and training are given to multinational force partners that are attached to the command. The COS and principal staff officers will work with the multinational force partners on overlaying similarities of processes and focus on requirements the partner officers or NCOs are to perform.

1-209. For example, the COS and G-2 receive a French Army intelligence O-5 and a few other French officers into the command for an upcoming NATO exercise. The G-2 receives an English copy of the comprehensive planning directive (COPD) and the tactical decision-making process for operations

(MEDOT)–the French MDMP. The G-2 highlights the similarities within the two different processes and instructs the French officers that they is leading the U.S. IPB portion of MDMP. The G-2 shows the similarities of IPB with terrain analysis and enemy forces assessments within the French system. The G-2 runs the Intelligence cell through a few battle drills to get the French partners reps and sets and build familiarity with the U.S. system. The staff will use Collective Task 71-DIV-5111, *Conduct the Military Decision-making Process for Division*.

COORDINATE EFFORTS WITH HIGHER, LOWER, AND ADJACENT UNITS TO INCLUDE UNIFIED ACTION PARTNERS

1-210. As part of conducting the scenario driven MDMP, the COS will ensure that the cells and sections are properly leveraging and tasking higher, lower, and adjacent units as appropriate. The COS will further ensure that the battle captains and cell leads are relaying all information as a command to higher, lower, and adjacent units based on mission requirements (understanding that the relaying of information may be notional for training purposes). As part of this table, the COS and principal staff officers will ensure that unified action partners are in direct coordination with their higher, lower, or adjacent organizations. For example, the COS ensures that intelligence agency representatives are in daily communication with their reachback headquarters, affected embassies (even if only notional), and any country teams that are working on the ground. The COS further directs all relevant information is shared throughout the staff. See Individual Task 150-MC-5134, *Establish Coordination and Liaison*, and Collective task 71-DIV-5121, *Establish Coordination and Liaison for Division*.

DETERMINE REPORTING REQUIREMENTS

1-211. Section and cell leaders will identify reporting requirements driven by mission requirements, higher headquarters requirements, and unit capabilities. Leaders will establish or revise SOPs to reflect these requirements. The COS will identify these reporting requirements received from the cells and sections, and determine which meet the threshold for reporting to the commander, and higher, lower, and adjacent units. The COS will establish or revise SOPs on reporting these requirements. The headquarters will also provide combined commanders updates briefs and battle update briefs based on guidance from the commander. See Collective task 71-DIV-5707, *Determine Reporting Requirements and Monitoring Methods for Manual Reporting*, and Individual task 150-MC-5200, *Conduct Command Post Operations*.

VALIDATE CYBERSECURITY STRATEGIES

1-212. Based on assessments from the G-2, G-6, the protection cell, and cyber personnel, the command will review the unit's cyber footprint and ways to mitigate the cyber threat through cybersecurity. The division coordinates defensive cyber electromagnetic activities to secure and defend friendly force networks, and to protect personnel, facilities, and equipment. The command will use Collective Tasks 71-DIV-5900, *Coordinate Cyber Electromagnetic Activities for Division*, and 11-DIV-9000, *Conduct Department of Defense Information Network (DODIN) Operations*.

INTEGRATE MEASURES OF EFFECTIVENESS AND MEASURES OF PROFICIENCY

1-213. The commander established MOE/MOP in the Commander Table VII. The staff integrates these measures with training objectives, the commander's DSM, DST, and the desired end state. The COS informs the commander of any overlaps, conflicts, or issues. The COS and principal staff officers use Collective Task 71-DIV-5130, *Assess Tactical Situation and Operations*.

MANAGE COMMAND, CONTROL, AND COMMUNICATION SYSTEMS

1-214. The division manages command, control, and communications systems to support reliable, timely information flow in support of unified action in the division AO. The command plans, engineers, installs, operates, maintains and protects LandWarNet. 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-DIV-5118, *Manage Command, Control, and Communications Systems*.

CONDUCT KNOWLEDGE MANAGEMENT

1-215. The commander ensures that the staff are correctly conducting knowledge and information management. The staff, led by the G-6 and knowledge management officer (KMO), revise the KMP. The KM working group assesses new information requirements for attachments and unified action partners, and updates the KMP leading to the Validation Exercise in Table X. See Collective Task 71-DIV-5330, *Integrate Situational Understanding Through Knowledge Management for Division*.

TABLE VIII: SYNCHRONIZE OPERATIONS WITH UNIFIED ACTION PARTNERS

1-216. Once the liaisons and attachments are set the COS will begin synchronizing warfighting functions with unified action partners. An example of this would be the division receiving a Ukrainian armor division. In Table VIII, the COS includes the Ukrainian division, along with a DLD, in the exercises preparing them to complete tables IX and X. Table VIII is the unit integration piece.

1-217. Of note, some units may not receive their unified action partners until at or just before they arrive on station for a mission. In these cases every opportunity is made by the command to reach out to that unit and include them on all possible training exercises. If the integration of the unified action partner is to be delayed, the command still includes the DLD as part of the training exercises. Commanders can still use the subordinate tasks of Table VIII even if no unified action partners are present. The table is event and scenario driven in a manner that the unit can work towards MET proficiency with collective tasks 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.

EXERCISE BATTLE RHYTHM

1-218. With the inclusion of attachments, including unified action partners, the COS will integrate unified action partner representation into the battle rhythm and battle drills. Both the battle rhythm and the battle drills are based on unit capabilities, mission requirements, and the commander's intent. Commands take the battle rhythm built in tables IV through VI as the basis. Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT THE OPERATIONS PROCESS

1-219. With all attachments, liaisons, and supporting units participating in the exercise, the commander directs the COS to lead the command through the operations process. The COS will use Collective Task 71-DIV-5100, *Conduct the Mission Command Operations Process for Division*, in connection with the collective tasks being performed for the training event. The Commander directs the staff to run through all aspects of the operations process in conjunction with performing METL tasks during the training event.

SHARE RELEVANT INFORMATION

1-220. With the inclusion of unified action partners, the command will display and share relevant information based on security and mission requirements. The display is tied to the common operational picture 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-DIV-5317, *Share Relevant Information for Divisions*.

CONDUCT ARMY DESIGN METHODOLOGY

1-221. Army design methodology tools and techniques are applicable to a wide range of commander and staff activities to include the military decision-making process, targeting, intelligence preparation of the

battlefield, and assessments. Commanders consider including appropriate unified action partners when conducting Army design methodology. The potential benefits for using army design methodology include:

- Enhanced dialogue between commanders, staffs, and unified action partners.
- Deeper (and earlier) understanding of an operational environment.
- Better understanding of the problem and its root causes.
- Better guidance to drive detailed planning.
- Shared visualization of the purpose of the operation.
- Expanded role of the assessment process.

1-222. Commanders can give general guidance to the COS (as their representative) for this table and the COS can drive the design methodology based on the commander's design preferences. To drive the design methodology, see Collective Task 71-DIV-5001, *Conduct Army Design Methodology*.

INCORPORATE UNIFIED ACTION PARTNER CAPABILITIES

1-223. The COS guides the staff to incorporate UAP capabilities into the concept of the operation. One technique available for incorporating UAP is establishing a civil military operations center that can assist the commander with UAP actions. Further, certain UAP are included in operations and in the operations process. Refer to Individual Task 150-MC-5132, *Coordinate Measures to Enhance Interoperability for Operations with Unified Action Partners*.

CONDUCT MULTINATIONAL OPERATIONS

1-224. The division conducts multinational operations as a combined task force (CTF) headquarters to accomplish assigned tactical tasks. The division integrates multinational forces with combat, combat support, and combat service support attachments (fire support, maintenance, engineers, and etcetera.) The staff establishes interoperability of mission command functions, intelligence fusion, joint fires capability, common user logistics, and multinational (MN) force protection as the MN force conducts tactical tasks. The staff must develop an understanding of the capabilities and limitations of foreign forces in order to most effectively employ their capabilities. Refer to Collective Task 71-DIV-5725, *Conduct Multinational Operations*.

CONDUCT REHEARSALS

1-225. Conducting the operations process includes the commander leading the staff to conduct a combined arms rehearsal. The rehearsal nests all warfighting functions and the capabilities of the unit and UAP for the mission. Staff leaders will conduct functional rehearsals (for example, the fires rehearsal) in accordance with commander's guidance and the division SOP. The commander's DSM and the plan are updated based on the outcomes of the rehearsals. See Collective Task 71-DIV-5122, *Perform a Rehearsal for Division*.

TABLE IX: CONDUCT THE MISSION COMMAND WARFIGHTER FUNCTION VALIDATION EXERCISE REHEARSAL

1-226. 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 operational environment which the unit is allocated against for a given contingency. The exercise is conducted using 24-hour operations and last 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 mission command warfighting function 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.

CONDUCT THE OPERATIONS PROCESS

1-227. The staff conducts the operations process while conducting MET collective tasks. See Collective Task 71-DIV-5100, Conduct the Mission Command Operations Process for Division; and 71-DIV-5002, *Conduct the Rapid Decision-making Process (RDSP) for Division*.

CONDUCT KNOWLEDGE MANAGEMENT

1-228. The chief of staff ensures the staff is conducting knowledge and information management to standard. Both knowledge management and information management are tied to running estimates and the display of the common operational picture. The management of knowledge and information reflects the commander's intent, the DSM, the mission, and orders from higher headquarters. See Collective Task 71-DIV-5330, *Integrate Situational Understanding Through Knowledge Management for Division*.

REVISE THE PLAN

1-229. During the course of the exercise, the division 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-DIV-5124, *Revise the Plan for Division*.

EMPLACE AND DISPLACE THE COMMAND POST

1-230. The unit displaces the CPs at least once each during this table. The command maintains continuity of mission command during the CP displacement. The command, led by the COS and under the direction of the commander completes Collective Tasks:

- 71-DIV-5201, *Displace the Command Post for Division*.
- 71-DIV-0050, *Establish a Command Post in and Operational Environment*.
- 71-DIV-5250, *Maintain Continuity of Mission Command for Division*.

CONDUCT COMMAND POST OPERATIONS

1-231. 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 encapsulated them into the CP SOPs to govern CP operations. See ATP 6-0.5 and Collective Task 71-DIV-5200, *Conduct Command Post Operations*.

CONDUCT AARS

1-232. The commander conducts a formal AAR at the conclusion of Table IX and provides guidance to the staff on final adjustments they make prior to executing the Table X Validation Exercise. Refer to Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: CONDUCT THE MISSION COMMAND WARFIGHTER FUNCTION VALIDATION EXERCISE

1-233. This is the culmination exercise for all four training audiences in the division headquarters. The validation exercise typically takes place at or immediately before a WFX where the unit may receive an EXEVAL for MET proficiency and reporting. This exercise is driven by the evaluating commander and mission requirements.

CONDUCT THE OPERATIONS PROCESS

1-234. 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 COS and staff will use Collective Tasks 71-DIV-5100, *Conduct the Mission Command Operations Process for Division*, and 71-DIV-5002, *Conduct the Rapid Decision-making Process (RDSP) for Division*, to evaluate the staff, who achieve a Trained ('T-') proficiency rating or above.

CONDUCT KNOWLEDGE MANAGEMENT

1-235. The COS and principal staff officers will use the COP, running estimates, MCIS, and meetings to maintain shared understanding across the force. The KMO will lead the KM working group to update and

implement the division 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 operational environment. Refer to Collective Task 71-DIV-5330, *Integrate Shared Understanding Through KM*.

REVISE THE PLAN

1-236. The staff will use the battle rhythm and the DST to make and implement execution decisions during the course of Table X. If variances are detected, then the staff will use RDSP to enable adjustment decisions and re-synchronize the operation. The COS 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 within the unit battle rhythm and support the higher command's decision-making. Refer to Individual Tasks 150-MC-5128, *Synchronize Boards and Processes*, and 150-LDR-5011, *Establish Boards and Working Groups*, and Collective Tasks 71-DIV-5124, *Revise the Plan*, and 71-DIV-5002, *Conduct the Rapid Decision-making Process (RDSP) for Division*.

DISPLACE THE COMMAND POST

1-237. The unit is required to displace each CP at least once during this training event. While doing so, the commander and COS will ensure that they maintain continuity of MC. The staff will successfully transfer MC from the main CP to the alternate CP, and then back to the main CP upon completion of the displacement. 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-DIV-5201, *Displace the Command Post*, and 71-DIV-5250, *Maintain Continuity of Mission Command for Division*.

CONDUCT COMMAND POST OPERATIONS

1-238. The staff execute routine and recurring tasks to establish, operate, and move the CP 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 command post receives incoming artillery fire). See ATP 6-0.5 and Collective Task 71-DIV-5200, *Conduct Command Post Operations.*

EXECUTE THE BATTLE RHYTHM

1-239. The COS ensures the staff execute established battle rhythm and makes adjustments to the battle rhythm as exercise events interfere with its execution (for example, the fires personnel in the TAC have to run the information operations working group while the main CP is displacing). Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm.*

1-240. The outcome of Tables VII through X is external validation that the staff, with external augmenters and liaisons, is prepared to support the division commander's decision-making and execution of command and control during the conduct of large scale ground combat operations. Each staff section/cell 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.

1-241. 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 unified land operations (ULO). The outcome of Table X is that the evaluating commander has validated that the division staff is prepared to support the division commander in the execution of mission command during large scale ground combat operations. The commander signs a memorandum for record with the results of the validation event. The unit training officer will upload this memorandum to DTMS.

1-242. Graphic 1-6 provides a cross-walk of the inputs, tasks, and outputs that the staff will execute and evaluate during Tables VII through X.

Mission Command Training Tables VII through X for Division Staff[1]		
Inputs	**Table VII: Integrate the Mission Command System**	**Outputs**
• Table VI Inputs & Outputs • Higher headquarters FRAGORD • ATP 3-94.1 • Draft KM plan	• Receive and integrate liaisons and attachments (*Receive Liaisons and Attachments*) **71-DIV-5018** / (*Integrate Liaisons and Attachments*) **71-DIV-5019** / (*Integrate A DLD With a UAP*) **71-DIV-0005** • Conduct Staff Tailoring **71-DIV-5006** • Task Organize for Operations **71-DIV-5123** • Establish interoperability with unified action partners (*Conduct Multinational Operations*) **71-DIV-5725** • Conduct the MDMP **71-DIV-5111** • Coordinate efforts with higher, lower, adjacent units to include unified action partners (*Establish Coordination And Liaison*) **150-MC-5134** • Determine Reporting Requirements **71-DIV-5707** / (*Conduct CP Operations*) **150-MC-5200** • Validate cybersecurity strategies (*Coordinate Cyber Electromagnetic Activities*) **71-DIV-5900** • Integrate MOE and MOP (*Assess Tactical Situation and Operations*) **71-DIV-5130** • Manage Command, Control, and Communications Systems **71-DIV-5118** • Conduct knowledge management (*Create Shared Understanding Through Knowledge Management*) **71-DIV-5330**	• FRAGORD • Liaison structure • Refined staff structure • Updated running estimates • Reporting portion(s) of SOP • Revised CCIR / EEFI • Refined MOE and MOP • Refined KM plan
Inputs	**Table VIII: Synchronize Operations with UAP**	**Outputs**
• Table VII Inputs & Outputs • ATP 5-0.1	• Exercise battle rhythm (*Establish a Battle Rhythm*) **150-MC-5123** • Conduct the operations process (*Conduct the MC Operations Process*) **71-DIV-5100** • Share Relevant Information **71-DIV-5317** • Conduct Army Design Methodology **71-DIV-5001** • Incorporate unified action partner capabilities (*Coordinate Measures to Enhance Interoperability for Operations with UAP*) **150-MC-5132** • Conduct Multinational Operations **71-DIV-5725** • Conduct rehearsals (*Perform a Rehearsal*) **71-DIV-5122**	• Re-framed design products ▪ Description of OE ▪ Description of the problem ▪ Description of the opn'l approach ▪ Intent ▪ Planning guidance • Assessment of UAP
Inputs	**Table IX: Mission Command System Validation Exercise Rehearsal*****	**Outputs**
• Table VIII Inputs & Outputs	• Conduct the Operations Process **71-DIV-5100** / (*Conduct the Rapid Decision Making Process (RDSP)*) **71-DIV-5002** • Conduct knowledge management (*Integrate Shared Understanding Through Knowledge Management*) **71-DIV-5330** • Revise the Plan **71-DIV-5124** • Emplace and displace the command post (*Establish a CP in an OE*) **71-DIV-0050** / (*Displace the CP*) **71-DIV-5201** / (*Maintain Continuity of MC*) **71-DIV-5250** • Conduct CP Operations **71-DIV-5200** • Conduct AARs (*Conduct a Formal AAR*) **150-MC-5133**	• FRAGORD • Finalized SOPs / staff structure / battle rhythm • AAR results
Inputs	**Table X: Mission Command System Validation Exercise******	**Outputs**
• Table IX Inputs & Outputs	• Conduct the Operations Process **71-DIV-5100** / (*Conduct the Rapid Decision Making Process (RDSP)*) **71-DIV-5002** • Conduct knowledge management (*Integrate Shared Understanding Through Knowledge Management*) **71-DIV-5330** • Revise the Plan **71-DIV-5124** • Displace the CP **71-DIV-5201** / transfer mission command between CPs (*Maintain Continuity of MC*) **71-DIV-5250** • Conduct CP Operations **71-DIV-5200** • Execute battle rhythm (*Establish a Battle Rhythm*) **150-MC-5123**	• MET assessment • Staff validations • Validated SOPs • AAR results
Proficiency for each task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). The commander trains the mission command system 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. **Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including the staff) is fully prepared to support the commander in the conduct of unified land operations.** The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.		
*** Table is conducted as part of a larger exercise that is supported by the commander, command post, and digital crew tables. **** Table is executed as part of an externally evaluated culminating 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.		

Graphic 1-6. Mission Command Training Tables VII-X for Division Staff

SECTION IV – DIVISION COMMAND POST TRAINING TABLES

1-243. Section IV discusses the mission command training tables for the division command post.

MISSION COMMAND TRAINING TABLES FOR THE DIVISION COMMAND POST

1-244. The division employs the main CP, the TAC CP (which can be configured into an early entry command post (EECP)), the mobile command group (FM 6-0), and a support area command post (SACP) in conjunction with a maneuver enhancement brigade (MEB) command post. Commanders will ensure that the correct CPs are trained in accordance with unit TOE design, manning, and design capabilities.

1-245. For the purpose of this training circular, the 'command post' 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, COS, 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.

1-246. The COS and principal staff officers ensure each section NCOIC devotes a portion of their section training to CP operations under the guidance of the battle captain and operations SGM. Commanders empower the NCOs in the division to complete the tasks within these tables.

1-247. The operations SGM is a senior noncommissioned officer in the CP responsible for monitoring and supervising the performance of the enlisted operations staff. The operations SGM assists the operations officer in all matters pertaining to the operations process to include planning, rehearsals, and monitoring and controlling 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.
- Performing security at critical sites.
- Maintaining continuity of CP operations.
- Executing sleep plans.
- Managing stress within the CP.

2-248. The operations sergeant major directs section noncommissioned officers to manage guard rosters, sleep plans, and shift schedules as well as to maintain discipline in and around the CP. The operations sergeant major works hand in hand with the headquarters battalion and its companies' noncommissioned officers to fulfill the logistics requirements, tactical employment, and security of the CP.

1-249. Division CP Tables I through VI, seen in Figure 1-8 below, 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 COS 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 COS and operations SGM will verify training proficiency of the CP in Table V, the rehearsal for certification.

I	*II*	*III*
Conduct Pre-combat Inspections (Equipment and Maintenance)	***Identify CP Characteristics***	***Establish CP Infrastructure***
• Inventory CP equipment • Verify CP equipment readiness • Identify sustainment requirements for the CP • Schedule maintenance requirements	• Conceptualize CP requirements • Design CP configuration • Review CP SOPs • Identify functional gaps and commercial solutions	• Integrate situational understanding through knowledge management • Conduct Information Protection • Integrate functionality • Determine CP ergonomics • Identify power generation requirements
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
IV	***V***	***VI***
Conduct CP Survivability and Sustainability	***Conduct CP Rehearsal***	***Conduct CP Certification***
• Establish a division CP in an operational environment • Establish the command post MCIS construct • Establish CP the security plan • Establish a sustainment plan • Finalize shift crews • Finalize shift crew responsibilities	• Displace the CP • Finalize load plans • Finalize CP architecture • Identify electromagnetic signature • Conduct battle drills • Secure the SCIF	• Displace the CP • Maintain continuity of mission command • Certify shift crews • Conduct CP security • Secure the SCIF
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event: (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event: (CPX) Facility: TBD

CP	command post	OE	operational environment
CPX	command post exercise	SCIF	sensitive compartmentalized information facility
MCIS	mission command information system	SOP	standard operating procedure

Figure 1-8. Division Command Post Tables I-VI Overview

1-250. The commander certify each CP at Table VI allowing them to transition to the more advanced division CP Tables VII through X. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

1-251. Tables VII through X build on basic CP competency and require inclusion of augmentees, unified action partners, emplacement and displacement, operational security, sensitive compartmented information facility operations (as needed), and continuous 24-hour operations. Again, once the CPs are validated in Table X, the commander signs a memorandum for record to document the validation exercise results and the training officer uploads the memorandum to DTMS.

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

1-252. This table is the introduction to the CP process. This table assumes that all officers, warrant officers, NCOs, and Soldiers will come to the unit with basic CP proficiency. 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 throughout the CP during sergeant's time. In Table I the CP leaders

develop initial CP training through basic understandings of duties and responsibilities, under the supervision of the COS and operations SGM.

INVENTORY COMMAND POST EQUIPMENT

1-253. 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 G-6 NCOIC conducts an inventory of all the equipment their section is responsible for in accordance with the TOE/MTOE. Leaders take note of what equipment is required to run each CP (node) and where there are gaps if CPs must run concurrently. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

VERIFY COMMAND POST EQUIPMENT READINESS

1-254. 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 usability and readiness of their equipment in accordance with the equipment PMCS found within each piece of equipment's TM. Each section NCOIC verifies all assigned equipment according to the TM and report any shortages to higher. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

IDENTIFY SUSTAINMENT REQUIREMENTS FOR THE COMMAND POSTS

1-255. The operations SGM works with staff section NCOs in charge to develop command post sustainment requirements for current and future operations. The operations SGM then works with the headquarters battalion and its subordinate companies to fulfill those requirements in accordance with Collective Task 71-CO-0433, *Support Command Posts for Companies in a Headquarters Battalion.*

SCHEDULE MAINTENANCE REQUIREMENTS

1-256. The Section NCOICs will, based on operational requirements, manning constraints, and guidance from headquarters battalion and company commanders, schedule PMCS activities on a routine basis. PMCS scheduling are based on equipment prioritized by the commander. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

TABLE II: IDENTIFY COMMAND POST CHARACTERISTICS

1-257. The section NCOICs and operations SGM continue to supervise the CP Soldiers as they refine the basic and intermediate skills of their section. 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.

CONCEPTUALIZE COMMAND POST REQUIREMENTS

1-258. Once the commander establishes the MCIS requirements (see Commander Training Table I), the operations SGM will work with the G-6, the KM team, the COIC, the security NCO, and the COS 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 within the CP systems the command has on hand. If new or replacement systems are needed, the operations

SGM brings these requests to the COS at this time so the COS can brief the commander. Refer to Individual Task 150-MC-5202, *Develop the Command Post Layout*.

1-259. 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, the operations SGM will have a detailed configuration of all CP requirements.

DESIGN COMMAND POST CONFIGURATION

1-260. Once the operations SGM and COS get approval from the commander on their conceptualized plan, 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.

1-261. 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-MC-5202, *Develop the Command Post Layout*. This arrangement may change over the course of operations as the situation changes. Other layout considerations include—

- The ease of information flow.
- User interface with communications systems.
- The positioning of information displays for ease of use.
- The integrating of complementary information on maps and displays.
- Adequate workspace for the staff and commander.
- The ease of displacement (setup, tear-down, and movement).

REVIEW COMMAND POST STANDARD OPERATING PROCEDURES

1-262. Section leaders and NCOICs will review and update their section CP SOPs. These SOPs is nested with those 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-MC-5200, *Conduct Command Post Operations*.

IDENTIFY FUNCTIONAL GAPS AND COMMERCIAL SOLUTIONS

1-263. 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-MC-5202, *Develop the Command Post Layout*. For example, based on the commander's desire for a more mobile CP, the division is cutting four DRASH systems and using the commands new mobile command truck system for their tactical CP. The operations SGM directs the outfitting of these mobile command trucks with additional parts for maintaining continuity of MC and one DRASH system for holding meetings.

TABLE III: ESTABLISH COMMAND POST INFRASTRUCTURE

1-264. Table III begins with the command receiving a mission, whether it be an upcoming warfighter exercise or combined training exercise, or in support of unified land operations. This table begins configuration and functionality of future mission requirements into the CP. This table is performed at home station with the operations SGM leading the effort under the direction of the COS. It is understood that CP and MCIS requirements is fluid at this point in the tables. However, the operations SGM and section NCOICs can still get a general idea of the infrastructure requirements based on the commander's decisions in Tables I through III.

INTEGRATE SHARED UNDERSTANDING THROUGH KNOWLEDGE MANAGEMENT

1-265. The COS will inform the operations SGM and section and cell leaders of the mission and related information and knowledge management requirements. *Information management* is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products (ADP 6-0). Combined, knowledge management and information

management 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.

1-266. Both the knowledge management and signal staff sections within CPs 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 located in ATP 6-01.1. ATP 6-01.1 also includes doctrine on developing a knowledge management plan (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 Task 71-DIV-5330, Integ*rate Shared Understanding Through Knowledge Management for Division*, and 71-DIV-5310, *Manage Information and Data for Division*.

CONDUCT INFORMATION PROTECTION

1-267. The division conducts information protection by using Operations Security (OPSEC), information assurance (IA), computer network defense (CND) and electronic protection to safeguard and defend friendly information and information systems. The division protects information regardless of media - telephonic, on paper, on digital devices, or traversing networks and residing on information systems; from time collected until utilized by the users, and decision makers. See Collective Task 71-DIV-5010, *Conduct Information Protection for Division*.

INTEGRATE FUNCTIONALITY

1-268. 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 SGM will lead the section and cell NCOICs in efforts to make the CP integration easier through design and 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 COS then directs a mutual workspace for future integrating working groups and planning teams. The operations SGM further designs a separate entry control point for this new integrated workspace allowing UAP to participate. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

DETERMINE COMMAND POST ERGONOMICS

1-269. 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 Task, 150-MC-5200, *Conduct Command Post Operations*, and 150-MC-5202, *Develop the Command Post Layout*.

IDENTIFY POWER GENERATION REQUIREMENTS

1-270. The operations SGM, 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 of systems, and then establishes a power generation plan for the command post 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-MC-5200, *Conduct Command Post Operations*.

TABLE IV: DETERMINE COMMAND POST SURVIVABILITY AND SUSTAINABILITY

1-271. It is expected that the CPs be set up 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. In either situation, the staff has a role to play in this CP table as well as the CP personnel.

ESTABLISH THE DIVISION COMMAND POST IN AN OPERATIONAL ENVIRONMENT

1-272. As part of the event for Table IV, the commander directs the establishment of the CP in accordance with established unit SOP, the commander's intent, and operational variables. For example, the division establishes their CP at the beginning of a STX event. See Collective Task 71-DIV-0050, *Establish a Division Command Post in an Operational Environment*.

ESTABLISH THE COMMAND POST MISSION COMMAND INFORMATION SYSTEM CONSTRUCT

1-273. As the headquarters prepares for Table V, the commander describes the purposes of the MCIS construct within the command post based on mission requirements and the commander's intent. The command post configures the CP based on the commander's guidance, the mission, and current SOPs when refining locations for the MCIS within the CP. See Individual Task 150-LDR-5253, *Manage Command, Control, and Communications Systems*.

ESTABLISH THE COMMAND POST SECURITY PLAN

1-274. With the CP operational, the commander directs the establishment of CP security. The headquarters battalion leadership and the operations SGM, under the guidance of the COS and protection cell, review all operational considerations and establish the security plan. The team will use Collective Task 19-CO-2204, *Perform Security at Critical Sites*.

ESTABLISH A SUSTAINMENT PLAN

1-275. With the CP operational, the headquarters battalion commander directs the establishment of CP sustainment. The operations SGM, under the guidance of the COS will work with the headquarters battalion and logistics section to review all operational sustainment considerations, and establishes the sustainment plan. The team will refer to the following Collective Tasks to participate in sustainment plan development: Collective Task 71-CO-0433, *Support Command Posts for Companies in a Headquarters Battalion*.

FINALIZE SHIFT CREWS

1-276. The operations SGM, working with the COS, principal staff officers, battle captains, and section NCOICs will finalize the shifts 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-MC-5205, *Lead a Shift Change*.

FINALIZE SHIFT CREW RESPONSIBILITIES

1-277. Once the crews are established, the operations SGM 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-MC-5200, *Conduct Command Post Operations*.

TABLE V: CONDUCT COMMAND POST REHEARSAL

1-278. This table is conducted in concert with the staff Table V and in accordance with the unit CATS. The operations SGM will validate that the CP is operational, meets the commander's intent and operational variables and is ready for CP Table VI (Certification).

DISPLACE THE COMMAND POST

1-279. The commander directs the displacement of each CP in accordance with established unit SOP, the commander's intent, and operational variables. See Collective Tasks 71-DIV-5201, *Displace the Command Post*, 71-DIV-0050, *Establish a Division Command Post in an Operational Environment*, 71-DIV-5250, *Maintain Continuity of Mission Command*.

FINALIZE LOAD PLANS

1-280. 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. Sustainment planners will determine external transportation requirements to move all personnel and equipment within one lift, and/or the number of lifts required to move all personnel and equipment with their organic vehicles. Refer to section SOPs and TMs for section equipment. Refer to Individual Task 150-MC-5200 *Conduct Command Post Operations*.

FINALIZE THE COMMAND POST ARCHITECTURE

1-281. The CP architecture is a dynamic, flexible structure that consists of the elements of and interactions between the training and operational environment, the CP, and the mission command system (personnel, networks, information systems, processes and procedures, and facilities and equipment). The operations SGM will, based on feedback from the commander, section leaders, and the event in Table IV, finalize the structure that is the CP based on the architecture in which it resides. This includes diagrams of all equipment and personnel. 150-MC-5202, *Develop the Command Post Layout*.

IDENTIFY ELECTROMAGNETIC SIGNATURE

1-282. Working with the G-6, the protections cell, and cyber personnel, the operations SGM identifies the CPs' electromagnetic signature. This includes visual as well as digital signatures. For example, the operations SGM identifies the heavy use of push to talk and cell usage within the CP and works with the COS 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 (EMOE)*.

CONDUCT BATTLE DRILLS

1-283. The operations SGM, in conjunction with the battle captain and COS, conducts drills for each shift. These drills are mission related and test the functionality of the crews within each shift. See Individual Task 150-MC-5200, *Conduct Command Post Operations*.

SECURE THE SCIF

1-284. The special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops course of actions and coordinates operations of attached or support elements as required. The security team controls access control point, 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)*.

1-285. Upon completion of Table V, the operations SGM will address all required retraining 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.

1-286. Graphic 1-7 provides a cross-walk of the inputs, tasks, and outputs that the staff will execute and evaluate during Tables I through V.

Mission Command Training Tables I through V for Division Command Posts[1]		
Inputs	**Table I: Conduct Pre-combat Inspection (Equipment and Maintenance)***	**Outputs**
• Equipment TMs • Unit SOP • MTO&E • ATP 3-91 • ATP 6-0.5	• Inventory CP equipment (*Conduct Command Post Operations*) **150-MC-5200** • Verify CP equipment readiness (*Conduct Command Post Operations*) **150-MC-5200** • Identify sustainment requirements for the command post(s) (*Support Command Posts)* **71-CO-0433** • Schedule maintenance requirements (*Conduct Command Post Operations)* **150-MC-5200**	• Completed hand receipts • Requisitions for shortfalls • Maintenance records
Inputs	**Table II: Identify CP Characteristics***	**Outputs**
• Table I Inputs & Outputs	• Conceptualize CP requirements (*Develop the Command Post Layout*) **150-MC-5202** • Design CP configuration (*Develop the Command Post Layout*) **150-MC-5202** • Review CP SOPs (*Conduct Command Post Operations*) **150-MC-5200** • Identify functional gaps and commercial solutions (*Develop the Command Post Layout*) **150-MC-5202**	• CP layout design • Updated CP SOPs
Inputs	**Table III: Establish CP Infrastructure***	**Outputs**
• Table II Inputs & Outputs • Draft KM Plan • ATP 6-01.1 • ATP 6-02.60	• Integrate Shared Understanding Through Knowledge Management for Division **71-DIV-5330** / *(Manage Information and Data for Division)* **71-DIV-5310** • Conduct Information Protection **71-BN-5010** • Integrate functionality (*Integrate the Mission Command Information System*) **150-MC-5251** • Determined CP ergonomics (*Conduct Command Post Operations)* **150-MC-5200** / (*Develop the Command Post Layout)* **150-MC-5202** • Identify power generation requirements (*Conduct Command Post Operations)* **150-MC-5200**	• Command post information requirements • Refined CP portion of KM plan • Refined CP layout • CP power generation requirements
Inputs	**Table IV: Determine CP Survivability & Sustainability***	**Outputs**
• Table III Inputs & Outputs • Unit manning roster	• Establish a Division CP in an OE **71-DIV-0050** • Establish the command post MCIS construct (*Manage Command, Control, and communication systems*) **150-LDR-5253** • Establish the CP security plan (*Perform Security at Critical Sites*) **19-CO-2204** • Establish a sustainment plan (*Support Command Posts*) **71-CO-0433** • Finalize shift crews (*Lead a Shift Change*) **150-MC-5205** • Finalize shift crew responsibilities (Conduct Command Post Operations) **150-MC-5200**	• CP security plan • CP sustainment plan • CP battle roster • Refine CP shift change portion of the SOP
Inputs	**Table V: Conduct CP Rehearsal****	**Outputs**
• Table IV Inputs & Outputs • Higher HQ order • DCID 6/9 • DIAM 50-24	• Displace the CP **71-DIV-5201** / (*Establish a Division CP in an OE*) **71-DIV-0050** / (*Maintain Continuity of Mission Command*) **71-DIV-5250** • Finalize load plans (*Conduct Command Post Operations*) **150-MC-5200** • Finalize CP architecture (*Develop the Command Post Layout*) **150-MC-5202** • Identify electromagnetic signature *(Define the Electromagnetic Operations Environment (EMOE))* **113-25E-3003** • Conduct battle drills *(Conduct Command Post Operations)* **150-MC-5200** • Secure the SCIF (*Establish Access Control Point for a SCIF*) **34-TM-3091**	• Load plans • Measures to mitigate electromagnetic signature • Refined battle drills • AAR results
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The officer in charge of each command post validates that the command post has met all the training criteria for Tables I through V** and is prepared to conduct Certification (Table VI) under conditions established by the commander.		
* Tables consist of tasks that enable the CP to establish, sustain, and survive. ** Tables are conducted as part of a larger exercise and are supported by the staff, commander, and digital crew tables. [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.		

Graphic 1-7. Mission Command Training Tables I through V for Division Command Posts

TABLE VI: CONDUCT COMMAND POST CERTIFICATION

1-287. This table is in direct correlation with an already scheduled collective training event determined by the commander and the unit CATS. As budget and training days allow, this table is conducted in a field environment with 24 hour operations. When successful, the commander certify the CP at the conclusion of this event and signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

DISPLACE THE COMMAND POST

1-288. Each division command post displaces at least once for the CP certification. While displacing a command post, the COS ensures the primary functions of that command post are handed off to an alternate CP. See Collective Task 71-DIV-5201, *Displace the Command Post for Division*.

MAINTAIN CONTINUITY OF MISSION COMMAND

1-289. As part of displacing the Main CP, the operations SGM will work closely with the COS, battle captains, and G-6 to ensure that, after MC 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. Refer to Collective Task 71-DIV-5250 *Maintain Continuity of Mission Command*.

CERTIFY SHIFT CREWS

1-290. As part of certifying the CP and alternate CPs, the commander also certify the shift crews using Collective Task 71-DIV-5200, *Conduct Command Post Operations*.

CONDUCT COMMAND POST SECURITY

1-291. The Operations SGM drills command post Soldiers on reacting to security threats to the command post in or close to the CP, and coordinates security requirements for external security with the headquarters battalion commander. Refer to 19-CO-2204, *Perform Security at Critical Sites*.

SECURE THE SCIF

1-292. The special security officer (SSO) or G2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops course of actions and coordinates operations of attached or support elements as required. The security team controls access control point, 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)*.

1-293. The outcome of Tables I through VI is that the CP work as a cohesive unit, led by the commander. The 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 command post operations at or above the P level.

1-294. Graphic 1-8 below crosswalks the inputs, actions, and outputs for the Division Command Post Certification (Table VI).

Mission Command Training Table VI for Division Command Posts[1]		
Inputs	**Table VI: Conduct CP Certification****	**Outputs**
• Table V Inputs & Outputs • TC 6-0.4	• Displace the CP **71-DIV-5201** • Maintain Continuity of Mission Command **71-DIV-5250** • Certify shift crews (*Conduct Command Post Operations*) **71-DIV-5200** • Perform Security at Critical Sites **19-CO-2204** • Secure the SCIF (*Establish Access Control Point for a SCIF*) **34-TM-3091**	• CP certification • AAR Results • Finalized CP portions of the SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The commander certifies that each command post has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here.** Once the command posts are certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.		
** Table is conducted as part of a larger exercise and that is supported by the commander, staff, and digital crew tables. [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.		

Graphic 1-8. Mission Command Training Table VI for Division Command Posts

1-295. Upon completion of Table VI and the certification of the CP, the headquarters, led by the COS, 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 mission command warfighting function. In them the CP integrates external elements such as liaisons and unified action partners. The tables lead the command to the culminating training event of the headquarters which is typically WFX.

1-296. Figure 1-9 provides an overview of the command post progression through Tables VII through X.

VII	***VIII***
Conduct CP operations	***Sustain the CP***
• Integrate liaisons and attachments • Conduct CP operations • Conduct CP battle drills • Perform CP administration	• Conduct CP sustainment operations • Conduct safety programs • Sustain information systems • Conduct command post operations • Conduct SCIF operations • Secure the command post
Venue: Commander Directed Facility: Locally	Venue: Training event aligned with unit CATS Facility: Training area
IX	***X***
Conduct the Mission Command Warfighting Function Validation Exercise Rehearsal	***Conduct the Mission Command Warfighting Function Validation Exercise***
• Displace the CP • Maintain continuity of mission command • Conduct CP operations • Secure the SCIF • Secure the command post • Conduct after action reviews	• Displace the CP • Maintain continuity of mission command • Conduct CP operations • Secure the SCIF • Secure the command post
Venue: Training event aligned with unit CATS Facility: Training area	Venue: Training event aligned with unit CATS Facility: Training area
CATS combined arms training strategy SCIF sensitive compartmented information facility CP command post	

Figure 1-9. Division Command Post Tables VII-X Overview

TABLE VII: CONDUCT COMMAND POST OPERATIONS

1-297. Table VII begins with receipt of an order from higher headquarters for the unit's external evaluation or Warfighter Exercise. The unit will begin receiving liaisons and building the larger team with subordinate units and unified action partners. The operations SGM ensures location and equipment integration. The CP also begins working through battle drills. The venue and facility location is determined by the commander in accordance with the unit CATS and mission requirements.

INTEGRATE LIAISONS AND ATTACHMENTS

1-298. As the mission requires and in accordance with unit capabilities, the CP receives liaisons and attachments from U.S. military as well as unified action partners. The COS will ensure that the additional personnel have the digital and physical requirements in place for connectivity and assisting the commander in the conduct of unified land operations. Each warfighting function cell has a role to play in this process. The COS 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 TOE/MTOE, the COS and operations SGM will complete Collective Task 71-DIV-5019, *Integrate Liaisons and Attachments for Division*.

1-299. If multinational partners are participating, key considerations when organizing CPs and conducting CP operations in a multinational setting include—

- The command structure.
- The staffing.
- Liaison.
- Communication.
- The translators and interpreters.
- The multinational information sharing.

1-300. The operations SGM will work with the G-6 and other appropriate representatives to establish system and network requirements. The operations SGM and COS reference the multinational considerations section within ATP 6-0.5 for greater detail.

CONDUCT COMMAND POST OPERATIONS

1-301. Once the liaisons and attachments are received and integrated, the CP will conduct CP operations in accordance with the commander's intent, operational requirements, and unit SOP. Refer to Individual Task 71-DIV-5200, Conduct Command Post Operations. The headquarters will further establish additional CP as the unit's TOE, capabilities, the commander's intent, and operational variables dictate. The tactical command post will meet the same criteria for the main CP and is held to the same Table VII-X standards as the unit main CP. For example, the division tactical CP will conduct battle drills in accordance with Table VII standards.

CONDUCT COMMAND POST BATTLE DRILLS

1-302. As part of conducting the scenario driven by a collective task, the COS will initiate CP battle drills. The operations SGM will use the following doctrinal drills to develop and rehearse battle drills for the division SOP:

- 71-DIV-D3010, *React to Duty Status and Whereabouts Unknown Incident.*
- 71-DIV-D3210, *React to Close Air Support Request.*
- 71-DIV-D5146*, React to Collateral Damage.*
- 71-DIV-D5147, *React to an Unknown Enemy Combatant Within the Perimeter.*
- 71-DIV-D5148, *React to an Indirect Fire Attack on the Command Post.*
- 71-DIV-D5210, *React to Power Outage Within the Command Post.*
- 71-DIV-D5315, *React to Incorrect Information Affecting the Operational Environment.*
- 71-DIV-D5900, *React to Cyber Attack.*
- 71-DIV-D6320, *React to a Degraded Network.*
- 71-DIV-D7176, *React to Jamming or Suspected Communications Compromise.*
- 71-DIV-D7658, *React to a Mass Casualty Incident.*
- 71-DIV-D7660, *React to Civil Disturbance.*
- 71-DIV-D8006, *React to Chemical, Biological, Radiological, or Nuclear Attack*.

PERFORM COMMAND POST ADMINISTRATION

1-303. The COS, G-1, G-2, 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 (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 150-MC-5200, *Conduct Command Post Operations*.

TABLE VIII: SUSTAIN THE COMMAND POSTS

1-304. The operations SGM, in coordination with the unit logistics/sustainment officer, will ensure that the CP can sustain for 24 hour operations. When conducting this table, the CP also practices sustaining

information systems and SCIF operations. This table in conducted in concert with the staff Table VIII exercise.

CONDUCT COMMAND POST SUSTAINMENT OPERATIONS

1-305. After reviewing the CP sustainment plan, and making adjustments based on an increase in personnel from liaisons and attached units, the operations SGM, in coordination with the logistics/ sustainment officer, conducts CP sustainment operations. The operations SGM will refer to the following Collective Task 71-CO-0433, *Support Command Posts for Companies*.

CONDUCT SAFETY PROGRAMS

1-306. The operations SGM and the division safety officer will ensure that all risk assessments and safety protocols are being met by the 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-DIV-5145, *Conduct Risk Management,* and all proponent safety T&EOs. For example, the command completes Task 63-7-2628, *Coordinate the Command Safety Program*.

SUSTAIN INFORMATION SYSTEMS

1-307. Each unit will have differing MCIS based on TOE and unit designed capabilities. All MCIS will have unique sustainment protocol. The operations SGM, in coordination with the G-6 and MCDMG, will ensure the connectivity and sustainment of unit and attached unit systems. This includes power/generator requirements. The operations SGM and MCDMG will work with liaisons and multinational partners to ensure their system sustainment needs are being met. If working with a DLD, the units will coordinate with the DLD NCOIC on partner nation information system and/or the directed multinational mission command information system sustainment requirements. See 71-CORP-7653, *Implement Knowledge Management Solutions* (task not available at division echelon).

CONDUCT COMMAND POST OPERATIONS

1-308. The operations SGM will ensure the CP is fully functional and supports the command throughout the operations process. The operations SGM will make on the spot corrections as needed to maintain a smooth and functioning command post. Functions for this title include:

- CP sustainment.
- SCIF operations.
- Power generation functionality.
- Electromagnetic signature mitigation.
- Multinational partner integration.
- CP security and survivability.
- Battle drill proficiency.
- Mission command system integration and sustainment.

Refer to Collective Task 71-DIV-5200, *Conduct Command Post Operations*.

CONDUCT SENSITIVE COMPARTMENTED INFORMATION FACILITY OPERATIONS

1-309. The special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops course of actions and coordinates operations of attached or support elements as required. The security team controls access control point, 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)*.

SECURE THE COMMAND POST

1-310. The Operations SGM drills command post Soldiers on reacting to security threats to the command post in or close to the CP using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. The command post participates in rehearsals for external security threats with the headquarters battalion. Refer to 71-BDE-6050, *React to Level I and Level II Attacks*.

TABLE IX: CONDUCT THE MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

1-311. 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 operational environment in which the unit is directed to operate. The exercise is conducted using 24 hour operations and last more than two days. 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 Mission Command Warfighting Function Validation Exercise (typically a WFX rotation for a division).

DISPLACE THE COMMAND POST

1-312. 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 division displaces the command post while the unit is beginning Phase III of conducting a defense. The operations CSM will ensure that all SOPs and policies are met as the unit displaces the CP. If resources prohibit the main CP from displacing, then the command at a minimum, displaces the tactical CP. See Collective Task 71-DIV-5201, *Displace the Command Post in an Operational Environment for Division*.

MAINTAIN CONTINUITY OF MISSION COMMAND

1-313. In connection with the displacement of the CP, the COS and operations CSM ensure that the unit maintains continuity of mission command. See Collective Task 71-DIV-5250, *Maintain Continuity of Mission Command for Division*.

CONDUCT COMMAND POST OPERATIONS

1-314. The operations SGM will ensure the CP is fully functional and supports the command throughout the operations process. The operations SGM will make on the spot corrections as needed to maintain a smooth and functioning command post. Refer to Collective Task 71-DIV-5200, *Conduct Command Post Operations*.

SECURE THE SCIF

1-315. The special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops course of actions and coordinates operations of attached or support elements as required. The security team controls access control point, 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)*.

SECURE THE COMMAND POST

1-316. The Operations SGM drills command post Soldiers on reacting to security threats to the command post in or close to the CP using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. The command post participates in rehearsals for external security threats with the headquarters battalion. Refer to 71-BDE-6050, *React to Level I and Level II Attacks*.

CONDUCT AFTER ACTION REVIEWS

1-317. The Operations SGM drills command post Soldiers on reacting to security threats to the command post in or close to the CP using Collective Task 19-CO-2204, Perform Security at Critical Sites. The command post participates in rehearsals for external security threats with the headquarters battalion. Refer to 71-BDE-6050, *React to Level I and Level II Attacks*.

TABLE X: CONDUCT THE MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

1-318. This is the culmination exercise of the headquarters as a whole. The validation exercise typically takes place immediately before a MCTP WFX, or similar culminating event where the unit may receive an EXEVAL for MET proficiency and reporting. This exercise is driven by the evaluating commander and mission requirements. The exercise will culminate with a final rating for readiness reporting. The outcome of Table X is that the evaluating commander has validated that the division command posts are prepared to support the division commander and staff in the execution of mission command during large scale ground combat operations. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

DISPLACE THE COMMAND POST

1-319. The division will relocate all CPs at least once during this table. For example, the division displaces the main CP while the unit is beginning Phase III of conducting a defense and then displaces the mobile command group and tactical CP during phase III execution. The operations CSM will ensure that all SOPs and policies are met as the unit displaces the CP. See Collective Task 71-DIV-5201, *Displace the Command Post in an Operational Environment for Division*.

MAINTAIN CONTINUITY OF MISSION COMMAND

1-320. In connection with the displacement of the CP, the COS and operations CSM ensure that the unit maintains continuity of mission command. See Collective Task 71-DIV-5250, *Maintain Continuity of Mission Command for Division*.

CONDUCT COMMAND POST OPERATIONS

1-321. The operations SGM will ensure the CP is fully functions and supporting the command throughout the operations process in accordance with Collective Task 71-DIV-5200, *Conduct Command Post Operations for Division*. The operations SGM will make on the spot corrections as needed to maintain a smooth and functioning command post. Certification of this table include but are not limited to:

- CP sustainment.
- SCIF operations.
- Power generation functionality.
- Electromagnetic signature mitigation.
- Multinational partner integration.
- CP security and survivability.
- Battle drill proficiency.
- Mission command system integration and sustainment.

SECURE THE SCIF

1-322. The special security officer (SSO) or G2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops course of actions and coordinates operations of attached or support elements as required. The security team controls access control point, 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)*.

SECURE THE COMMAND POST

1-323. The Operations SGM drills command post Soldiers on reacting to security threats to the command post in or close to the CP using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. The command post participates in rehearsals for external security threats with the headquarters battalion. Refer to 71-BDE-6050, *React to Level I and Level II Attacks*.

1-324. The outcome of Tables VII through X is that the CPs work as a cohesive unit, 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 command post operations seamlessly. Training shortfalls were identified by Table IX and corrected before Table X. The commander validates the command posts at the end of Table X to indicate that the command is prepared to conduct unified land operations. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

1-325. Graphic 1-9 below crosswalks the inputs, activities, and outputs of Tables VII through X for the command posts.

Mission Command Training Tables VII through X for Division Command Posts[1]		
Inputs	**Table VII: Conduct CP Operations**	**Outputs**
• Table VI Inputs & Outputs • Higher headquarters FRAGORD	• Integrate Liaisons and Attachments **71-DIV-5019** • Conduct CP Operations **71-DIV-5200** • Conduct CP battle drills (See Chapter 2 TC 6-0.4 for recommended battle drills) • Perform CP administration (*Conduct CP Operations)* **150-MC-5200**	• Refined SOPs
Inputs	**Table VIII: Sustain the Command Post**	**Outputs**
• Table VII Inputs & Outputs • ATP 5-19	• Conduct command post sustainment operations (*Support Command Posts)* **71-CO-0433** • Conduct safety programs *(Conduct Risk Management*) **71-DIV-5145** • Sustain information systems (*Implement Knowledge Management Solutions*) **71-DIV-7653** • Conduct CP Operations **71-DIV-5200** • Conduct SCIF operations (*Establish Access Control Point for a SCIF*) **34-TM-3091** • Secure the command post (*React to Level I and Level II Attacks*) **71-BDE-6050** / (*Perform Security at Critical Sites*) **19-CO-2204**	• Refined CP SOP
Inputs	**Table IX: Conduct the Mission Command WFF Validation Exercise Rehearsal****	**Outputs**
• Table VIII Inputs & Outputs	• Displace the Command Post **71-DIV-5201** • Maintain Continuity of Mission Command **71-DIV-5250** • Conduct CP Operations **71-DIV-5200** • Secure the SCIF (*Establish Access Control Point for a SCIF*) **34-TM-3091** • Secure the command post (*React to Level I and Level II Attacks*) **71-BDE-6050** / (*Perform Security at Critical Sites*)**19-CO-2204** • Conduct AARs (*Conduct A Formal AAR*) **150-MC-5133**	• Finalized SOPs / staff structure / battle rhythm • AAR results
Inputs	**Table X: Conduct the Mission Command WFF Validation Exercise *****	**Outputs**
• Table IX Inputs & Outputs	• Displace the Command Post **71-DIV-5201** • Maintain Continuity of Mission Command **71-DIV-5250** • Conduct CP Operations **71-DIV-5200** • Secure the SCIF (*Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*) **34-TM-3091** • Secure the command post (*React to Level I and Level II Attacks*) **71-BDE-6050** / (*Perform Security at Critical Sites*)**19-CO-2204**	• CP validations • Validated SOPs • AAR results
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). The commander trains the mission command system, including all unit command posts, in tables VII through IX. The commander leads an AAR following Table IX and directs final changes to the command posts prior to entering the Table X Validation Exercise. **Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including each command post) is fully prepared to support the commander in the conduct of unified land operations.** The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.		
** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and digital crew tables. *** Table is executed as part of an externally evaluated culminating 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.		

Graphic 1-9. Mission Command Training Tables VII through X for Division Command Posts

SECTION V – DIVISION DIGITAL CREW TRAINING TABLES

1-326. Section V discusses the mission command training tables for the division digital crew.

MISSION COMMAND TRAINING TABLES FOR THE DIVISION DIGITAL CREW

1-327. This chapter is designed to enable the commander and staff to train and evaluate the ability of staff and MCIS 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.

1-328. The digital crew consists of the unit MCDMGs, the COP managers, and the individual MCIS operators in all shifts of all CPs. This table assumes the individual MCIS operators are certified to operate their MCIS according to the appropriate proponent manuals. TC 6-0.1 is the reference manual for collective digital crew performance measures and training tables, not operator training. The MCDMG is focused on the integration of MCIS and is not trained to be the operator or expert of each MCIS. Execution of training tables occurs concurrently with other planned training to support organizational training requirements.

1-329. The digital crew integrates mission command information systems to display information that enables the commander in the decision-making process. Led by the MCDMG, the digital crew is responsible for advising the staff on the most effective techniques to integrate their MCIS. The digital crews coordinate with the COP manager to integrate critical information from each war-fighting function into the COP to support the commander's visualization.

1-330. The composition of the digital crew at the division echelon is adjusted to support commander's guidance. Considerations for guidance include training, education, experience of available personnel, and their ability to integrate their MCIS. The MCDMG and COP manager recommend composition and disposition of MCIS to the COS tailored to the operational environment. Planning factors for the COS include shift changeover, relocation of the CP, requirements for split operations, and mobile CP operations.

1-331. The MCDMG is responsible for training the digital crew on the execution of the digital training tables. The digital crew and staff execute the training tables to support the commander's guidance and training objectives based on recommendations from the MCDMG and COP manager. Considerations for training include stability 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 with some requirements from the staff. Tables VII through X focus on the employment and integration of the staff supported by the digital crews.

1-332. 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. Figure 1-10 below provides an overview of Tables I through VI for the digital crew.

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

I	*II*	*III*
Execute Basic MCIS Operations	***Integrate CP Systems***	***Develop the Common Operational Picture***
• Set up the MCIS for operations • Prepare the MCIS for transit and operations • Employ the MCIS for operations • Organize CPOF data • Exercise mission command under degraded conditions	• Share data products with the MCIS • Create notifications for data changes • Implement appropriate permissions on the MCIS • Access data through Databridge	• Establish the common operational picture • Communicate using the MCWS, CPOF, and MCIS
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
IV	***V***	***VI***
Synchronize Operations	***Conduct the MCIS Rehearsal***	***Conduct the Digital crew Certification***
• Manage SIGACTs • Execute battle drills • Produce a collaborative mission plan • Produce a shared plan using MCIS • Present a CP update briefing • Create digital archives	• Establish the COP • Conduct MCIS operations	• Establish the COP • Conduct MCIS operations
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event: (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event: (CPX) Facility: TBD

COP	common operational picture	MCIS	mission command information systems
CP	command post	MCWS	mission command work station
CPOF	command post of the future	SIGACT	significant activity
CPX	command post exercise	STAFFEX	staff exercise

Figure 1-10. Division Digital Crew Tables I-VI Overview

1-333. 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 have individually qualified on Tables I and II for the crew to maintain a qualified rating. If more than two 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.

Note. This section was written based on the MCIS (CPOF) that the preponderance of Army units are currently using. For greater detail concerning the training of units with legacy MCIS, see TC 6-0.1. If the unit has been issued CPCE, use training materials from the New Equipment Training team. This TC is updated after CPCE is in full rate production (FRP).

TABLE I: EXECUTE BASIC MISSION COMMAND INFORMATION SYSTEM OPERATIONS

1-334. Table I is the introduction and lays the foundation of understanding for the MCIS and their operators.

SETUP THE MISSION COMMAND INFORMATION SYSTEM FOR OPERATIONS

1-335. Given the variety of warfighting function systems in the Army and version updates associated with each, the MCDMG will ensure that individuals within and the digital crew are operating on their MTOE authorized systems with associated technical manuals. The commander directs which systems and configuration to use based on mission requirements, the operational environment (current and forecasted), unit capabilities, equipment/systems (outside of MTOE) through the Army fielding initiatives, and higher headquarters requirements. The operations SGM directs the MCDMG to gather materials and equipment to support the digital crew to execute the Tables. Performance of this task includes the consolidation of hardware, SOPs, unit battle drills, and a scenario to synchronize the efforts of the digital crew. Unit SOPs for knowledge management and system organization are approved and available for refinement during training. Once all training materials and equipment are on-hand, operators will begin to prepare systems for operation by inspecting equipment. Refer to system technical manuals (TM) or users manuals for proper set up of digital systems.

PREPARE THE MISSION COMMAND INFORMATION SYSTEM FOR TRANSIT AND OPERATIONS

1-336. Preparation of MCIS includes allowing adequate time for the operator of each MCIS to conduct system PMCS. Assistance from G-6 may be required to ensure the latest software versions are available and installed. The MCDMG or members of the digital crew will attend relevant meetings such as commanders update briefs and CP shift change briefs to maintain situational awareness to support the commander and staff. As needed, the MCDMG will instruct the digital crew, with assistance from the battle captain and the COP manager, on the digital crew roles and responsibilities as an integrated crew within the staff during the conduct of operations.

EMPLOY THE MISSION COMMAND INFORMATION SYSTEM FOR OPERATIONS

1-337. The MCDMG will use Individual Task 150-DMG-2014, Employ the Mission Command Workstation / Command Post of the Future (MCWS/CPOF) for Operations. This task focuses on employment of CPOF. CPOF is the recommended tool to generate the digital COP by integrating Division echelon MCIS. If, based on mission and the operational environment, the commander directs the use of other systems for displaying the COP such as JCR, the MCDMG will adjust the digital training tables to support commander's guidance. If the unit has been issued CPCE, use similar training materials from the New Equipment Training team.

ORGANIZE COMMAND POST OF THE FUTURE DATA

1-338. The MCDMG will use Individual Task 150-DMG-2013, Organize CPOF Data. The MCDMG and digital crew uses relevant unit SOPs for digital information and knowledge management to organize CPOF data. The digital crew will use the commander's approved briefing products and methods to organize information with assistance from the unit knowledge manager. Digital crews coordinate with the division staff, battle captains, and COP manager to ensure the organized data meets the following criteria:

- Allows quick transition into an operational picture.
- Is operationally relevant to the commander's intent and end state.
- Has SOPs in place ensuring information is relevant and updated.
- Is clear and concise.

EXERCISE MISSION COMMAND UNDER DEGRADED CONDITIONS

1-339. The MCDMG will use Collective Task 150-DMG-2020, *Exercising Mission Command Under Degraded Conditions*. Training ensures the ability of the headquarters to sustain mission command procedures during degraded conditions such as power outage, cyber-attack, or movement of the CP. The operations SGM and the MCDMG evaluate the ability of staff and digital crew to execute the degraded transition battle drill measuring their ability to sustain operations under degraded conditions. The staff assists the digital crew during transition by validating last known/confirmed unit locations, graphics, running estimates, and other relevant information before degraded operations began. The MCDMG continues

oversight of digital crew during transition to degraded operations and assists the digital crew to transition from analog to fully-capable digital systems.

1-340. The desired outcome for Table I is for the digital crew to understand the commander's guidance for employment of MCIS 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. Upon successful completion of this table system operators will have demonstrated proficiency of the following tasks:

- Setup the MCIS for operation (Prepare the MCIS for Operation).
- Employ the MCIS for Operation.
- Organize data on the MCWS (CPOF).
- Exercise Mission Command under degraded conditions.

TABLE II: INTEGRATE COMMAND POST SYSTEMS

1-341. The purpose of this table is to ensure that all digital crew members understand the integration of their individual systems and can effectively communicate across the network. Execution validates the MCIS integration across the staff as outlined in knowledge management SOPs to include setting permissions and sharing data. This table typically requires collaboration of the digital triad in addition to appointed COP manager, G-3, and G-6. The appointed COP manager assists in the management of information for use in the common operating picture. Digital crew members must be proficient at sharing information through the data distribution service (DDS) at the conclusion of this table.

SHARE DATA PRODUCTS WITH THE MCIS

1-342. The MCDMG will use Individual Task 150-DMG-2007, *Access Information using the Data Distribution Service (DDS) Utilizing the Mission Command Workstation/Command Post of the Future (MCWS/CPOF)*. Execution of this task allows the MCIS operator associated with each warfighting function to share information through CPOF to update the common operating picture. The MCDMG will ensure that each operator can publish graphics in accordance with unit SOPs to the DDS for dissemination across the staff. The MCDMG also evaluates the MCIS operator's ability to import and export graphics from the DDS. The operations SGM, battle captain, or battle NCO along with the MCDMG will confirm the digital crew's ability to import and share messages, reports, and overlays between upper tactical interface (T/I) and lower T/I systems. This is not a performance measure. Units reference CALL handbook, *Mission Command Systems Integration,* 31 March 2018 - a technical solution handbook to provide the staff and the commander a multi-echelon operational picture. This process allows subordinate organizations with lower T/I capability to share with information with upper T/I systems, mitigating the risk of human error in reproduction of data points.

CREATE NOTIFICATIONS FOR DATA CHANGES

1-343. The MCDMG will use Individual Task 150-DMG-2010, *Produce Notifications for Data Changes*. The purpose for this task is to ensure the battle captain is notified of any changes to operational graphics enacted by an individual MCIS operator. The MCDMG 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.

IMPLEMENT APPROPRIATE PERMISSIONS ON THE MCIS

1-344. The MCDMG will use Individual Task 150-DMG-2009, *Implement Appropriate Permission / Privileges on MCIS / CPOF Data Products*. This task validates the operator's ability to set permissions for editing digital products in accordance with the unit's digital SOP. Performance of this task will reduce errors in the digital COP caused by improper user access permissions and other digital platforms across the staff.

ACCESS DATA THROUGH DATABRIDGE

1-345. The MCDMG will use Individual Task 150-DMG-2011, *Access Data Though the Mission Command Workstation / Command Post of the Future (MCWS/CPOF) Databridge*. The MCDMG evaluates the CPOF operator's ability to establish position location information with JCR to enable real time battle tracking of subordinate organizations. JCR is the primary system for tracking vehicle platforms at brigade and below to include company echelons without upper T/I capability. The CPOF operator accesses JCR data through the data bridge established by the G-6 for publication on the digital COP; this reduces staff efforts in the command post.

1-346. Upon completion of Table II, individual MCIS operators is proficient in the integration of their assigned MCIS with the DDS; this includes publication (push) and subscription (pull) of data with DDS. Operators can conduct troubleshooting through the tree viewer, individual MCIS troubleshooting flowcharts, and the digital dashboard. The MCDMG will retain operators unable to complete the performance measures.

TABLE III. DEVELOP THE COMMON OPERATIONAL PICTURE

1-347. 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 commander's COP; providing real-time situational awareness. The commander tailors the COP through guidance to the staff warfighting function representatives who provide feedback to ensure achievement of commander's intent. The digital crew trains to support the staff and commander's situational awareness requirements through execution of battle drills, SOPs, and other battle rhythm events. The updated COP reflects the most current events tailored to CCIR to support the commander's decision-making process.

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-348. The MCDMG and COP manager will use Individual Task 150-MC-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 chief of operations to validate the digital crew's ability to produce the COP. The COP manager and battle captain update the COP based on the mission and combined with relevant information imported from MCIS to enable the commander's decisions making.

COMMUNICATE USING THE MISSION COMMAND WORK STATION, COMMAND POST OF THE FUTURE, AND MISSION COMMAND INFORMATION SYSTEMS

1-349. The MCDMG will use Individual Task 150-DMG-2012, *Communicate using Mission Command Workstation / Command Post of the Future (MCWS/CPOF)*. The MCDMG is responsible for ensuring the integration of efforts from all available MCIS within the command post. The MCDMG will work with the G-6 to trouble shoot any interoperability issues. The digital crew, led by the MCDMG and COP manager, will use running estimates and other information sources to keep the COP current and within the commander's guidance.

1-350. At the conclusion of the Table III, digital crews is proficient in the operation, integration, and communication of the MCIS across the network to display information on the integrated COP for the commander and staff. The digital crew will also be trained on how to vertically and horizontally exchange information between upper and lower T/I creating shared understanding.

TABLE IV. SYNCHRONIZE OPERATIONS

1-351. 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 emphasis on validation of battle drills and briefing formats.

MANAGE SIGNIFICANT ACTIVITIES

1-352. The MCDMG and COP manager will use Individual Task 150-DMG-3009, *Organize Command Post of the Future Workstation Data Products (V13.0)*. The digital crew must be proficient in displaying SIGACTS on the COP using the tools available in CPOF. The battle captain, operations SGM, or designated representative is responsible for providing updates to the commander as directed. The COP manager and chief of operations ensure that the digital crew is following the unit SOP for displaying information.

EXECUTE BATTLE DRILLS

1-353. The MCDMG will use Individual Task 150-DMG-2015, *Order Battle Drills Execution.* The successful unit will have an established list of approved battle drills that are published in the appropriate unit SOP (command post, plans, digital, and etcetera.). 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 chief of operations. 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 support their war-fighting function through screening criteria, setting conditions for operational success.

PRODUCE A COLLABORATIVE MISSION PLAN

1-354. The MCDMG will use Individual Task 150-DMG-3007, *Develop a Collaborative Mission Plan (V13.0)*. The task ensures that system operators develop a coherent plan with their digital crew counter-parts according to unit SOP and commander's guidance. Critical to collaborative planning is the digital triad coordination with staff to account for different planning factors to include parallel planning. Proper training on collaborative planning enables operational success by preparing the staff to rapidly transition from planning to operations.

PRODUCE A SHARED PLAN USING MISSION COMMAND INFORMATION SYSTEMS

1-355. The MCDMG will use Individual Task 150-DMG-3006, *Produce a Shared Plan Using the Command Post of the Future Workstation*. CPOF provides a variety of briefing templates and examples within the library. The staff assists the commander's visualization through use of CPOF visualization aides including maps, charts, and tables. The MCDMG assists the COP manager, battle captain, or chief of operations to select a briefing format that supports the commander's guidance and mission requirements.

PRESENT A COMMAND POST UPDATE BRIEFING

1-356. The MCDMG and COP manager will use Individual Task 150-DMG-2016, *Present Command Post Update Briefing*. The command post update brief is the culmination of the integration and information sharing to create situational and shared understanding. The battle captain, chief of operations, or commander validates the update briefing to ensure it meets the commander's guidance. A briefing manager is designated by the COS or G-3 to organize and control the briefing (typically the battle captain or battle NCOIC). The designated briefing manager guides staff preparation for the update in coordination with the COP manager and MCDMG. Briefing preparation techniques traditionally focus on gaining efficiency by leveraging MCIS capabilities including CPOF presets and efforts throughout the presentation. Briefing concludes with a rehearsal by war-fighting function.

CREATE DIGITAL ARCHIVES

1-357. The MCDMG will use Individual Task 150-DMG-3009, *Create Digital Archives*. The MCDMG works with the knowledge manager in coordination with the COP manager, battle captain, or chief of operations to archive information for reference that no longer needs to be updated or modified. This information is archived to serve as an easily accessed historical reference database. Critical to this task is ensuring that effective knowledge management procedures are used to name, manage, and store information within the tree viewer.

1-358. At the completion of Table IV, digital crew members is proficient in using their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements to support the decision-making process.

TABLE V. CONDUCT MISSION COMMAND INFORMATION SYSTEM REHEARSAL

1-359. The MCIS rehearsal present the last opportunity in digital training tables for commanders to refine the process 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.

1-360. Once the digital crew successfully completes all requirements of Table V, the MCDMG reports to the chief of operations, the operations SGM, and each battle captain that the digital crew is prepared for the Certification event (Table VI).

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-361. The COP manager will use Collective Task 71-DIV-5319, *Establish a Common Operational Picture for Division*. 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 MCIS OPERATIONS

1-362. Digital crew members will use their MCIS to battle track, manage operations, 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 MCWS/CPOF/MCIS*. At a minimum, the DMG requires the digital crew to conduct the following using assigned MCIS:

- Receive OPORD and develop running estimates.
- Support Mission Analysis with associated WARNORD distribution.
- Support COA Development.
- Support a COA Approval Brief.
- Develop and distribute an OPORD.

1-363. Graphic 1-10 below summarizes the inputs, actions, and outputs the digital crew executes in Tables I through V in preparation for certification.

Mission Command Training Tables I through V for Division Digital Crew[1]		
Inputs	**Table I: Execute Basic MCIS Operations***	**Outputs**
• Digital crew battle roster • KM SOP • ATP 6-01.1 • TM 11-7010-538-13&P	• Setup the MCIS for operation • Prepare MCIS for transit and operations • Employ the MCIS for operations (*Employ the Mission Command Workstation / Command Post of the Future for Operations*) **150-DMG-2014** • Organize CPOF Data **150-DMG-2013** • Exercise MC Under Degraded Conditions **150-DMG-2020**	• Operators certified on their individual systems under all conditions • Battle drills • Scenario to drive subsequent tables
Inputs	**Table II: Integrate Command Post Systems***	**Outputs**
• Table I Inputs & Outputs • Draft MCIS portion of unit SOP • FM 6-0 • ADRP 5-0	• Share data products with the MCIS / MCWS (*Access Information Using the Data Distribution Service (DDS) Utilizing the MCWS / CPOF*) **150-DMG-2007** • Create Notifications for Data Changes **150-DMG-2010** • Implement appropriate permissions on MCIS (*Implement Appropriate Permission/Privileges on MCIS / CPOF Data Products*) **150-DMG-2009** • Access Data through Databridge **150-DMG-2011**	• Verified MCIS portion of digital SOP
Inputs	**Table III: Develop Common Operational Picture***	**Outputs**
• Table II Inputs & Outputs • Commander's guidance (Commander Table II) • COP portion of digital SOP	• Establish the COP **150-MC-5315** • Communicate using MCWS/CPOF/MCIS **150-DMG-2012**	• 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	• Manage SIGACTS (*Organize CPOF Workstation Data Products*) **150-DMG-3009** • Execute battle drills (*Order Battle Drills Execution*) **150-DMG-2015** • Produce a collaborative mission plan (*Develop a Collaborative Mission Plan*) **150-DMG-3007** • Produce a Shared Plan Using MCIS **150-DMG-3006** • Present a Command Post Update Brief **150-DMG-2016** • Create Digital Archives **150-DMG-3009**	• Validated battle drills • MCIS shared plan • Validated briefing portion of digital SOP • Archives • Refined COP
Inputs	**Table V: Mission Command Information System Rehearsal****	**Outputs**
• Table IV Inputs & Outputs • Synchronized digital operations • Staff COP input	• Establish the COP **71-DIV-5319** • Conduct MCIS operations (*Communicate using MCWS/CPOF/MCIS*) **150-DMG-2012**	• Finalized COP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The Mission Command Digital Master Gunner in each command post validates that the digital crew has met all the training criteria for Tables I through V** and is prepared to conduct Certification (Table VI) under conditions established by the commander.		
** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and command post tables. [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.		

Graphic 1-10. Mission Command Training Tables I through V for the Division Digital Crew

TABLE VI. CONDUCT DIGITAL CREW CERTIFICATION

1-364. 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 command posts. Digital crews use the MCIS to support the staff during the operations process. They are evaluated on creating planning products, synchronizing operations, creating storyboards, sharing information, and making recommendations to the commander. Digital crews are the experts in the integration of information and fully prepared to support the commander and staff.

ESTABLISH THE COMMON OPERATIONAL PICTURE

1-365. The COP manager will use Collective Task 71-DIV-5319, *Establish a Common Operational Picture for Division*. 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.

1-366. 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 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 MCIS OPERATIONS

1-367. Digital crew members will use their MCIS to battle track, manage operations, 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 MCWS/CPOF/MCIS*. At a minimum, the DMG requires the digital crew to conduct the same tasks they completed during Table V (Rehearsal).

1-368. The outcome of Tables I through VI is 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 unified land operations. Upon completion of Table VI and the certification of the MCIS, the digital crew, led by the MCDMG and COP manager, transitions to Tables VII through X.

1-369. 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 MCDMG also transitions from controlling the certification process to serving as an advisor to the command team. The MCDMG now serves as the subject matter expert on digital training and integration.

1-370. 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 MCIS. 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.

1-371. The digital crew is certified upon completion of Table VI. TC 6-0.1 does not have digital crew specific tables beyond Table VI. The tables in TC 6-0.1 become nested with those of the staff. The commander uses the tables below 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 MCDMG and digital triad works with the staff to refine the digital SOP and develop a retraining plan to ensure that the digital crew members operate effectively and efficiently within their staff section. When the commander is satisfied that the digital crew meets the requirements of Table VI, they sign a memorandum for record capturing the results of the certification event. The unit training officer uploads the memorandum to DTMS

1-372. Graphic 1-11 below crosswalks the inputs, activities, and outputs required of the digital crew as they conduct Table VI.

Mission Command Training Table VI for Division Digital Crew[1]		
Inputs	**Table VI: Digital Crew Certification****	**Outputs**
• Table V Inputs & Outputs	• Establish the COP **71-DIV-5319** • Conduct MCIS operations (*Communicate Using MCWS/CPOF/MCIS*) **150-DMG-2012**	• Digital crew certification • Refined SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The commander certifies that the digital crew has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here.** Once the digital crew is certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.		
** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and command post tables. [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.		

Graphic 1-11. Mission Command Training Table VI for the Digital Crew

1-373. Upon completion of certifications in Table VI, the unit will receive an order from the headquarters responsible for the division EXEVAL in Table X. The digital crew will use the information from this order to train during tables VII through IX. Figure 1-11 provides an overview of digital crew progression through tables VII through X.

VII	***VIII***
Integrate the Mission Command System	***Synchronize Operations With Unified Action Partners***
• Establish a CP in an operational environment • Process relevant information • Display the COP • Disseminate the COP and execution information • Incorporate unified action partners into the COP	• Conduct synchronization actions to produce maximum effective application of military power • Conduct fires • Develop running estimates • Adjust resources, concepts of the operation, or mission • Conduct an operations synchronization meeting
Venue: Commander Directed Facility: Locally	Venue: Training event aligned with unit CATS Facility: Training area
IX	***X***
Conduct the Mission Command Validation Exercise Rehearsal	***Conduct the Mission Command Validation Exercise***
• Validate the digital SOP • Assist the command in executing tactical operations • Support the CP in displacing the command post	• Support the CP in displacing the command post • Conduct MCIS operations
Venue: Training event aligned with unit CATS Facility: Training area	Venue: Training event aligned with unit CATS Facility: Training area
CATS combined arms training strategy COP common operational picture CP command post	MCIS mission command information system SOP standard operating procedure

Figure 1-11. Division Digital Crew Tables VII-X Overview

TABLE VII. INTEGRATE THE MISSION COMMAND SYSTEM

1-374. Table VII is led by the chief of operations operating under COS and commander's guidance and may include additional unit liaisons and attachments. This table requires the COS to lead the staff through the MDMP process in a simulated tactical environment. It begins with the establishment of the command post and digital systems to include staff coordination with horizontal and vertical elements. The higher headquarters will establish a multinational mission command information system for the EXEVAL (Table X). The digital crew will implement this system and integrate unified action partner information requirements into the COP on this system. The commander determines the training venue based on the training calendar and mission requirements. This table includes establish the network, mission command system integration, and disseminate the COP.

ESTABLISH A COMMAND POST IN AN OPERATIONAL ENVIRONMENT

1-375. The COS will direct the G-3 and operation SGM to prepare to establish the command posts. The chief of operations, assisted by the operations SGM, plans for establishment of the command post to support the commander's training guidance. Command post site selection is typically delegated to the operations officer and operations SGM. Planning considerations include priorities of work for establishment of

communication architecture to include upper and lower T/I by warfighting function. Priorities of work and planning considerations are tailored to support the operational environment and leverage historical knowledge from rehearsals. The COP manager and MCDMG focus on establishing digital capabilities of the command post while the remaining staff focus on establishing the command post. The command will refer to Collective Task 71-DIV-0050, *Establish a Command Post in an Operational Environment for Division*.

PROCESS RELEVANT INFORMATION

1-376. The commander drives the operations process supported by the staff. The COS and G-3 provide guidance on how the staff organizes the CP to support the commander's exercise of mission command. The staff provides relevant information to the commander to answer information requirements. The digital crew will do this referencing Collective Task 71-DIV-5315, *Process Relevant Information for Division*.

DISPLAY THE COMMON OPERATIONAL PICTURE

1-377. This task, as with all the tasks in Tables VII-X, is performed in conjunction with executing a tactical task the unit is tasked to perform in the higher headquarters order. This step can be performed in a field or garrison environment based on availability. The commander establishes requirements for information displayed on the common operational picture. The staff establishes MCIS to manage and share information based on SOPs. The staff maintains continuous running estimates focused on the mission and commander's guidance under the direction of the COS. The digital crew, under the guidance of the COP manager, produce the COP using MCIS systems tailored to operational requirements and guidance. The command will use Collective Task 71-DIV-5316, *Display a Common Operational Picture for Division*; for the execution of this task.

DISSEMINATE COMMON OPERATIONAL PICTURE AND EXECUTION INFORMATION

1-378. The staff, led by the COS, directs the knowledge management plan and distribution to subordinate CPs to create and maintain shared understanding. The battle captain and COP manager update the common operating picture to ensure the most relevant information is displayed while the G-3 directs the COP manager and MCDMG to post and disseminate the COP across mission command networks. The COP manager and MCDMG ensure the COP is accurately disseminated to lower echelons across the network. The command will reference Collective Task 71-DIV-5318, *Disseminate Common Operational Picture and Execution Information for Division*. This task may be performed during unit training to maximize resources to gain efficiency.

INCORPORATE UNIFIED ACTION PARTNERS INTO THE COMMON OPERATIONAL PICTURE

1-379. The digital crew develops mission-specific procedures for portraying relevant information regarding unified action partners in the COP. While some partners may have digital systems compatible with the multinational mission command information system the division is using, others may not and the digital crew will have to develop analog methods for acquiring, displaying, disseminating and routinely updating their information. They will also have to account for security policies and foreign disclosure restrictions when working with unified action partners. Refer to Collective Task 71-DIV-5725, *Conduct Multinational Operations*.

TABLE VIII. SYNCHRONIZE OPERATIONS WITH UNIFIED ACTION PARTNERS

1-380. This table tests the staff in the integration of unified action partners into mission command systems. Critical to Table VIII is synchronization with unified action partner efforts across the war fighting functions to achieve shared understanding and may include the use of the multilateral interoperability program. 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.

COORDINATE SYNCHRONIZATION ACTIONS TO PRODUCE MAXIMUM EFFECTIVE APPLICATION OF MILITARY POWER

1-381. The digital crew employs mission command systems to conduct automated coordination with higher, adjacent, and subordinate units and other unified action partners. For example, the JAGIC digital system operators will use their systems to coordinate airspace with aviation units, air defense units, the air component and host nation airspace users. The command references Collective Task 71-DIV-5134, *Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power for Division*.

CONDUCT FIRES

1-382. The command references Collective Task 71-DIV-3310, *Conduct Fires for Division*. The fires cell prepares the fire support plan during the planning process. The FSO synchronizes fires across the operational environment and works with fire support NCO to produce fire support products. The cell's digital systems operators input appropriate information from the plan into their MCIS. As planning continues, products are disseminated digitally for feedback. Once complete, the commander's approved fire plan is added to the COP and synchronized across the staff. During execution, the JAGIC operators use their systems to coordinate joint fires for the division and its subordinate units.

DEVELOP RUNNING ESTIMATES

1-383. The command references Collective Task 71-DIV-5144, D*evelop Running Estimates for Division*. The staff, led by the COS, continues to update running estimates in their MCIS throughout operations to integrate relevant information into the COP.

ADJUST RESOURCES, CONCEPT OF OPERATIONS, OR MISSION

1-384. The command references Collective Task 71-DIV-5133, *Adjust Resources, Concept of Operations, or Mission for Division*. The staff and the battle captain continually review and adjust the plan in digital systems as conditions change to support updated commander's guidance. This may involve the re-allocation of resources and priorities to refine the course of action.

CONDUCT AN OPERATIONS SYNCHRONIZATION MEETING

1-385. The command conducts an operations synchronization meeting electronically, including all command posts and relevant subordinate units using Collective Task 71-DIV-5135, *Conduct an Operations Synchronization Meeting for Division*, as a guide. Synchronization of staff efforts and priorities ensures productivity and unity of effort. The G-3, or designated representative, guides the staff through managing products to sustain 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. CONDUCT THE MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

1-386. This table aligns the staff, digital crew, CP, and commander to conduct the operations process. This table is executed in a simulated operational environment. It supports the unit METL and be conducted over a continuous 48-hour period. As with previous tables, the evaluation of Table IX provides an assessment of staff and digital crew proficiency of their ability to integrate the MCIS. This table simulates the conditions similar to the projected Table X environment. These conditions can be tailored towards a future CTC rotation or other operational environment.

VALIDATE THE DIGITAL STANDARD OPERATING PROCEDURE

1-387. Under the authority of the commander, the MCDMG will validate the digital systems portion of the unit SOP, ensuring that the critical SOP requirements below are accounted for.

- Produce and disseminate mission orders through the mission command information system.
- Conduct battle hand-over: main command post to alternate command post.
- Execute update briefs.
- Display statuses.
- Operational and sustainability tracking and reporting.

ASSIST THE COMMANDER IN EXECUTING TACTICAL OPERATIONS

1-388. 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 MCIS 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-MC-5131, *Assist the Commander in Executing Operations*.

SUPPORT THE CP IN DISPLACING THE COMMAND POST

1-389. The digital crew supports the command post during displacements by conducting battle handover for COP responsibilities to an alternate CP, preparing MCIS for transportation, moving to the new CP location, reinstalling the system, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to 71-DIV-5201, *Displace the Command Post for Division*.

1-390. At the end of the training event, the MCDMG will conduct an informal AAR with the digital crew to capture final refinements to the COP and conduct any required retraining prior to the Validation Exercise.

TABLE X. CONDUCT THE MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

1-391. Commanders use observations and lessons learned from Table IX to refine planning and execution of Table X that serves as the culminating training event. Table X execution is synchronized with other unit culminating training events. During the training event, the digital crew and staff, completes Collective Task 71-DIV-0050, *Establish a Command Post in an Operational Environment for Division*, and Individual Task 150-MC-5200, *Conduct Command Post Operations*.

1-392. 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 understand the commander's intent and be capable of leveraging their digital crew and MCIS 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 and corrected before beginning Table X.

1-393. 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 MCIS perform the operations process seamlessly. Completing Table X indicates that the command is prepared at an advanced level to conduct unified land 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 in the conduct of large scale ground combat operations, and signs a memorandum for record capturing the outcome of the validation exercise. The unit training officer uploads the memorandum to DTMS.

SUPPORT THE CP IN DISPLACING THE COMMAND POST

1-394. The digital crew supports the command post during displacements by conducting battle handover for COP responsibilities to an alternate CP, preparing MCIS for transportation, moving to the new CP location, reinstalling the system, and reassuming COP management responsibilities. The digital crew follows

the timeline established by the battle captain. Refer to 71-DIV-5201, *Displace the Command Post for Division*.

CONDUCT MCIS OPERATIONS

1-395. Digital crew members will use their MCIS to battle track, manage operations, 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 MCWS/CPOF/MCIS*. At a minimum, the DMG requires the digital crew to conduct the following using assigned MCIS:

- Receive OPORD and develop running estimates.
- Support Mission Analysis with associated WARNORD distribution.
- Support COA Development.
- Support a COA Approval Brief.
- Develop and distribute an OPORD.

1-396. See Graphic 1-12 below for a crosswalk of the inputs, actions, and outputs for Tables VII through X.

Mission Command Training Tables VII through X for Division Digital Crew[1]		
Inputs	**Table VII: Integrate the Mission Command System**	**Outputs**
• Table VI Inputs & Outputs • ADRP 6-0	• Establish a CP in an Operational Environment **71-DIV-0050** • Process Relevant Information **71-DIV-5315** • Display the COP **71-DIV-5316** • Disseminate COP and Execution Information **71-DIV-5318** • Incorporate UAP into the COP (*Conduct Multinational Operations*) **71-DIV-5725**	• Partnered COP
Inputs	**Table VIII: Synchronize Operation with Unified Action Partners**	**Outputs**
• Table VII Inputs & Outputs • Unified action partner information requirements	• Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power **71-DIV-5134** • Conduct Fires for Division **71-DIV-3310** • Develop Running Estimates **71-DIV-5144** • Adjust Resources, Concept of Operations, or Mission **71-DIV-5133** • Conduct an Operations Synch Meeting **71-DIV-5135**	• Updated synchronization matrix • Digital crew running estimates • Refined operations synch meeting portion of SOP
Inputs	**Table IX: Mission Command Validation Exercise Rehearsal*** **	**Outputs**
• Table VIII Inputs & Outputs	• Validate the Digital SOP • Assist the Commander in Executing Tactical Operations **150-MC-5131** • Support the CP in displacing the command post (*Displace the Command Post*) **71-DIV-5201**	• Validated SOP • After action review results
Inputs	**Table X: Mission Command Validation Exercise****	**Outputs**
• Table IX Inputs & Outputs	• Support the CP in displacing the command post (*Displace the Command Post*) **71-DIV-5201** • Conduct MCIS operations (*Communicate Using Mission Command Workstation / Command Post of the Future (MCWS/CPOF*)) **150-DMG-2012**	• Digital crew validations
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). The commander trains the mission command system, including the digital crew, in tables VII through IX. The commander leads an AAR following Table IX and directs final changes to the COP prior to entering the Table X Validation Exercise. **Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including the digital crew) is fully prepared to support the commander in the conduct of unified land operations.** The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.		
*** Table is conducted as part of a unit exercise and is supported by the commander, staff, and command post tables. **** Table is executed as part of an externally evaluated culminating 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.		

Graphic 1-12. Mission Command Training Tables VII through X for the Digital Crew

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Chapter 2

Mission Command Warfighting Function Training Tables – Corps

This chapter describes training tables for the corps or similar general officer level of command and unit structure. The mission command training tables (MCTT) for the corps are designed to develop and test the proficiency of four training audiences–commander, staff, command post, and digital crew–at the basic, intermediate, and advanced levels. The "Objective-T" tasks in each table are intended to replicate training under realistic conditions against all threats in the operational environment. Progression through all MCTT levels 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 command post, and how the command post 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

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

OVERVIEW

2-2. Chapter 2 assists corps level commands (hereafter referred to as corps) 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, command post, and digital crew. Validation of the unit's mission command system occurs through an externally evaluated culminating exercise. Refer to Appendix B for a cumulative listing of tasks and drills that are identified within this publication.

SCOPE

2-3. While the discussion of the tables in this chapter refers to Army corps headquarters, they are designed to be used by other 3-star commands such as theater sustainment commands to train the mission command warfighting function, with minor modification.

2-4. The MCTTs are closely aligned with the corps Combined Arms Training Strategy (CATS). The exercises mentioned in the MCTTs 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 and unit training event matrix solely for purpose of completing the MCTT. 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.

2-5. This chapter details all levels of mission command warfighting function training and certifications in detail. Figure 2-1 summarizes how the MCTTs support mission command (MC) training and shows the progressive objectives for the corps. 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 mission command warfighting function proficiency of the corps headquarters. The four training audiences will train together to progress through Tables VI-X.

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 Mission Command 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	Frame the Operation	Establish Staff / Cell Processes and Integrate Warfighting Function	Establish CP Infrastructure	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 Mission Command Information System Rehearsal
	VI Certification	Assess and Certify the Headquarters	Conduct Staff Certification	Conduct Command Post Certification	Digital Crew Certification
Collective Training with Augmentees	VII	Direct Mission Command System Integration	Integrate the Mission Command System	Conduct Command Post Operations	Integrate the Mission Command System
	VIII	Apply the Art and Science of Mission Command	Synchronize Operations with Unified Action Partners	Sustain the Command Post	Synchronize Operations with Unified Action Partners
Formal Evaluation	IX	Mission Command Warfighting Function Validation Exercise Rehearsal			
	X Validation (EXEVAL)	Mission Command Warfighting Function Validation Exercise			

Figure 2-1. Corps Mission Command Training Tables

2-6. Tables I through X for each training audience present a gated training strategy that supports the progression of mission command warfighting function proficiency. All subordinate steps list individual and collective task training and evaluation outlines (T&EOs) for each gate.

2-7. 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 mission command in the conduct of unified land operations. 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 help form the organization into an operational headquarters. Tables V-VI are structured for the commander to evaluate, assess, and certify their organization while conducting standard mission essential tasks (METs) or assigned mission METs. Commanders can choose to run Tables I-V in a single event or several events. For example, the corps 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 Tables IV-V on the third and fourth day. Once staff leaders have certified their respective sections, cells, command posts and digital crews on their respective Table V requirements, the unit conducts Table VI as a whole. The tables are designed to support the commander's training plan through reinforcing repetitions and sets to achieve and maintain proficiency.

2-8. Tables VII through X build on unit competency and require inclusion of augmentees, unified action partners, or liaisons (if required by the mission or the operational environment). Tables VII-IX incorporate the full complement of echelon appropriate associated assets, a rigorous and dynamic operational environment, as well as stresses typically experienced during capstone training events or deployments.

2-9. The unit will upload memoranda recording the Table VI certifications and Table X validations into the unit's DTMS and will maintain a local copy. See Appendix A for an example memorandum.

2-10. The graphic summaries at the end of the section 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 command post training tables.
- The digital crew training tables.

SECTION II – CORPS COMMANDER TRAINING TABLES

2-11. Section II discusses the mission command training tables for the corps commander.

MISSION COMMAND TRAINING TABLES FOR THE CORPS COMMANDER

2-12. Commanders can use these tables for their own professional development and as a resource in counseling subordinate commanders. Table VI is the commander certification training table. Of note, corps commanders certify themselves in Table VI and then, under the counseling and assessment of their evaluating commander, validate that certification in Table X. For example, the I Corps commander performs Table X at a WFX with external evaluators from USARPAC. Based on the EXEVAL outcomes, discussions with the USARPAC commander, and AAR feedback from the MCTP, the I Corps commander validates their own Table X. The commander signs a memorandum for record reflecting certification at Table VI, and another reflecting the validation in Table X, and the training officer uploads these memos to DTMS.

2-13. Corps 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. See Figure 2-2 below.

I	*II*	*III*
Establish Organizational Business Rules and Develop Training Strategy	***Establish the Training Environment***	***Frame the Operation***
• Develop cohesive teams through mutual trust • Employ applied critical thinking skills • Understand unit doctrine applications • Establish a leader professional development program • Assess organizational efficiency and effectiveness • Assess capabilities and establish MCIS requirements	• Conduct an SOP review and updates • Establish a common vision • Establish the command leadership philosophy • Establish planning and training guidance • Drive the cell construct • Establish inputs and outputs for the staff •	• Complete the C4I construct within the headquarters • Assess staff written and verbal communications skills • Develop the initial CP architecture • Delegate authorities
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
IV	*V*	*VI*
Prepare the Headquarters for Operations	***Drive the Operations Process***	***Assess and Certify the Headquarters***
• Prepare for driving the operations process • Direct common operational picture requirements • Establish the mission command system • Provide battle rhythm guidance • Refine the CP architecture • Assess subordinate leaders • Refine training guidance	• Lead the Operations Process • Determine CCIR • Establish MOE and MOP • Assess processes and procedures • Certify subordinate leaders	• Certify the operations order • Certify the establishment and displacement of the CP • Certify the common operational picture • Certify the battle rhythm • Conduct AARs • Certify the mission command system
Venue: Home station Facility: Locally	Venue: MCTT Collective Training Event (STAFFEX) Facility: TBD	Venue: MCTT Collective Training Event (CPX) Facility: Corps Command Post

AAR	after action review	MCIS	mission command information system
C4I	command, control, communications, computers, and intelligence	MOE	measure of effectiveness
CCIR	commander's critical information requirement	MOP	measure of performance
CP	command post	SOP	standard operating procedure
CPX	command post exercise		

Figure 2-2. Corps Commander Tables I-VI Overview

TABLE I: ESTABLISH ORGANIZATIONAL BUSINESS RULES AND DEVELOP TRAINING STRATEGY

2-14. Corps commanders can use Table I as a reference prior to or at the onset of command to establish expectations for the organization.

DEVELOP COHESIVE TEAMS THROUGH MUTUAL TRUST

2-15. 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. Unlike lower echelon commanders, corps commanders typically have hundreds of staff and augmented members of the team, many of whom are not located geographically with the headquarters. Commanders provides specific guidance in reference to communicating or operating with the distributed team members. Regularly scheduled phone calls, VTCs, or other forms of interactive media assist and perpetuate building the team, but command visits and face to face collaboration cannot be replicated. Within time and resource constraints, the commander develops the entire team and encourage leadership within the command to conduct team building within their organizations, cells, working groups, and warfighting functions. See Individual Task 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*, and ATP 6-22.6, *Army Team Building*.

EMPLOY APPLIED CRITICAL THINKING SKILLS

2-16. Applied critical thinking is the deliberate process of applying tools and methodologies to critically review problems by asking better questions, such as deconstructing arguments, examining analogies, challenging assumptions, and exploring alternatives. During the first weeks of command, commanders mentor subordinates to understand their leadership style and how they best absorb information. The forms and methods in which they prefer information be presented can change given the wide-ranging variety of topics and venues for which the commander is responsible. Examples of this include 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 challenges the 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 150-MC-8012, *Employ Applied Critical Thinking*.

UNDERSTANDS UNIT DOCTRINE APPLICATIONS

2-17. Corps commanders will already have a mature 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. For example, a corps commander assigned to a combatant command reviews the latest doctrine and policy regarding their organization and any organization theirs supports. Further, the commander reviews and re-approves, amends, deletes, or adds policies and procedures appropriate to the organization and meet their leadership style. Commanders also review FM 7-0, *Train to Win in a Complex World*, regarding how to train their headquarters and the force as a whole. Refer to Individual Task 150-LDR-8000, *Transition to a New Leadership Position*.

ESTABLISH A LEADER PROFESSIONAL DEVELOPMENT PROGRAM

2-18. 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 (LPD) program, staff rides, and etcetera. The corps commander schedules leader development activities that incorporate the mission command philosophy and discussion of how they envision responsibilities when conducting the operations process. These activities focus on the six 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 within their mission set. Through scheduling in Table I, the leader development focused on MC topics progressively build towards Table IX to maximize learning opportunities. The underlying theme for the overall program is to build competency in current and future leaders as well as facilitate a deeper

understanding and practice of the mission command philosophy, the mission command warfighting tasks, and the mission command system that enables the successful execution of the mission command tasks. Commanders uses Individual Tasks 150-MC-8009, *Analyze Army Character Development*; and 150-MC-8005, *Conduct Self Development*; and FM 6-22, *Leader Development*, as the basis for their program.

ASSESS ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

2-19. 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. Upon assuming command, corps commanders typically find experienced staffs that likely have worked together in unified land operations and various training events. The basis for staff organization depends on the mission, each staff's broad areas of expertise, regulations and laws as well as establishing which activities to accomplish. These activities determine how commanders organize, tailor, or adapt their individual staffs to accomplish the mission (FM 6.0).

2-20. Commanders review anticipated mission sets and the staff's capabilities to address and meet impending mission requirements. Commanders also determine how the organizational environment impacts the staff's effectiveness and efficiency across the mission command system. Assessing the staff's collaboration capability enables commanders to promote unity of effort. Next, commanders monitor each staff element's function, assign associated duties and responsibilities, and make adjustments as needed. Although the commander has 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, the I Corps Commander directs representation from all G-staff sections to occupy a single theater seating (JOC like) type 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, *Commander and Staff Organization and Operations*, to assist in this effort.

ASSESS CAPABILITIES AND ESTABLISH MISSION COMMAND INFORMATION SYSTEM REQUIREMENTS

2-21. Upon assuming command, the new commander considers establishing their mission command information system requirements early in the process to give the staff maximum time to make adjustments. Commanders at echelons above brigade typically understand the systems within their organization, but may be unfamiliar with the integration capabilities or limitations between the information systems. Analyze the corps' mission command information system to identify critical system requirements for the mission, current problem set, or operational environment. Commanders must understand the electro-magnetic signature, power generation requirements, and information requirements of their CPs. Further, they must understand the relationship to higher, supporting, supported, and subordinate command posts; and the bandwidth requirements for data which must be pushed or pulled to external locations. Interoperability between these systems is key. Commanders consider which systems are appropriate for each echelon and grouping of echelons. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

TABLE II: ESTABLISH THE TRAINING ENVIRONMENT

2-22. 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 Table III. The commander may tailor this table as need and time allow.

COMPLETE STANDARD OPERATING PROCEDURES REVIEWS AND UPDATES

2-23. 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 are incorporated and practiced in accordance with the current mission set and operational environment. Refer to Individual Task 150-LDR-8001, *Prepare to transition to a New Leadership Position*.

ESTABLISH A COMMON VISION

2-24. As commanders begin to develop an understanding of the organization and the operational environment, they start visualizing the operation's end state 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

2-25. Commanders establishes their command (or leadership) philosophy. This philosophy, not to be confused with the mission command philosophy, establishes the commander's method for achieving personal and unit goals nested with the unit table of organization and equipment (TOE) design. At the corps level, the command philosophy focus 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 METL or assigned mission METL (A-METL). Commanders describe how they intend to achieve the principles of the mission command philosophy with their personal command (or leadership) philosophy to provide clarity to all subordinate commanders, leaders, and Soldiers.

2-26. 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 a STAFFEX. Refer to Individual Task 150-LDR-5016, *Practice the Mission Command Philosophy of Command*.

ESTABLISH PLANNING / TRAINING GUIDANCE

2-27. Working with the G-3, the commander reviews the current planning and training guidance. The guidance focus on training objectives for each event taking place and how those objectives nest with the unit mission as a whole. Refer to Individual Tasks 150-LDR-5321, *Establish Planning Guidance*. The commander tailors that guidance to fit the new 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 (CTG) can contain a variety of items to include:

- The unit's training focus, including its capabilities and mission.
- The desired readiness level.
- The long-range planning horizon.
- The installation or command time management cycle.
- EXEVAL dates and responsibilities by unit.
- Combat training center rotation dates.
- Training environments in which to train.
- Other training guidance as necessary.

DRIVE CELL CONSTRUCT

2-28. Typically, corps already have fully functioning cells. However, the commander reviews each during this portion of the tables and provide 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 of these cells and direct updates or changes to processes and procedures. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*.

ESTABLISH INPUTS AND OUTPUTS FOR THE STAFF

2-29. The commander ensures that all sections/cell/working groups 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 corps commander refines the inputs on target acquisition zones and high-value targets to the targeting meeting. These inputs provide the staff information so they can create the outputs that focus on lethal and non-lethal targeting linked to decision points.

2-30. 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 Inputs and Outputs for the Staff*. Staff inputs and outputs are synchronized through an effective battle rhythm. The commander or designated representative for each working group must constantly 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 COS / XO reference, ATP 6-0.5, *Command Post Organizations and Operations*, and FM 6-0 to develop input and output guidance per board, cell, group, and meeting.

TABLE III: FRAME THE OPERATION.

2-31. Table I-II are typically completed by the commander once in his command cycle. However, the commander revisits Table III-V 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 IV-V. The commander uses an upcoming CPX to retrain these tables. The commander runs through commander Tables III-V a second time to better refine the products and outputs needed by the staff allowing them to build proficiency.

COMPLETE COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE WITHIN THE HEADQUARTERS

2-32. 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 command post. This is based on mission requirements, the commander's intent, and the operational environment. 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 command post. Refer to Individual Task 150-LDR-5253, *Manage Command, Control, and Communication Systems*.

ASSESS STAFF WRITTEN AND VERBAL COMMUNICATIONS SKILLS

2-33. Commanders train subordinates to write and speak effectively through formal and informal opportunities. However, the corps commander's time prohibits an in-depth assessment of these skills in most cases. Commanders will still seek opportunities to assess the written and verbal 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, *Preparing and Managing Correspondence*, and Individual Task 150-MC-8002, *Communicate Effectively*.

DEVELOP INITIAL COMMAND POST ARCHITECTURE

2-34. Once the commander has an understanding of the mission command information system requirements, they provide guidance to develop the CP architecture as the COS, operations SGM, knowledge management team, and G-6 section establish and ensure network connectivity for the main CP, the tactical CP (TAC) and any alternate CPs. Establishing guidance for each CP and how it is employed is based on its specific functions. Common considerations includes:

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

2-35. In addition, attention is given to the identified or projected enemy electronic order of battle as well as the contested and congested operational environment. 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, or effectiveness of the designated CP. The commander can assess this with Individual Task 150-MC-5003, *Operate a Mission Command Network*.

DELEGATE AUTHORITIES

2-36. 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 chair the targeting board, where another prefers to delegate decision-making authority for the targeting board to a deputy commander. The commander reviews these delegated authorities to ensure that they are in keeping with their intent and philosophy, the mission, and overall unit wellbeing. Commanders must strongly and wisely 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 includes constraints, risks, and success criteria. Refer to Individual Tasks 150-LDR-5320, *Designate Succession of Command*, and 150-LDR-5319, *Delegate Authority*.

TABLE IV: PREPARE THE HEADQUARTERS FOR OPERATIONS.

2-37. As commanders direct their staffs through the operations process, they provides guidance on the following topics:

- Common operational picture requirements.
- Mission command system.
- Battle rhythm.
- Command post organization.
- Assessment of subordinates.

2-38. 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 event. For example, the commander uses a STAFFEX to train the staff through Tables III-V over four days in their third month of command. The training objectives for the event include: the unit achieve an overall P rating on two of their 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.

PREPARE FOR DRIVING THE OPERATIONS PROCESS

2-39. As the staff begins integrating and preparing for initial operations, the commander uses Collective Task 71-CORP-5100, *Conduct the Mission Command Operations Process for Corp*s, as a reference and training aid to direct and refine actions. Commanders are the most important participants in the operations process and uses Individual Task 71-LDR-5100, Lead the Operations Process. 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 operations process is always done 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 mission command 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 T, T-, or even the 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

2-40. The COP is a display of relevant information through a shared visual workspace that commanders and staff can monitor operations, analyze data, share thoughts, and plan courses of action. 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 mission command system, the capabilities of the unit, the mission, the C4I construct, and the commander's personal leadership philosophy. In development of the COP, the commander must consider difficulties with command and control processes and procedures, digital and analog COP correlation, and network and information system integration.

2-41. The COP is key to each step within the operations process: plan, prepare, execute and assess. Commander requirements for incorporation a relevant and comprehensive COP into a command post 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 CCIR, PIR, and FFIR.
- Display of SIGACTs.
- Display of key nodes and critical infrastructure.

For specific guidance to the staff, commanders can review Individual Task 150-MC-5315, *Establish the Common Operational Picture*, and ATP 6-0.5, *Command Post Operations*.

ESTABLISH THE MISSION COMMAND SYSTEM

2-42. The mission command system enhances the commander's ability to conduct operations. Individual Task 150-LDR-5252, *Establish a Mission Command System*, addresses the effort. This includes the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment. A commander's mission command system begins with people. Commanders base their mission command system on human characteristics (skills, knowledge, and abilities) more than equipment and procedures. The mission command 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.
- Establish the means by which commanders and leaders communicate, collaborate, and facilitate the functioning teams.

The commander ensures that all aspects of the mission command system are established before the staff begins their final rehearsal in Staff Table V.

PROVIDE BATTLE RHYTHM GUIDANCE

2-43. Though run by the COS, the battle rhythm is commander-centric and must be directed toward supporting the commander's decision-making process. Either directly, or through the COS / 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 purposes or functions. The unit's battle rhythm provides structure in managing the headquarters and assists in establishing various boards, working groups, and planning teams to assist the commander and staff with integrating the warfighting functions, coordinating activities, and making effective decisions throughout the operations process.

2-44. 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. 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 COS on the effectiveness of the battle rhythm. The battle rhythm is tailored, adjusted, and assessed throughout the MCTT and unit events to match the needs of the command, the mission, and the operating environment. The commander can use Individual Task 150-MC-5123, *Establish a Battle Rhythm*, for reference in forming the battle rhythm framework, as well as ATP 6-0.5 for a list of integration functions and inputs / outputs.

REFINE COMMAND POST ARCHITECTURE

2-45. Throughout the event for Table IV, the commander will review, refine, and reassess the CPs' organizational architecture to ensure that it meets the directed information requirements. 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 easily 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 operational environment. 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 work space.
- 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.
- The integrating of complementary information on maps and displays.
- Adequate workspace for the staff and commander.
- The ease of displacement (setup, tear-down, and movement).

The commander will continue to refine this architecture throughout the tables and upon notification of new mission requirements. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

ASSESS SUBORDINATE LEADERS

2-46. The corps commander trains subordinate leaders throughout all the tables. However, 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. Unique to divisions and corps, commanders will most likely be assessed by their rater and monitored by their senior rater (two levels up). For direct assessment, the corps commander is typically responsible to assess and certify brigade level commanders. If geographic and other restrictions prevent higher level commanders from assessing and certifying division level commanders, the corps commander, under the guidance of the higher command authority, may be called upon to assess and certify division commanders.

2-47. In Table III, the commander assessed basic written and verbal assessments of key staff leaders. The commander now focuses on building and developing the skills required to be successful in all operational environments. An advanced assessment plan 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 (see FM 6-22, Ch. 6, "Leader Performance Indicators"). The certification of subordinate leaders takes place in Table V. Refer to Individual Task, 150-LDR-8003, *Conduct Initial Assessment for a New Leadership Position*.

REFINE TRAINING GUIDANCE

2-48. 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, iterations, duration, participation level, and etcetera. through planning guidance. hen developing training guidance for each event, the commander reviews previous evaluations of the organization, identify the overall purpose of the training, describe the expected performance, dictate the conditions under which the task(s) is performed, set the standards used to measure performance, and review all applicable T&EOs for each MET to be trained (for example, 71-CORP-7110, *Conduct Movement to Contact*).

2-49. 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 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 corps 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 Practiced (P) level on performance measures outlined in the MET T&EOs, achieving "GO" on all critical performance measures, that the training of Tables III-V be performed, and that the CP be set up in the corps training area. The commander may refer to Individual Task 150-LDR-5321, *Establish Planning Guidance*.

TABLE V: DRIVE THE OPERATIONS PROCESS.

2-50. This table is conducted in conjunction with Table V for the staff, CP, and digital crew.

LEAD THE OPERATIONS PROCESS

2-51. Commanders are the most important participants in the operation 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 certify subordinate leaders and applicable crews on the overarching framework for exercising mission command through the operations process. The commander directs section/cell level AARs and that the staff make refinements to training 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 71-LDR-5100, *Lead the Operations Process*.

DETERMINE COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

2-52. 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 operational environment, the mission, and in accordance with 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 operational environment, 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 FFIR and 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.

2-53. CCIR will change and mature with mission priorities and the operational environment. 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.

ESTABLISH MEASURES OF EFFECTIVENESS AND MEASURES OF PERFORMANCE

2-54. As the unit begins operating within their designed capabilities against their assigned mission set, the commander establishes initial 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-CORP-5130, *Assess Tactical Situation and Operations for Corps*.

ASSESS PROCESSES AND PROCEDURES

2-55. Though Table V is designed for the COS 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 Mission Command 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. The commander can also refer to Individual Task 150-MC-5130, *Assess the Current 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

2-56. The corps commander trains subordinate leaders throughout all the tables. However, in Table V, the corps commander certifies these leaders. Corps commanders uses the T&EOs associated with each task in Training Tables I through V. Corps commanders can also direct additional certification tasks for subordinate leaders based on uniqueness of their organizations or gaps identified in the training circular. The commander

is ultimately responsible for all certifications within their organization. The commander trains and empowers deputy commanders and assistant chiefs of staff 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-CORP-0050, *Establish a Corps Command Post in an Operational Environment*.

2-57. Graphic 2-1 below, Mission Command Training Tables I through V for Corps Commander, shows the inputs, steps, and outputs for Tables I-V that the commander completes prior to executing certifications in Table VI.

Mission Command Training Tables I through V for Corps Commander[1]		
Inputs	**Table I: Establish Organizational Business Rules and Develop Training Strategy**	**Outputs**
• ATP 6-22.6 • ADP 6-0 • FM 6-22 • ATP 3-92 • FM 3-0 • FM 6-0 • Unit SOPs • MTO&E • Army Handbook for Leadership Transitions	• Develop Cohesive Teams Through Mutual Trust **150-LDR-5001** • Employ Applied Critical Thinking **150-MC-8012** • Understand unit doctrine applications (*Transition to a New Leadership Position*) **150-LDR-8000** • Establish a leader professional development program (*Conduct Self-Development*) **150-MC-8005** / (*Analyze Army Character Development*) **150-MC-8009** • Assess organizational efficiency and effectiveness (*Organize the Staff for Operations*) **150-LDR-5013** • Assess capabilities and establish MCIS requirements (*Integrate the MCIS*) **150-MC-5251**	• Leader Development Program • MCIS Requirements
Inputs	**Table II: Establish the Training Environment**	**Outputs**
• Table I Inputs & Outputs • ATP 5-0.1 • ADP 5-0 • ATP 6-0.5 • FM 7-0 • Training Scenario • Unit Manning Roster • Leader's Guide to Objective Assessment of Training Proficiency	• Complete unit SOPs review and updates (*Prepare to Transition to a New Leadership Position*) **150-LDR-8001** • Establish a Common Vision **150-LDR-5018** • Establish command/leadership philosophy (*Practice the MC Philosophy of Command*) **150-LDR-5016** • Establish planning/training guidance (*Establish Planning Guidance*) **150-LDR-5321** • Drive cell construct (*Establish the Mission Command System*) **150-LDR-5252** • Establish Inputs and Outputs for the Staff (*Establish Boards and Working Groups*) **150-LDR-5011**	• Refined SOPs • Planning guidance • Command philosophy • Training guidance • Mission command system guidance • Guidance for staff organization
Inputs	**Table III: Frame the Operation**	**Outputs**
• Table II Inputs & Outputs	• Complete C4I construct within the HQ (*Manage Command, Control, and Communications Systems*) **150-LDR-5253** • Assess staff written and verbal communication skills (*Communicate Effectively*) **150-MC-8002** • Develop initial CP architecture (*Operate a MC Network*) **150-MC-5003** • Delegate authorities (*Designate Succession of Command*) **150-LDR-5320** (*Delegate Authority*) **150-LDR-5319**	• Refined C4I design • Refined KM Plan • CP Architecture • Established delegated authorities • Succession of command • Refined 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	• Prepare for driving the operations process (*Lead the Operations Process*) **150-LDR-5100** / (*Conduct the Mission Command Operations Process for Corps*) **71-CORP-5100** • Direct common operational picture requirements (*Establish the COP*) **150-MC-5315** • Establish the Mission Command System **150-LDR-5252** • Provide battle rhythm guidance (*Establish a Battle Rhythm*) **150-MC-5123** • Refine CP architecture (*Conduct Command Post Operations*) **150-MC-5200** • Assess subordinate leaders (*Conduct Initial Assessment for a New Leadership Position*) **150-LDR-8003** • Refine training guidance (*Establish Planning Guidance*) **150-LDR-5321**	• Commander's COP guidance • Battle rhythm guidance to COS • CP architectures for Main, TAC, and SA CPs • Refined SOPs
Inputs	**Table V: Drive the Operations Process**	**Outputs**
• Table IV Inputs & Outputs • Running estimates • Scenario (higher headquarters FRAGORD)	• Lead the Operations Process **150-LDR-5100** • Determine the Commander's Critical Information Requirements **150-LDR-5019** • Establish MOEs and MOPs (*Assess Tactical Situation and Operations*) **71-CORP-5130** • Assess processes and procedures (*Assess The Current Situation*) **150-MC-5130** • Certify subordinate leaders/commanders/crews (*Establish a Corps CP in an OE*) **71-CORP-0050**	• Refined planning guidance • Commander's estimate • Mission statement • Commander's intent • COA decision • CCIR • MOE/MOP • OPORD/FRAGORDs • Refined SOP • Leader certifications
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). The commander completes all activities described in Tables I through V and is prepared to conduct Certification (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.		

Graphic 2-1. Mission Command Training Tables I through V for the Corps Commander

TABLE VI: ASSESS AND CERTIFY THE HEADQUARTERS.

2-58. 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, command post, and digital crew execute their respective Table VI certifications. The commander completes this table when all Table VI requirements for the headquarters are successfully completed. The end state of this table is the commander certifying the staff, CP, and digital crew. For example, the I Corps commander uses a CPX to conduct one or more mission essential tasks off of their METL, and assesses the headquarters' performance within the training tables.

2-59. The commander certifies that the staff, each command post, and the digital crew have met all the training criteria for their Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here. Once the commander is certified, they can proceed to unit training in Tables VII through X. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

CERTIFY SUBORDINATES ON PREPARING AN OPERATIONS ORDER

2-60. The commander assesses the staff and the COS as they develop the Operations Order (OPORD) using Individual Task 150-MC-5119, *Prepare an Operations Order*.

CERTIFY SUBORDINATES ON EMPLACING AND DISPLACING THE COMMAND POST

2-61. Commanders assess the emplacement and displacement of the CP. The commander evaluates the officer in charge of each command post on Individual Tasks 150-MC-5200, Conduct Command Post Operations; and 150-MC-5201, *Displace the Command Post*, and uses ATP 6-0.5, *Command Post Operations*, as needed. The commander and COS also evaluate the headquarters using Collective Tasks:

- 71-CORP-5200, *Conduct Command Post Operations for Corps*.
- 71-CORP-5201, *Displace the Command Post for Corps*.
- 71-CORP-5202, *Conduct Transfer of Control of Operations for Corps*.
- 71-CORP-5204, *Establish an Alternate Command Post in an Operational Environment for Corps*.
- 71-CORP-5250, *Maintain Continuity of Mission Command for Corps*.

CERTIFY SUBORDINATES ON ESTABLISHING THE COMMON OPERATIONAL PICTURE

2-62. Commanders assess the establishment of the COP as the COS completes Individual Task 150-MC-5315, *Establish the Common Operational Picture*. The commander and COS also evaluate the headquarters using Collective Tasks:

- 71-CORP-5316, *Display the Common Operational Picture for Corps.*
- 71-CORP-5318, *Disseminate Common Operational Picture and Execution Information for Corps*.
- 71-CORP-5319, *Establish the Common Operational Picture for Corps*.

CERTIFY THE BATTLE RHYTHM

2-63. Commanders evaluate the functionality of the battle rhythm throughout the event making changes or adjustments as needed. The commander assesses the COS using Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT AFTER ACTION REVIEWS

2-64. Commanders are responsible for the training of their unit. An AAR is the primary tool for providing feedback. Topics for AARs vary widely at corps level. Although evaluators can conduct two types of AARs, formal and informal, commanders provides guidance to the evaluation team 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 command posts, command post infrastructure, and etcetera. While the T&EO and task proficiency standards provide objective criteria for determining task proficiency, assessments allow leaders to take into

account the subjective nature of training. Leaders' assessments combine their personal observations with other information from the evaluation team to develop an overall assessment of the unit's ability to accomplish its mission. Commanders uses Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

CERTIFY THE MISSION COMMAND SYSTEM

2-65. The commander evaluates the unit's mission command system on how well it enhances the commander's ability to conduct operations. Commanders evaluate the five components of their mission command system: personnel, networks, information systems, processes and procedures, and facilities and equipment. Commanders evaluate these five components of the mission command system relating to—

- Supporting the commander's decision-making.
- Collecting, creating, and maintaining relevant information and preparing knowledge products to support the commander's and leaders' understanding and visualization.
- Preparing and communicating directives.
- Establishing the means by which commanders and leaders communicate and collaborate.
- Facilitating the functioning of teams.

2-66. Commanders certify the mission command system using the staff certification mission command training table (Table VI) as the final action before transitioning to Table VII. Refer to 150-LDR-5252, *Establish a Mission Command System*.

2-67. The outcome of Tables I-VI is the commander has built a team, philosophy, and training plan based on the unit design, capabilities, and mission. Commanders identify areas for retraining, as needed. As part of the entire training audience – (commander, staff, command post, digital crew) the commander transitions to Tables VII-X. These tables are complex and stress the application of the mission command warfighting function. 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 culminating training event. Graphic 2-2 below summarizes the inputs, tasks, and outputs for Table VI.

Mission Command Training Table VI for Corps Commander[1]		
Inputs	**Table VI: Assess and Certify the Headquarters****	**Outputs**
• Table V Inputs & Outputs	• Certify subordinates on preparing an operations order (*Prepare An Operations Order*) **150-MC-5119** • Certify subordinates on emplacing & displacing the command posts (*Conduct CP Operations*) **150-MC-5200** / (*Displace The Command Posts*) **150-MC-5201** • Certify subordinates on establishing the COP (*Establish The Cop*) **150-MC-5315** • Certify the battle rhythm (*Establish A Battle Rhythm*) **150-MC-5123** • Conduct AARs (*Conduct a Formal AAR*) **150-MC-5133** • Certify the mission command system (*Establish the MC System*) **150-LDR-5252**	• Validated CP displacement SOP • Mission command system certification • Commander self-certification • AAR results
The commander certifies the training criteria for Table VI is achieved according to the T&EOs of the listed tasks. The commander should sign a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.		
** Tables are conducted as part of a larger exercise and are supported by the staff, command post, and digital crew tables. [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.		

Graphic 2-2. Mission Command Training Table VI for the Corps Commander

2-68. Figure 2-3 provides an overview of the commander's progression through Tables VII through X.

VII	*VIII*
Direct Mission Command System Integration	***Apply Art and Science of Mission Command***
• Organize personnel • Enhance information system training guidance • Integrate unified action partners into the unit team • Secure and maintain networks • Refine processes and procedures • Evaluate electromagnetic signature • Establish MOE/MOP	• Lead the operations process • The commander leads the army design methodology • Integrate the mission command philosophy • Develop cohesive teams through mutual trust • Create shared understanding • Provide the commander's intent • Conduct disciplined initiative • Use the mission order technique • Identify prudent risk
Venue: Commander directed Facility: Local	Venue: CPX type event Facility: Training area
IX	*X*
Mission Command Warfighting Function Validation Exercise Rehearsal	***Mission Command Warfighting Function Validation Exercise***
• Drive the operations process • Conduct the rapid decision-making and synchronization process • Conduct after action reviews	• Drive the operations process • Lead the unit in completion of assigned tactical tasks • Evaluate METL tasks
Venue: CPX type event Facility: Training area	Venue: As directed by the higher commander Facility: Training area
CPX command post exercise METL mission-essential task list	MOE measure of effectiveness MOP measure of performance

Figure 2-3. Corps Commander Tables VII-X Overview

TABLE VII: DIRECT THE MISSION COMMAND SYSTEM INTEGRATION

2-69. The corps commander has the flexibility to organize the five components of the corps' mission command system to support their ability to make decisions and facilitate communication within the corps headquarters and with higher, subordinate, adjacent, and supporting commanders. This includes maintaining communications with other Services, other governmental agencies, foreign forces, host nation agencies (if present), and international organizations as applicable (ATP 3-92). 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. This table may or may not be tied to an event. The commander can move back to the previous tables to retrain or recertify at any time they feel it would benefit the command.

2-70. 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 corps will fight with when conducting its external evaluation. It also provide the commander information on the unified action partners that will participate in the exercise. The commander fully integrates multinational forces into the corps, and integrates other unified action partners appropriate to their role, function, and mission beginning in Table VII.

ORGANIZE PERSONNEL

2-71. The commander directs the organization of all non-organic personnel 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.

2-72. New personnel must establish lines of communications and 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. Consideration for organizing includes the command and support relationship and (but not limited to) performance of three essential functions:

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

2-73. The corps commander may delegate authority to manage the corps staff to the corps chief of staff; however, commander oversight is still encouraged to ensure personalities, leadership traits, subject matter expertise, and other requirements meet guidance for organizing personnel.

2-74. The commander, through designated representatives, also direct appropriate foreign disclosure actions for information exchange with unified action partners.

ENHANCE INFORMATION SYSTEM TRAINING GUIDANCE

2-75. The corps has a multitude of mission command information systems that collect, process, store, display, and disseminate information. This includes a variety of hardware and software, to include off the shelf communication tools 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 corps commander has information systems that are interoperable, flexible, responsive, mobile, disciplined, survivable, and sustainable (ATP 3-92). Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

2-76. Because of the additional personnel and mission requirements, the commander reviews the established systems and make changes to account for new interaction, collaboration, and synchronization demands, as well as the needs of attached or assigned unit/individuals, and the higher commander's guidance.

2-77. To perform advanced, complex, interactive training, the commander ensures the digital crew (to include supporting, joint, and aligned unified action partners) is certified and new shift personnel are incorporated through training event repetitions in a full range of military operations. The commander gives authority to the COS and knowledge manager to enhance the training of the Soldiers and supporting personnel operating the MCIS or other supporting information vehicles. Battle captains, KM representatives, common operating pictures managers, and unit mission command digital master gunners can provide guidance and leadership to the crews and lead them through command directed scenarios, and report progress back to the commander.

2-78. The KMO and DMG, under the authority of the COS and the commander, can further tie into COMEX or digital exercises being held by the G-6 as a time to enhance training opportunities for the staff and digital crew. For example, the corps COS directs the information system operators to participate in the upcoming COMEX for the corps and subordinate units on post. The digital crew and supporting elements leverage satellite time allocated for software updates to exercise their systems during the COMEX (for example, practice pushing and pulling graphics to other units participating in the event). The DMG uses training objectives with clear performance measures for assessing the performance of all digital operators. The COS reports the assessment to the commander for readiness in supporting directed requirements.

INTEGRATE UNIFIED ACTION PARTNERS INTO THE UNIT TEAM

2-79. Along with the new order from higher headquarters for the EXEVAL, the unit receives a task organization that includes unified action partners, including multinational forces. The commander makes personal contact with leadership of appropriate partners to personally add them to the unit team. Further, the commander provides guidance to the chief of staff to incorporate unified action partners into the force, to include (but not limited to):

- Incorporating appropriate liaisons into the corps headquarters.
- Including partner information requirements (and foreign disclosure limitations) into the unit knowledge management plan (KMP).
- Implementing directed multinational mission command information system(s) established for the operation in accordance with established policy and guidance.
- Accounting for partner military force sustainment requirements in logistics planning.
- Developing an understanding of partner capabilities and limitations (national caveats on multinational forces).

Refer to Collective Task 71-CORP-5725, *Conduct Multinational Operations*, and FM 3-16, *The Army in Multinational Operations*, for additional considerations.

SECURE AND MAINTAIN NETWORKS

2-80. 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 (ATP 3-92). The commander, working with the G-6 and protection cell, ensures that the network is both secured and maintained in compliance with department of the army regulations, unit organization/manning (host-nation, coalition, interagency, and etcetera.) 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*.

REFINE PROCESSES AND PROCEDURES

2-81. In this table the commander refines and updates processes and procedures to organize activities within the headquarters, subordinate units, supporting units and unified action partners. The corps staff conducts seven processes: the operations process, the military decision-making process, the targeting process, the intelligence process, intelligence preparation of the battlefield, the information collection process, and the knowledge management process. The commander refines processes and procedures based on running estimates, after action reviews, and the commander directed assessment plan, which includes measures of effectiveness and performance. 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-5252, *Establish a Mission Command System*, and Collective Task 71-CORP-5130, *Assess Tactical Situation and Operations for Corps*. Examples of typical corps procedures include:

- Command post battle drills.
- Shift-change briefings.
- Operation update and assessment briefings.
- Operations synchronization meetings.
- Transferring control between command posts.
- The battle rhythm.

EVALUATE ELECTROMAGNETIC SIGNATURE

2-82. The commander, with the G-2 analysis, G-6 assessment, and protection cell input considers the essential digital systems required to support mission command and the flexibility/survivability of the varied CPs based on the mission set and operational environment. They evaluate the unit's electromagnetic signature based on enemy detection capabilities. The commander ensures that the unit is mitigating/minimizing their footprint while still maintaining mission command to deliver the desired effect. Mitigation measures might include limiting the amount of satellite time or reducing redundant information systems that create significant signatures.

2-83. The evaluation also include the electromagnetic signature from unified action partners. Though some partners (including the. North Atlantic Treaty Organization (NATO)) have the capability to internally evaluate and mitigate their own electromagnetic signature, working with some multinational forces unable to comply with risk mitigation can lead to sensitive discussions and situations. The commander and the protection cell uses the higher command as needed to avoid any political or operational fall out as well as protecting U.S. monitoring capabilities. If multinational partner electromagnetic signature risks cannot be avoided, the commander directs and works with the protection cell to establish steps to mitigate that risk in other ways. For example, the corps commander finds that the host nation partner division is using unsecured communications via satellite internet and cell phones for all their communications. The host nation military does not have the resources or technical expertise to use secure communications. The commander takes steps to ensure no sensitive information is passed digitally to this partner, all discussions involving classified materials are conduct at the time of the event and in person, and that no individuals within that command carry unsecure devises into the corps CPs.

2-84. The commander ensures that cyber defense drills are being conducted and assessed throughout training events. These drills replicate a 'near peer' competitor in the operational environment as directed by the commander. Refer to Individual Task 113-25E-3003, *Define the Electromagnetic Operational Environment (EMOE)*.

ESTABLISH MEASURES OF EFFECTIVENESS AND MEASURES OF PERFORMANCE

2-85. As the unit begins operating within designed capabilities against the newly assigned mission set, the commander refines measures of effectiveness (MOE) and measures of performance (MOP) to measure mission accomplishment. Commanders can use Collective Task 71-CORP-5130, *Assess Tactical Situation and Operations for Corps*.

TABLE VIII: APPLY THE ART AND SCIENCE OF MISSION COMMAND

2-86. Table VIII is tied to an event as designated by the commander. This table nests the graduate levels of MC with the integration of additional personnel and equipment. Table VIII prepares the commander for the validation rehearsal in Table IX and the culminating training event 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 four day exercise.

LEAD THE OPERATIONS PROCESS

2-87. The commander uses Collective Task 71-Corp-5100, *Conduct the Mission Command Operations Process for Corps*; and Individual Task 150-LDR-5100, *Lead the Mission Command Operations Process*, to train and evaluate the headquarters' execution of the operations process in support of a mission essential task. 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. Corps 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 direct impact on the unit's ability to establish unity

of effort and exploit vulnerabilities. The operations process is the overarching framework for exercising mission command for the corps at the operational level to support the tactical fight.

2-88. As corps commanders drive the operations process to support the tactical fight, they provide guidance on how to exercise two forms of control: procedural or positive. *Procedural control* is the technique of regulating forces that relies on a combination of doctrine, regulations, policies, operational graphics, and tactics, techniques and procedures while *positive control* is the technique of regulating forces that involves commanders and staff leaders actively assessing, deciding, and directing (ATP 3-92). No single control option works best for all situations. However, the COS or deputy commanding officers are trained and able to drive the operations process in the absence on the commander. This does not negate the commander's responsibility to be present for commander designated performance measures listed within the collective T&EO. For example, the corps commander delivers the commander's intent at the CP as part of a leader's performance measure within the Collective Task 71-CORP-5100, *Conduct the Mission Command Operations Process for Corps*.

- 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.

THE COMMANDER LEADS THE ARMY DESIGN METHODOLOGY

2-89. ADM provides commanders and staffs a means to develop a sophisticated understanding of complex or unfamiliar problems to facilitate creative approaches to solving them. Use of the ADM will support the commander in developing shared understanding, visualizing a desired end state, and developing an operational approach to achieving that envisioned end state. Army design methodology tools and techniques are applicable to a wide range of commander and staff activities to include the military decision-making process, targeting, intelligence preparation of the battlefield, and assessments. The potential benefits for using army design methodology include:

- Enhanced dialogue between commanders, staffs, and unified action partners.
- Deeper (and earlier) understanding of an operational environment.
- Better understanding of the problem and its root causes.
- Better guidance to drive detailed planning.
- Shared visualization of the purpose of the operation.
- Expanded role of the assessment process.

2-90. Commanders can give general guidance to the COS (as their representative) for this task and the COS can drive the design methodology based on the commander's design preferences. To drive the design methodology, see Individual Task 150-LDR-5101, *The Commander Leads the Army Design Methodology*, and Collective Task 71-CORP-5001, *Conduct Army Design Methodology*.

INTEGRATE THE MISSION COMMAND PHILOSOPHY

2-91. In previous tables the commander performed different sub tasks within the mission command philosophy. Table VIII is the culmination of those previous efforts. As stated in Figure 2-4 below, the MC philosophy 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 unified land operations. The commander completes, or refines if completed in previous tables, the listed Individual Tasks: 150-LDR-5015, *Lead the Unit*; 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*; 150-LDR-5007, *Create a Shared Understanding*; 150-LDR-5004, *Provide the Commander's Intent*; 150-LDR-5006, *Conduct Disciplined Initiative*; 150-LDR-5003, *Use the Mission Order Technique*; 150-LDR-5002, *Identify Prudent Risk*.

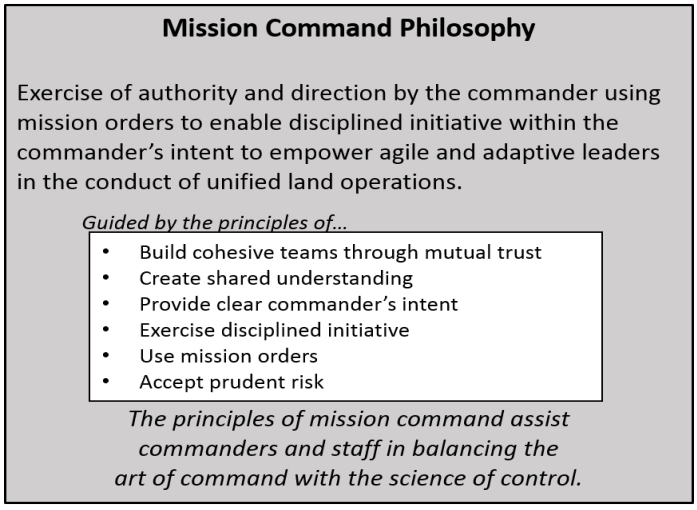


Figure 2-4. Mission Command Philosophy

2-92. 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.

TABLE IX: CONDUCT THE MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

2-93. The commander designates the training event and conditions for the conduct of Table IX. This event takes place in a designated venue and is scenario driven using the correct variables of PMESII-PT. The event is not externally evaluated for readiness reporting. The conduct of this table is tied to all four training audiences of the MCTT working as a unified headquarters towards the completion of the unit METL. As training time and resources allow, all METs on the unit's designated standardized METL are trained. Units can also tie this event to training on their assigned METL (A-METL) as determined by the commander.

DRIVE THE OPERATIONS PROCESS

2-94. 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 COS, perform essential functions that amplify the effectiveness of operations, commanders drive the operations process. 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.

2-95. 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 mission command activity while still allowing the headquarters to exercise disciplined initiative within their respective capabilities.

CONDUCT RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

2-96. Consideration for use of RDSP are 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 corps commander uses RDSP after the receiving a change in mission from higher to conduct a Military Deception operation in conjunction with conducting an attack.

CONDUCT AFTER ACTION REVIEWS

2-97. The corps 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 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: CONDUCT THE MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

2-98. This event is typically a culminating training event prior to or during the corps WFX. 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. Refer to Individual Task 150-LDR-5100, *Lead the Operations Process*.

2-99. The outcome of Table X is that the evaluating commander has validated that the corps commander is prepared to lead the corps in the execution of mission command during unified land operations. The commander leads the unit based on design, capabilities, the mission, and the higher commander's intent. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

DRIVE THE OPERATIONS PROCESS

2-100. 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 COS, perform essential functions that amplify the effectiveness of operations, commanders drive the operations process. 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.

2-101. 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 mission command activity while still allowing the headquarters to exercise disciplined initiative within their respective capabilities.

LEAD THE UNIT IN THE COMPLETION OF ASSIGNED TACTICAL TASKS

2-102. The commander leads the corps and supporting forces to accomplish the tactical mission(s) assigned it by the higher headquarters.

EVALUATE METL TASKS

2-103. The corps commander considers the observations of the external evaluation team and determines the T-level achieved by the corps on the METL task(s) performed during the exercise for updating the Unit Status Report. See *Leader's Guide to Objective Assessment of Training Proficiency*, 29 September 2017 (<https://atn.army.mil/getattachment/Unit-Training-Management-(UTM)/Leader-s-Guide-to-Objective-Assessment/Leaders_Guide_to_Objective_Assessment_of_Training_Proficiency.pdf?lang=en-US>).

2-104. Graphic 2-3 below summarizes the inputs, tasks, and outputs for tables VII through X.

Mission Command Training Tables VII through X for Corps Commander[1]		
Inputs	**Table VII: Direct Mission Command System Integration**	**Outputs**
• Table VI Inputs & Outputs • Higher headquarters FRAGORD	• Organize personnel (*Organize The Staff for Operations*) **150-LDR-5013** • Enhance information system training guidance (*Integrate the MCIS*) **150-MC-5251** • Integrate unified action partners (UAP) into the unit team (*Conduct Multinational Operations*) **71-CORP-5725** • 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 (*Establish a MC System*) **150-LDR-5252** • Evaluate electro-magnetic signature (*Define the Electromagnetic Operations Environment* (EMOE)) **113-25E-3003** • Establish MOEs and MOPs (*Assess Tactical Situation and Operations*) **71-CORP-5130**	• Refined staff structure • Network validation • Refined SOPs • Refined MOE, MOP, and associated indicators • Revised spectrum management plan • Guidance for incorporating UAP into the unit team and MCIS
Inputs	**Table VIII: Apply Art and Science of Mission Command**	**Outputs**
• Table VII Inputs & Outputs	• Lead the operations process (*Conduct the MC Operations Process*) **71-CORP-5100** • The commander leads the army design methodology **150-LDR-5101** • Integrate the mission command philosophy (*Lead the Unit*) **150-LDR-5015** ▪ Develop Cohesive Team Through Mutual Trust **150-LDR-5001** ▪ Create Shared Understanding **150- LDR-5007** ▪ Provide the Commander's Intent **150-LDR-5004** ▪ Conduct Disciplined Initiative **150-LDR-5006** ▪ Use the Mission Order Technique **150-LDR-5003** ▪ Identify Prudent Risk **150-LDR-5002**	• Commander's mission command system assessment and guidance • Design products ▪ Description of the operational environment ▪ Description of the problem ▪ Description of the operation approach ▪ Initial commander's intent ▪ Planning guidance
Inputs	**Table IX: Mission Command Warfighting Function Validation Exercise Rehearsal*** **	**Outputs**
• Table VIII Inputs & Outputs	• Drive the operations process (*Lead The Operations Process*) **150-LDR-5100** • Conduct the RDSP (*Lead The RDSP*) **150-LDR-5014** • Conduct AARs (*Conduct a Formal AAR*) **150-MC-5133**	• FRAGORD • AAR results (headquarters and subordinate units) • Final refinements of SOPs, orders, systems for the validation exercise
Inputs	**Table X: Mission Command Warfighting Function Validation Exercise****	**Outputs**
• Table IX Inputs & Outputs • External Evaluators	• Drive the operations process (*Lead The Operations Process*) **150-LDR-5100** • Lead the unit in completion of assigned tactical tasks • Evaluate METL tasks	• Validated Mission Command System
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). The commander trains the mission command system, including the staff, all 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. **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 mission command system in the conduct of unified land operations.** The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.		
*** 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 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.		

Graphic 2-3. Mission Command Training Tables VII through X for the Corps Commander

SECTION III – CORPS STAFF TRAINING TABLES

2-105. Section III discusses the mission command training tables for the corps staff.

MISSION COMMAND TRAINING TABLES FOR THE CORPS STAFF

2-106. This section guides the commander and COS through the tables used to train, certify, and validate the staff. The principal staff officers consist of officers from the coordinating and special staff sections, as well as personal staff officers. The staff consists of the principal staff officers and the officers, noncommissioned officers, and Soldiers that work in their sections.

2-107. 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.

2-108. The complexities of a corps staff can make training the staff difficult. The commander, deputy commanders, the COS, and principal staff officers are always trying to balance daily operational requirements with training opportunities. The COS leverages the principal staff officers and section and cell NCOICs to conduct many aspects of the below tables independent of each other. 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. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

2-109. Tables I through V are designed to train the corps staff at the individual, section, and cell level. 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, certification. There are no external attachments or liaisons required for the execution of Tables I through VI. The COS 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.

2-110. The tables are written such that the commander can retrain the staff during an upcoming 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 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 unified land operations.

2-111. Once the commander certifies the staff at Table VI, the staff receivesan OPORD/FRAGORD for the corps' Warfighter Exercise (WFX). 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 is present for Table X and the unit's WFX.

2-112. Upon the completion of the mission command warfighting function validation (Table X), commanders validate the staff and sign a memorandum for record to document the results of the validation event. One memorandum is sufficient to record the validation for the commander, the staff, the command posts, and the digital crew. The unit training officer will upload the memorandum into the unit's DTMS and maintain a local copy. Training atrophy level can be determined using Table requirements. Overall training deficiency is based on Army collective training atrophy and a dialog between the commander and the evaluating commander.

I	*II*	*III*
Organize and Acclimate the Staff to the Organization	***Develop MDMP Skills at the Section Level***	***Establish Staff / Cell Processes and Integrate Warfighting Functions***
• Understand unit doctrine • applications, staff duties, and • responsibilities • Conduct warfighting function and • CP organization • Organize the staff • Build staff relationships • Develop NCOs and Soldiers	• Conduct the MDMP • Conduct RDSP • Develop running estimates • Review commander's decision support template and decision support matrix • Establish framework for formal assessment • Conduct section rehearsals • Verify section outputs • Develop section training plans	• Establish functional and integrating cells • Validate warfighting functions • Conduct MDMP • Conduct mission analysis • Conduct a risk assessment • Engage in COA development • Conduct COA analysis • Recommend CCIR • Conduct COA decision briefing • Prepare an OPORD • Develop KM plan
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
IV	***V***	***VI***
Synchronize Command Post Operations	***Conduct Staff Rehearsals***	***Conduct Staff Certification***
• Integrate staff cells for operations • Synchronize staff boards and processes • Establish a battle rhythm • Conduct rehearsals • Practice staff battle drills • Refine the plan • Perform planned actions, sequels, and branches • Establish the CP and alternate CPs • Formalize shift crews • Verify SOP functionality	• Review staff organization • Establish the COP • Conduct the operations process • React to a FRAGORD • Formalize the battle rhythm • Finalize the decision support matrix • Finalize CP crews, roles, and responsibilities • Employ the Mission Command System • Conduct CP operations • Conduct SCIF operations • Conduct section/cell AARs	• Transfer mission command between CPs • Conduct the operations process • Execute working groups, boards, and meetings supporting decision-making • Execute the battle rhythm • Conduct CP operations • Create shared understanding • Displace the command post • Conduct SCIF operations
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event (CPX) Facility: TBD

AAR	after action review	METL	mission essential tasks list
CCIR	commander's critical information requirements	MDMP	military decision-making process
COA	course of action	NCO	noncommissioned officer
COP	common operational picture	RDSP	rapid decision-making and synchronization process
CP	command post	SCIF	sensitive compartmentalized information facility
FRAGORD	fragmentary order	SOP	standard operating procedure
KM	knowledge management		

Figure 2-5. Corps Staff Tables I-VI Overview

TABLE I: ORGANIZE AND ACCLIMATE STAFF TO ORGANIZATION

2-113. This table is the introduction of the staff to the operations process. This table assumes that all officers, warrant officers, NCOs, and Soldiers will come to the unit with basic proficiency in their individual job 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 COS. Table I-II tasks are considered perishable skills and performed frequently to maintain basic proficiency within the staff. Table I-II can also be used to integrate new personnel upon arrival to the unit during the unit/commander orientation program.

UNDERSTAND UNIT DOCTRINE APPLICATIONS, STAFF DUTIES, AND RESPONSIBILITIES

2-114. All members of the staff familiarize themselves on all command policies, procedures, and current staff section SOPs. Corps staff officers and NCOs familiarize themselves with the doctrine relevant to the corps conducting large scale ground operations, including FM 3-0, *Operations*, FM 3-94, *Division, Corps, and Theater Army Operations*, and ATP 3-92, *Corps Operations*. They also familiarize themselves with their specific branch/functional area responsibilities at the corps level. The staff section leader develops a basic understanding of upcoming unit missions and how those requirements translate into the basic skills of section members. 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 section collective tasks as defined by the appropriate proponent. For example, the G-2 conducts intelligence preparation of the battlefield training using Collective Task 34-SEC-3180, *Conduct Intelligence Preparation of the Battlefield (IPB)*, provided by the Intelligence Center of Excellence. If the service member is to be assigned to a certain board, bureau, center, cell, or working group, then the section leader will ensure that the same familiarization takes place for those assigned locations. Refer to Individual Task 150-LDR-5007, *Create a Shared Understanding*.

CONDUCT WARFIGHTING FUNCTION AND COMMAND POST ORGANIZATION

2-115. The principal staff officers, and section and cell NCOs ensure that all members of their staff element understand their role within the command post as well as how their section interacts with other entities of the entire staff. The spatial arrangement of staff elements within a CP can greatly promote or inhibit staff integration. The officers and NCOs in charge of the corps' command posts 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 chief of staff with recommendations for command post organization. See Individual Task 150-LDR-5013, *Organize the Staff for Operations*

ORGANIZE THE STAFF

2-116. The COS and principal staff officers, after consultation and guidance from the commander, will direct the organization or reorganization of the corps staff. The commander dictates and the COS and principal staff officers clearly define all extra duties. See Individual Task 150-MC-0000, *Organize the Staff as the COS/XO/DCO*. (See ATP 6-0.5 for additional information.)

BUILD STAFF RELATIONSHIPS

2-117. The COS 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 corps staff, the COS employs the principal staff officers in this effort. For example, the G-4, after coordinating with the headquarters battalion commander, conducts internal teambuilding within the sustainment warfighting function by ensuring all sustainment members conduct morning physical training together. As part of this team building, the sustainment cell uses the Friday physical training session as a sports day led by junior

Soldiers. The G-4 also ensures that their Soldiers and officers who participate in working groups or planning teams have the time needed to build relationships within these additional organizations.

2-118. Typically senior level staff members conduct team building events independently of most of the staff. For example, the commander and deputy commanders host an officer's call for all O-6 level officers and above within the command to build team unity and get better acquainted. Additionally, senior level staff members build unity among staff sections by holding combined relationship building events. For example, the corps fires section challenges the sustainment section to a team obstacle course contest for an upcoming physical training session.

2-119. Corps level relationship 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 150-LDR-5001, *Develop Cohesive Teams Through Mutual Trust*, and 71-TM-5004, *Develop Cohesive Teams Through Mutual Trust*.

DEVELOP NONCOMMISSIONED OFFICERS AND SOLDIERS

2-120. 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. NCOs 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 150-LDR-8003, *Conduct Initial Assessment for a New Leadership Position*.

TABLE II: DEVELOP MDMP SKILLS AT THE SECTION LEVEL

2-121. The COS 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 COS can bring the staff together as needed to begin staff integration during rehearsals. This table is conducted in a garrison environment.

CONDUCT THE MILITARY DECISION-MAKING PROCESS

2-122. Principal staff officers review with their section their role and contribution to the MDMP. Leaders run their sections through drills using the operational environment 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.

2-123. Once the section gains basic proficiency at the 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 within the MDMP. It is not intended for the COS to integrate all the sections into a full MDMP at this time. Principal staff officers uses Collective Task 71-CORP-5111, *Conduct the Military Decision-making Process for Corps*. Staff personnel participating in MDMP refer to Individual Tasks 150-MC-5110 through 150-MC-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.

CONDUCT THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

2-124. The rapid decision-making and synchronization process is a technique that commanders and staffs commonly use during execution. 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 rapid decision-making and synchronization process facilitates continuously integrating and synchronizing the warfighting functions to address ever-changing situations. The rapid decision-making and

synchronization process 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 commander's intent, concept of operations, and commander's critical information requirements (CCIRs). Refer to FM 6-0, *Commander and Staff Organization and Operation*s, and Collective Task 71-CORP-5002, *Conduct Rapid Decision-making and Synchronization Process*.

DEVELOP RUNNING ESTIMATES

2-125. 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. Leaders uses Collective Task 71-CORP-5144, *Develop Running Estimates*, as well as tasks from their corresponding warfighting function proponent.

REVIEW COMMANDER'S DECISION SUPPORT TEMPLATE (DST) AND DECISION SUPPORT MATRIX (DSM)

2-126. The DST and DSM provide the projection of where and when a decision must be made based on expected events at a specified location with stated criteria and planned friendly actions in a narrative form. The corps includes standard formats for decision support materials in the unit SOP, and tailor those products to the situation at hand.

2-127. The DST graphically represents decision points, projected situations, and indicates when as well 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.

2-128. A DSM is a written record of a war-gamed course of action 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-CORP-5111, *Conduct the Military Decision-making Process for Corps*; and Individual Task, 150-MC-5111, *Conduct the Military Decision-making Process*.

2-129. Corps 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 operational situation develops.

2-130. In addition to the DST and DSM, commanders and staffs use several tools (orders and attachment to 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.

ESTABLISH FRAMEWORK FOR FORMAL ASSESSMENTS

2-131. The G-5 leads the staff in preparing a formal collection plan that includes:

- Measures of performance (MOPs) to assess task accomplishment
- Measures of effectiveness (MOEs) to assess progress towards the desired end state
- Indicators that support the MOP and MOE
- 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

2-132. Each warfighting function has its own type of formal assessment. For example, the fires cell will typically use:

- Combat assessment.
- Battle damage assessment.
- Tactical warning and attack assessment.

2-133. 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. For example, the air defense section uses Collective Task 44-EAC-2111, *Distribute Tactical Warning Information and Attack Assessment*, and Individual Task 150-MC-5130, *Assess the Current Situation*, to train on formal assessments.

CONDUCT SECTION REHEARSALS

2-134. Table II rehearsals begin at the section level. Principal staff officers ensure that their section thoroughly understands their role rehearsals, as well as how and when their section collaborates with other staff sections in preparation for these rehearsals. Refer to Collective Task 71-CORP-5122, *Perform a Rehearsal for Corps*, and Individual Task 150-MC-5122, *Perform a Rehearsal*.

VERIFY SECTION OUTPUTS

2-135. The COS, with direction from the commander, ensures that all sections account for respective, predetermined outputs. These outputs come in all types and serve various purposes. All outputs must lead to an increased understanding of a situation and to facilitate steps towards a decision. Examples of these can include a daily threat update from the G-2 that feeds various boards and working groups, a sustainment forecast over space and time that includes friendly losses from the sustainment cell that informs the unit DSM, and an incoming personnel listing from the G-1 that influences unit allocations in various working groups. Refer to Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

DEVELOP SECTION TRAINING PLANS

2-136. Section leaders must have a comprehensive understanding of their respective section mandates and inputs/outputs and have identified the training required for their section to be more responsive to the commander's decision-making process. The section leader, in coordination with the G-3 and the headquarters battalion, develop a training plan that focuses on the needs of the section, their designed capabilities, the mission, and the commander's requirements. The G-3 ensures that these training plans are captured within the overall corps training plan. Once all sections have formalized their internal training plans, the G-3 develop a unit training plan to present to the commander. The commander provides guidance and the G-3 will adjust until approval is received and the training plan is published. Refer to Individual Task 150-COM-7170, *Write the Unit Training Plan OPORD*.

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

2-137. Table III begins the effort of integrating the staff by the COS forming integrating 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.

ESTABLISH FUNCTIONAL AND INTEGRATING CELLS

2-138. The COS organize the various sections into functional cells (see graphic 2-9 below). Of note, not all general officer level commands will have the full range of warfighting functions, nor be resourced for all integrating cells for organization based on unit capabilities. The commander directs which cells to form based on unit TOE or MTOE, capabilities, and mission.

2-139. The COS then establishes integrating cells listed in Figure 2-6, current operations, future operations, and plans. Again, not all general officer commands within the Army will have the manning and the capabilities to form integrating cells. The COS refers to FM 6-0 on establishing these cells. The COS, principal staff officers, and section leaders uses Individual Tasks 150-MC-0000, *Organize the Staff as the COS/XO/DCO*, and 71-CORP-5006, *Conduct Staff Tailoring for Corps*.

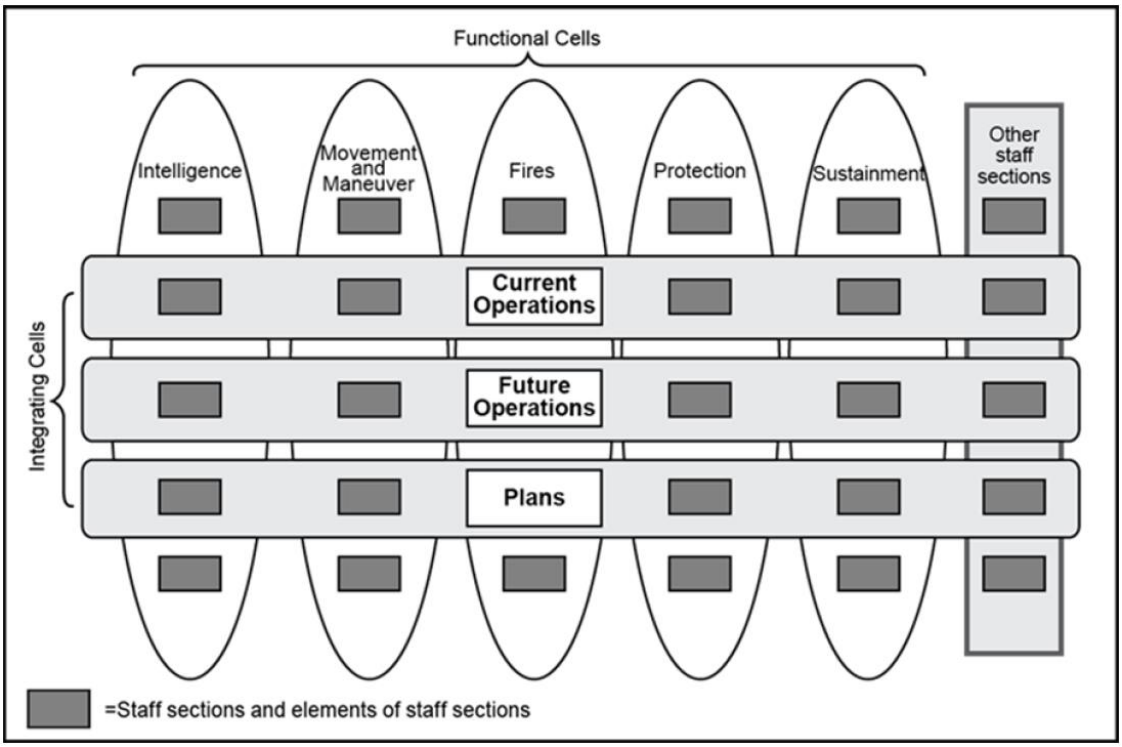


Figure 2-6. Command Post Organization

VALIDATE WARFIGHTING FUNCTIONS

2-140. As the unit receives new members to the staff or the staff realigns for operational reasons, the COS will validate each of the unit's warfighting functions. The individual tasks covering each are listed below. The COS verifies adherence to SOPs, the commander's intent, orders from higher headquarters, and operational requirements. Of note, 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, how the G-2 conducts IPB. Leaders uses their unit CATS for that detail. CATs are on the ATN and DTMS. An example of the detail found within the CATS: The commander wants the G-2 section to conduct more detailed intelligence integration training based on an influx of additional personnel. The commander references their respective unit CATS 52-TS-8131, *Integrate Intelligence Activities in Support of Operations*. The commander sees that within that Task Sets (TS) are several tasks to include:

- 34-SEC-1102, *Provide Intelligence Overwatch*.
- 34-SEC-1315, *Provide Geospatial Intelligence (GEOINT) Analytic Support to Operations*.
- 34-SEC-1317, *Provide Geospatial Intelligence (GEOINT) Support to Requirements Planning*.
- 34-SEC-1320, *Conduct Signals Intelligence (SIGINT) Section Analysis*.

- 34-SEC-3040, *Provide Signals Intelligence (SIGINT) Support to Planning. Requirements*.
- 34-SEC-3041, *Assess Signals Intelligence (SIGINT) Collection*.
- 34-SEC-3042, *Develop Signals Intelligence (SIGINT) Products*.
- 34-SEC-3171, *Plan Integration Into the Intelligence Architecture*.
- 34-SEC-3173, *Provide Intelligence Support to Information Collection Planning*.

2-141. The CATS displays the number of times and hours that the fires section are to train on the task set to gain the desired proficiency (crawl/walk/run). The COS uses the following individual tasks for validating each warfighting function:

- 150-MC-0001, *Validate the Maneuver Warfighting Function Staff*.
- 150-MC-0002, *Validate the Intelligence Warfighting Function Staff*.
- 150-MC-0003, *Validate the Fires Warfighting Function Staff*.
- 150-MC-0004, *Validate the Sustainment Warfighting Function Staff*.
- 150-MC-0005, *Validate the Mission Command Warfighting Function Staff*.
- 150-MC-0006, *Validate the Protection Warfighting Function Staff*.

CONDUCT MILITARY DECISION-MAKING PROCESS

2-142. The military decision-making process (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 while planning. In Table III, the integrating cells begin collectively training the MDMP using the scenario and higher headquarters order that is used during certification in Table VI. Refer to FM 6-0, Collective Task 71-CORP-5111, *Conduct the Military Decision-making Process for Corps*, and Individual Tasks 150-MC-5110 through 150-MC-5121 for the steps and procedures used during MDMP.

CONDUCT MISSION ANALYSIS AND INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)

2-143. 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 operational environment. 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. IPB is the systematic process of analyzing the mission variables of enemy, terrain, weather, and civil considerations in an area of interest to determine their effect on operations. The IPB process identifies critical gaps in the commander's knowledge of an operational environment. Training time spent conducting thorough mission analysis and IPB at this stage of the training tables will pay great dividends later. Refer to FM 6-0, ATP 2-01.3, *Intelligence Preparation of the Battlefield*, and Collective Tasks 71-CORP-5112, *Conduct Mission Analysis for Corps*, and 71-CORP-2210, *Conduct Intelligence Preparation of the Battlefield*, for detailed execution guidance.

CONDUCT A RISK ASSESSMENT

2-144. Cell leaders begin risk management by conducting risk assessment in conjunction with mission analysis. Throughout the operations process, commanders, in conjunction with staff, use risk assessment 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-MC-5145, *Conduct Risk Management*, and 012-000-0002, *Conduct a Risk Assessment Using Deliberate Risk Assessment Worksheet (DD Form 2977, <https://www.esd.whs.mil/Directives/forms/dd2500_2999/>)*; and Collective Task 71-CORP-5145, *Conduct Risk Management for Corps*. (See ATP 5-19, *Risk Management*, for further description)

ENGAGE IN COURSE OF ACTION DEVELOPMENT

2-145. The COS leads the integrating cells through COA development drills, ensuring each functional cell contributes to each integrating cell's effort within its functional responsibilities. The planning guidance for this step can be delivered by the commander, or the COS can direct notional guidance as part of a scenario. It is important in COA development that commanders and staffs appreciate the unpredictable and uncertain nature of the operational environment, and understand how to cope with ambiguity. The COS leverages the Table II step above on the DST and DSM.

2-146. Integrating cells establish 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 COS establishes weights based on the assessment of each criterion's relative importance and the commander's guidance.

2-147. The COS also designates the COA development roles and responsibilities of the special staff. These COAs can be based on scenarios appropriate to the unit's future mission or upon designed capabilities. After the commander makes a decision, the staff prepares the plan or order that reflects the commander's intent, coordinating all necessary details. The COS uses Individual Task 150-MC-5114, *Engage in Course of Action Development*.

CONDUCT COA ANALYSIS

2-148. 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 air defense section will contribute analysis regarding enemy air capabilities and how the enemy aviation assets might be employed during the action/reaction/counteraction of the wargame. Refer to Individual Task 150-MC-5115, *Conduct Course of Action Analysis (Wargaming)*, for detailed execution guidance.

RECOMMEND COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

2-149. As the staff begins work as a cohesive unit and prepares for the staff rehearsal, the COS leads the corps on recommending CCIR to the commander within each warfighting function. CCIR are an information requirement identified by the commander as being critical to facilitate timely decision-making. The staff identifies and recommends PIR and FFIR to the commander to designate as the CCIR.

2-150. CCIR are established as part of the military decision-making process and refined throughout the conduct of operations. The COS uses Individual Task 150-MC-5113, *Recommend the Commander's Critical Information Requirements*.

CONDUCT A COURSE OF ACTION DECISION BRIEFING

2-151. 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 COS highlights any changes to each COA resulting from the war game. At the end of the briefing the commander (or the Chief of Staff 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-MC-5009, *Conduct a Course of Action Decision Briefing*, for evaluating this event.

PREPARE AN OPERATIONS ORDER

2-152. The corps 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. However, the basics, as written in Individual Task 150-MC-5119,

Prepare an Operations Order, and Collective Task, 71-CORP-5119, *Prepare an Operations Order for Corps*, are adhered to.

DEVELOP THE KNOWLEDGE MANAGEMENT PLAN

2-153. The ability to efficiently manage information and knowledge is essential to effective mission accomplishment. The volume of available information at the corps 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 G-6 and knowledge management officer (KMO), conduct the first 3 steps of the knowledge management process (Assess, Design, and Develop) to draft the corps 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 Collective Task 71-CORP-5330, *Integrate Shared Understanding Through Knowledge Management*.

TABLE IV: SYNCHRONIZE COMMAND POST OPERATIONS

2-154. Table IV begins the process of fully integrating the functional and integrating cells within the corps. The COS begins the more complex steps of conducting the entire operations process as well as manning the command posts. Table IV can take place during a STAFFEX or a similar training event as determined by the commander. Table IV is designed to be scenario driven in a complex and dynamic operational environment, and against a hybrid threat. The commander designates a mission essential task T&EO from the unit's METL, such as 71-CORP-7120, *Conduct an Attack*, for the training event.

INTEGRATE STAFF CELLS FOR OPERATIONS

2-155. The COS uses the training exercise in Table IV to fully integrate the warfighting functions and integrating cells in the headquarters to enable synchronization for decision-making. The COS can use the battle rhythm for this event to conduct this integration. For this step within the table, the COS ensures inputs and outputs by integrating and warfighting functional cells are integrated and not acting as independent bodies. The cells complement and feed the proper cell or working group for rapid and informed decision-making. The COS will make adjustments to the organization as needed or directed by the commander. See Individual Task 150-MC-5126, *Integrate Staff Cells for Operations*.

SYNCHRONIZE STAFF BOARDS AND PROCESSES

2-156. The COS, with the assistance of the principal staff officers and cell NCOs, synchronizes staff boards, working groups, planning teams, and processes. When the process or activity being synchronized leads to a command decision, a board is the appropriate forum. These boards and processes take place throughout the operations process and as the mission and commander require. Boards typically take place within functional and integrating cells. Boards and processes assist in the development of the battle rhythm. The COS allows adequate time within the battle rhythm for boards and process to run their course so outputs can achieve the desired affects. See Individual Task 150-MC-5128, *Synchronize Boards and Processes*.

ESTABLISH A BATTLE RHYTHM

2-157. 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 COS establishes a staff battle rhythm forming the framework for a deliberate cycle of command, staff, and unit activities intended to synchronize current and future operations. 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:

- 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.

2-158. Throughout the division are various battle rhythm events—boards, working groups, and planning teams. Each commander and staff tailors their battle rhythm with their decision-making style, the needs of the mission, and requirements from higher headquarters. Efficient meetings help build and maintain shared understanding, facilitate decision-making, and coordinate action. The commander and the COS or XO also identify staff members to participate in higher, supported, and supporting headquarters meetings. The COS or XO manages all meetings to include the sequence and timings of meetings in the unit's battle rhythm. To ensure meetings are organized well and achieve what is intended, staff leads develop instructions for each meeting 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 (for example, updated collection plan).
- Expected outputs (for example, approved target nominations).
- Agenda.

2-159. Commanders, deputy commanders, and COSs allow white space in the battle rhythm and avoid inundating the staff with too many meetings. The corps events help build the battle rhythm. The COS uses Individual Task 150-MC-5123, *Establish a Battle Rhythm*. Refer to *ATP 6-0.5, Command Post Organization and Operations*.

CONDUCT REHEARSALS

2-160. Rehearsals are the commander's tool to ensure staffs and subordinates understand the commander's intent and the concept of operations. They allow commanders and staffs to identify shortcomings in the plan not previously recognized. Rehearsals also contribute to external and internal coordination, as the staff identifies additional coordinating requirements. During Table IV, the chief of staff will lead the staff in rehearsing the planned operation to perform the mission associated with the MET selected for the training scenario. Refer to FM 6-0 and Collective Task 71-CORP-5122, *Perform a Rehearsal for Corps*.

PRACTICE STAFF BATTLE DRILLS

2-161. 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 corps establishes its own battle drills in the SOP, FM 6-0 has a list of suggested battle drills for the corps headquarters.

REFINE THE PLAN

2-162. 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 operational environment 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 COS leads the staff through a refinement of the plan and the mission objectives contained therein. The COS will use Collective Task 150-MC-5124, *Refine the Plan*.

PERFORM PLANNED ACTIONS, SEQUELS, AND BRANCHES

2-163. Cell leaders, as directed by the COS and led by the G-5, will develop branches and sequels to the designated COA for future or contingency operations. Planned actions, branches, and sequels exploit success or a forecast opportunity, counter disruptions caused by enemy actions, enhance flexibility during operations, and retain the initiative for the unit commander. The staff follows commander's guidance and standard operating procedures. The COS will use Collective Task 71-CORP-5132, *Perform Planned Actions Sequels, and Branches for Corps*; as a training aid for this portion of Table IV.

ESTABLISH THE COMMAND POST AND ALTERNATE COMMAND POSTS

2-164. A command post is the organization designed to help the commander exercising mission command. The staff is organized into functional and integrating cells and their subordinate elements in each of the corps' command posts to facilitate coordination and promote efficiency. The corps also has a mobile command group. These command posts and the mobile command group provide the corps commander flexibility in arranging the corps' control nodes within the corps' area of operations.

2-165. The commander determines the sequence of deployment, timing of moves, initial locations and task organization for all the corps' command posts based on the mission variables of METT-TC and the commander's visualization. The commander task-organizes functional capabilities and personnel across the main, tactical, and support area command posts to match the commander's concept for control of operations. The corps' tactical and main command posts deploy to separate locations or are consolidated based on those mission variables. Alternatively the corps commander creates a command post tailored from these assets to control the actions of multiple brigades operating in close proximity to each other conducting a task or tasks, such as an early-entry command post (EECP). Each command post performs functions implied by its organizational design and those tasks assigned by the commander. In the mission command paragraph (paragraph 5) of the corps operations order, the commander details any changes to the doctrinal authority; responsibilities; and task organization of the corps' command posts and any special instructions.

2-166. Each corps command posts standardizes procedures associated with—

- Command post battle drills.
- Shift-change briefings.
- Operations update and assessment briefings.
- Operations synchronization meetings.
- Transferring control between command posts.

The unit will use Collective Tasks 71-CORP-0050, *Establish a Corps Command Post in an Operational Environment*; and 71-CORP-5204, *Establish an Alternate Command Post in an Operational Environment for Corps*. Refer to *ATP 6-0.5, Command Post Organization and Operations*.

FORMALIZE SHIFT CREWS

2-167. Once the CPs are established and manned, the COS will formalize and recommend shift crews to the commander. The COS and principal staff officers must consider the duties and responsibilities inherent to an area of expertise or warfighting function required for that specific CP in relation to time and space on the battlefield; consideration of conditions, the timing and nature of the decisive and shaping operations, location, and etcetera. may influence shift crew adjustments during the fight. The commander adjusts or confirms the shift crews so crews can gain familiarity with one another and the shift leader. The COS will ensure crews understand the inputs, outputs, and battle rhythm to support the commander. The COS will ensure the formalized shifts have ample opportunity to exercise reps and sets to build shift proficiency. Refer to Individual Task 150-MC-5205, *Lead a Shift Change*.

2-168. Unit manning documents 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 organize shifts using the standard shift, heavy or light shift, and stagger shift techniques.

2-169. 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 STANDARD OPERATING PROCEDURE FUNCTIONALITY

2-170. Once the shifts and CPs are established, and the staff runs through the event, the section leaders and the COS will ensure that all SOPs are updated based on learning over time, the evolving needs of the commander 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-MC-5200, *Conduct Command Post Operations*.

TABLE V: CONDUCT STAFF REHEARSAL

2-171. The COS will verify staff is prepared to conduct certification 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 corps is performing their first CPX leading to a warfighter exercise. 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 can choose which collective tasks to perform. For example, the commander establishes that the corps will use 71-CORP-7120, *Conduct an Attack for Corps*, as their primary collective task, but also uses collective tasks 71-CORP-3000, *Employ Operational Fires*, and 71-CORP-2301, *Perform Reconnaissance for Corps*, as supporting tasks to perform during the exercise.

REVIEW STAFF ORGANIZATION

2-172. The COS and commander organized the staff in Table I. In consultation with the commander, the COS uses this table as a last look for staff organization. The rehearsal will give the COS time to confirm or reorganize the staff as needed based on manning and mission requirements. If changes are required, the COS makes those changes before the Table VI certification. The principal staff officers go through the same review process and make recommendations to the COS. During this table, the commander identifies and the COS defines all additional duties yet to be assigned. See Individual Tasks 150-LDR-5013, *Organize the Staff for Operations*; 150-MC-0000, *Organize the Staff as the COS/XO/DCO*; and Collective Task 71-CORP-5123, *Task Organize for Operations for Corps*.

ESTABLISH THE COMMON OPERATIONAL PICTURE

2-173. This task is performed in unison with establishing the CP. The chief of operations 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, MCIS 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.
- 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.

2-174. Both the COP manager and the battle captain work under the authority of the COS, and both are part of the KM team. The digital master gunner assists in the establishment of the COP as well. Digital master

gunners are the commander's subject matter experts regarding operation, maintenance, integration, and operator training for unit MCIS. The digital master gunner duties include—

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

2-175. While the MCDMG and the G-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 COS ensures that the staff, in accordance with unit SOP and the commander's intent, establishes the COP to meet the requirements of the mission.

2-176. 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-CORP-5319, *Establish the Common Operational Picture*; 71-CORP-5316, *Display the Common Operational Picture*; and Individual Task 150-MC-5315, *Establish the Common Operational Picture*.

CONDUCT THE OPERATIONS PROCESS

2-177. The staff achieve a go in all performance and leader performance measures and a 100% go rating on all critical performance measures on the T&EO for Collective Task 71-CORP-5100, *Conduct the Mission Command Operations Process for Corps*. 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, assigned mission METL, or other tasks assigned by the higher headquarters or the commander.

REACT TO A FRAGMENTARY ORDER

2-178. At some point during the operation, the commander 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 corps commander has the staff react to a FRAGORD from higher directing a hasty defense. The staff will conduct rapid decision-making and synchronization process to ascertain necessary changes to the current plan and recommend changes to the commander within the designated timeline. See Collective Task 71-CORP-5203, *React to a Fragmentary Order (FRAGORD) for Corps*.

FINALIZE BATTLE RHYTHM

2-179. The COS and principal staff officers will use the commander's guidance and the staff rehearsal to finalize the battle rhythm in the unit SOP. The COS 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. The subordinate headquarters must synchronize their battle rhythms with higher headquarters. Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

FINALIZE THE DECISION SUPPORT MATRIX

2-180. 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 6-0, Ch. 9). 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

and 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-MC-5111, *Conduct the Military Decision Making Process*.

FINALIZE COMMAND POST CREWS, ROLES, AND RESPONSIBILITIES

2-181. Upon completion of the rehearsal, the COS and principal staff officers avoid changes to crews, roles, and responsibilities of crew members before the staff certification. Any changes that sections feel are needed are approved at the ACOS level. Any cross-functional position changes are elevated to the COS for approval. Refer to Individual Task 150-MC-5205, *Finalize Command Post Crews, Roles, and Responsibilities*.

EMPLOY THE MISSION COMMAND SYSTEM

2-182. The commander employs the mission command 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.
- Networks – Ensures the servers, wires, satellites, and networks are updated, operating, and secure.
- Information systems – Ensures the MCISs are updated, operating, and sharing information both internal and external to the command.
- Processes and procedures – Ensures all lessons learned to this point in the tables are captured in a unit SOPs. 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.
- Facilities and equipment – Ensures all facilities are maintained, reserved, and ground cleared. All command equipment (including vehicles) are maintained and prepared to execute the mission.

2-183. The COS will work with the staff within the confines of the mission command system. Changes identified for retraining or adjusting during the rehearsal are made prior to the Table VI certification. Refer to Individual Task 150-LDR-5252, *Establish a Mission Command System*.

CONDUCT COMMAND POST OPERATIONS

2-184. The staff personnel conduct command post 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. The collective whole of those processes and procedures are encapsulated into SOPs to govern CP operations. See ATP 6-0.5 and Collective Task 71-CORP-5200, *Conduct Command Post Operations*.

CONDUCT SENSITIVE COMPARTMENTALIZED INFORMATION FACILITY OPERATIONS

2-185. The Special Security Office (SSO) establishes controls for secret compartment information facilities (SCIF) and tactical secret compartmented information facilities (T-SCIF) and manages, ensures appropriate accreditation for, and reviews and manages emergency plans for SCIFs and T-SCIFs. The SSO coordinates for 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 Individual Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

CONDUCT SECTION/CELL AFTER ACTION REVIEWS

2-186. 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-MC-5133, Conduct a Formal AAR for additional information.

2-187. Graphic 2-4a and 2-4b below crosswalks the inputs, tasks, and outputs for Tables I through V for the corps staff. Each staff section refines the inputs and outputs in their section SOP.

Mission Command Training Tables I through V for Corps Staff[1]			
Inputs		**Table I: Organize and Acclimate Staff to Organization***	**Outputs**
• SOPs • Policies • Drills • TC 6-0 • FM 3-0 • ATP 3-92 • ATP 6-0.5	• ADP 6-0 • ATP 6-22.1 • ATP 6-22.6 • MTO&E • Unit manning roster	• Understand unit doctrine applications, staff duties, responsibilities and SOPs/procedures (*Create Shared Understanding*) **150-LDR-5007** • Conduct WFF and CP organization (*Organize The Staff For Operations*) **150-LDR-5013** • Organize the Staff as the COS/XO/DCO **150-MC-0000** • Build staff relationships (*Develop Cohesive Teams Through Mutual Trust*) **150-LDR-5001** (*Develop Cohesive Teams through Mutual Trust*) **71-TM-5004** • Develop NCOs and Soldiers (*Conduct Initial Assessment For A New Leadership Position*) **150-LDR-8003**	• Staff duties and responsibilities refined in SOP • Staff organization • Records of initial counseling
Inputs		**Table II: Develop MDMP 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		• Conduct the MDMP (*Conduct The MDMP For Corps*) **71-CORP-5111**, individual MDMP tasks **150-MC-5110** thru **150-MC-5121** • Conduct RDSP **71-CORP-5002** • Develop Running Estimates **71-CORP-5144** • Review commander's decision support template & decision support matrix (*Conduct The MDMP For Corps*) **71-CORP-5111** / (*Conduct the MDMP*) **150-MC-5111** • Establish framework for formal assessment (*Assess the Current Situation*) **150-MC-5130** • Conduct section rehearsals (*Perform A Rehearsal*) **150-MC-5122** • Verify section outputs (*Establish Boards and Working Groups*) **150-LDR-5011** • Develop section training plans (*Write The Unit Training Plan OPORD*) **150-COM-7170**	• Staff section MDMP inputs • Staff cell running estimates • Formal assessment • Section level proficiency • Section outputs for working groups, boards, briefings, or procedures • Training plan • Refined SOPs
Inputs		**Table III: Establish Staff / Cell Processes and Integrate WFFs***	**Outputs**
• Table II Inputs & Outputs • Commander's estimate & planning guidance • FM 3-94 • ATP 6-01.1		• Establish functional and integrating cells (*Organize the Staff as the COS/XO/DCO*) **150-MC-0000** (*Conduct Staff Tailoring*) **71-CORP-5006** • Validate WFFs **150-MC-0001/0002/0003/0004/0005/0006** • Conduct MDMP for Corps **71-CORP-5111** • Conduct Mission Analysis **71-CORP-5112** and IPB **71-CORP-2210** • Conduct a risk assessment (*Conduct Risk Management*) **150-MC-5145** • Engage in Course of Action Development **150-MC-5114** • Conduct Course of Action Analysis (*War-Gaming*) **150-MC-5115** • Recommend CCIR **150-MC-5113** • Conduct a Course of Action Decision Brief **150-MC-5009** • Prepare an OPORD **71-CORP-5119** • Develop KM Plan (*Integrate Shared Understanding Through Knowledge Management*) **71-CORP-5330**	• Staff functional and integrating cell structure • Functional cell validations • Operational planning team (OPT) portion of unit SOP • MDMP products • OPORD/FRAGORD/ OPLAN ▪ Mission statement ▪ Commander's intent ▪ Concept of the operation ▪ CCIR/EEFI • Refined SOPs • KM plan
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-MC-5126** • Synchronize Staff Boards and Processes **150-MC-5128** • Establish a Battle Rhythm **150-MC-5123** • Conduct Rehearsals (*combined arms, fires, intelligence, etc*) **71-CORP-5122** • Practice staff battle drills (*see FM 6-0*) • Refine the Plan **150-MC-5124** • Perform Planned Actions Sequels, and Branches **71-CORP-5132** • Establish the CP and alternate CPs **71-CORP-0050** (*Establish a CP in an Operational Environment*) / **71-CORP-5204** (*Establish an Alt. CP in an Operational Environment*) • Formalize shift crews (*Lead A Shift Change*) **150-MC-5205** • Verify SOP functionality (*Conduct CP Operations*) **71-CORP-5200**	• Battle rhythm • Board/working group 7-minute drills • Branch and sequel plans • FRAGORD for OPORD refinements • Initially operational primary and alternate command posts • Refined SOP & battle drills

Graphic 2-4a. Mission Command Training Tables I through V for Corps Staff

Mission Command Training Tables I through V for Corps Staff[1] (Cont.)		
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*) **150-LDR-5013** / (*Organize the Staff as the COS/XO/DCO*) **150-MC-0000** / (*Task Organize for Operations for Corps*) **71-CORP-5123** • Establish the COP **150-MC-5315**/ **71-CORP-5319** /(*Display the COP*) **71-CORP-5316** • Conduct the Operations Process (*Conduct the MC Operations Process*) **71-CORP-5100** • React to a FRAGORD **71-CORP-5203** • Finalize the battle rhythm (*Establish a Battle Rhythm*) **150-MC-5123** • Finalize decision support matrix (DSM) (*Conduct the MDMP*) **150-MC-5111** • Finalize CP Crews, Roles, and Responsibilities **150-MC-5205** • Employ the mission command system (*Establish a Mission Command System*) **150-LDR-5252** • Conduct Command Post Operations **71-CORP-5200** • Conduct sensitive compartmented information facility (SCIF) operations (*Manage Special Security Office (SSO) Functions*) **34-TM-3090** • Conduct section/cell AARs (*Conduct a Formal AAR*) **150-MC-5133**	• Refined staff organization • Commander-approved COP • FRAGORDs • MOE and MOP • Finalized battle rhythm • Refined DSM /other decision support products • AAR results • Refined SOPs
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The chief of staff validates that the staff has met all the training criteria for Tables I through V** and is prepared to conduct Certification (Table VI) under conditions established by the commander.		
* Tables consist of tasks that prepare the staff personnel and sections for collective training. ** Table is conducted as part of a larger exercise and is supported by the commander, command posts, and digital crew tables. [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.		

Graphic 2-4b. Mission Command Training Tables I through V for Corps Staff (continued)

TABLE VI: CONDUCT STAFF CERTIFICATION

2-188. This table is conducted during a CPX (see the unit CATS). As budget and training days allow, this table is ideally conducted in a field environment with 24 hour operations. This certification event is not an externally evaluated event for readiness reporting. The externally evaluated event is Table X.

2-189. 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 Trained (T-) rating in each of the tasks listed here. Once the staff is certified, they can proceed to unit training in Tables VII through X. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

2-190. This table is a culmination of all previous tables and the commander can use any of the above collective tasks for training as necessary. Any retraining occurs prior to Table VI.

2-191. Commanders organize their mission command system to support decision-making and facilitate communication. The COS manages the mission command system—the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct operations.

2-192. 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 command post 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 staff performs the operations process seamlessly, without outside augmentation. Upon completion of Table VI and the certification of the staff, the staff, led by the COS 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 mission command warfighting function. In them the staff integrates external elements such as liaisons and unified action partners. The tables lead the command to the culminating training event of the headquarters. The Tables VII through X are listed below in table 2-5.

TRANSFER MISSION COMMAND BETWEEN COMMAND POSTS

2-193. The unit will displace the main CP at least once during this training event. While doing so, the commander and COS will ensure that they maintain continuity of MC. The staff will successfully transfer MC from the main CP to another CP per unit SOP, and then back to the main CP upon completion of the displacement. The COS works with the operations SGM on which systems get shut down, and in what order to ensure MC is maintained throughout the process. The COS will use Collective Task 71-CORP-5250, *Maintain Continuity of Mission Command for Corps*.

CONDUCT THE OPERATIONS PROCESS

2-194. The staff achieve a go in all performance measures and a 100% go rating on all critical performance measures under Collective Task 71-CORP-5100, *Conduct the Mission Command Operations Process for Corps*. 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, assigned METL, or other tasks assigned by the higher headquarters or the commander.

EXECUTE WORKING GROUPS, BOARDS, AND MEETINGS DECISION-MAKING

2-195. The COS will ensure that the meetings taking place within the corps footprint have outcomes that directly support decisions that the command must make to achieve the desired end state. The meetings outlined above is nested within the unit battle rhythm and support the higher command's decision-making. Refer to Individual Task 150-LDR-5011, *Establish Boards and Working Groups*.

EXECUTE THE BATTLE RHYTHM

2-196. The COS will ensure that the established battle rhythm is executed in support of the mission and the commander's intent. See Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT COMMAND POST OPERATIONS

2-197. CP personnel execute several routine and recurring tasks to establish, operate, and displace 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-CORP-5200, *Conduct Command Post Operations*.

CREATE SHARED UNDERSTANDING

2-198. The COS and principal staff officers will use running estimates, MCIS, and meetings to ensure that shared understanding is achieved 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 uses Individual Task 150-LDR-5007, *Create a Shared Understanding*, as a reference for this task.

DISPLACE THE COMMAND POSTS

2-199. The main CP displaces in either a single or phased move. The method selected depends on METT-TC, distance to be moved, and communications requirements. Critical aspects of mission command, 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 battle. The TAC displaces in accordance with unit SOP as the tactical situation requires (at least once).Refer to Collective Task 71-CORP-5201, *Displace the Command Post for Corps*.

CONDUCT SCIF OPERATIONS

2-200. The Special Security Office (SSO) establishes controls for secret compartment information facilities (SCIF) and tactical secret compartmented information facilities (T-SCIF) and manages, ensures appropriate accreditation for, and reviews and manages emergency plans for SCIFs and T-SCIFs. The SSO coordinates for 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 Individual Task 34-TM-3090, *Manage Special Security Office (SSO) Functions*.

2-201. Graphic 2-5 below provides a cross-walk of the inputs, tasks, and outputs that the staff will execute and evaluate during Table VI.

Mission Command Training Table VI for Corps Staff[1]		
Inputs	**Table VI: Conduct Staff Certification****	**Outputs**
• Table V Inputs & Outputs	• Transfer mission command between command posts (*Maintain Continuity of MC*) **71-CORP-5250** • Conduct the operations process (*Conduct the MC Operations Process*) **71-CORP-5100** • Execute WG/boards/meetings supporting decision-making (*Establish Boards and Working Groups*) **150-LDR-5011** • Execute battle rhythm (*Establish a Battle Rhythm*) **150-MC-5123** • Conduct Command Post Operations **71-CORP-5200** • Create shared understanding **150-LDR-5007** • Displace the command post **71-CORP-5201** • Conduct sensitive compartmented information facility operations (*Manage Special Security Office (SSO) Functions*) **34-TM-3090**	• AAR results • Staff certifications
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The commander certifies that the staff has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here.** Once the command posts are certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.		
* Tables consist of tasks that prepare the staff personnel and sections for collective training. ** Table is conducted as part of a larger exercise and is supported by the commander, command posts, and digital crew tables. [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.		

Graphic 2-5. Mission Command Training Table VI for Corps Staff

2-202. Figure 2-6 below provides an overview of corps staff Tables VII through X.

VII	*VIII*
Integrate the Mission Command System	***Synchronize Operations with Unified Action Partners***
• Receive and integrate liaisons and attachments • Conduct staff tailoring • Task organize for operations • Establish interoperability with unified action partners • Conduct the MDMP • Coordinate efforts with higher, lower, and adjacent units, to include unified action partners • Determine reporting requirements • Validate cybersecurity strategies • Integrate MOE and MOP • Manage command, control, and communications systems • Conduct knowledge management	• Exercise battle rhythm • Conduct the operations process • Share relevant information • Conduct the Army design methodology • Incorporate unified action partner capabilities • Conduct multinational operations • Conduct rehearsals
Venue: Commander Directed Facility: Locally	Venue: Training event aligned with unit CATS Facility: Training area
IX	*X*
Mission Command Warfighting Function Validation Exercise Rehearsal	***Mission Command Warfighting Function Validation Exercise***
• Conduct the operations process • Conduct knowledge management • Revise the plan • Emplace and displace the CP • Conduct command post operations • Conduct AARs	• Conduct the operations process • Conduct knowledge management • Revise the plan • Conduct command post operations • Displace the command post • Conduct command post operations • Execute the battle rhythm
Venue: Training event aligned with unit CATS Facility: Training area	Venue: Training event aligned with unit CATS Facility: Training area
AAR after action review CATS combined arms training strategy CP command post	MDMP military decision-making process MOE measure of effectiveness MOP measure of performance

Figure 2-7. Corps Staff Tables VII-X Overview

TABLE VII: INTEGRATE THE MISSION COMMAND SYSTEM

2-203. Table VII begins with receipt of an order from higher headquarters for the unit's external evaluation or Warfighter Exercise. The unit will begin receiving liaisons and building the larger team with subordinate units unified action partners. The COS, 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 COS will ensure that the headquarters can report these requirements to higher. The command will task organize based on mission requirements. The venue and facility location is determined by the commander in accordance with the unit CATS and mission requirements. For example, the corps commander holds a CPX and combines tables VII through IX based on an abbreviated timeline for an upcoming mission.

RECEIVE AND INTEGRATE LIAISONS AND ATTACHMENTS

2-204. As the mission requires and in accordance with unit capabilities, the unit receives liaisons and attachments from unified action partners. If multinational partners are used, the command will include a digital liaison detachment, if available, in all aspects of the training and operation. The COS and principal staff officers will ensure that the additional personnel have the digital and physical requirements in place for connectivity and assisting the commander in the conduct of unified land operations. The COS will determine the extent that each cell/staff 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 in accordance with ATP 3-92. The unit will complete Collective Tasks:

- 71-CORP-5018, *Receive Liaisons and Attachments for Corps*.
- 71-CORP-0005, *Integrate a Digital Liaison Detachment with a Unified Action Partner for Corps*.
- 71-CORP-5019, *Integrate Liaisons and Attachments for Corps*.

CONDUCT STAFF TAILORING

2-205. Commanders organize, tailor, or adapt their staffs to perform the tasks associated with accomplishing the mission. Based on AAR results from Table VI and the task organization and assigned tasks in the higher order for Table X, the chief of staff will make adjustments to the existing organic staff structure and incorporate new liaisons and attachments to the headquarters using Collective Task 71-CORP-5006, *Conduct Staff Tailoring for Corps*.

TASK ORGANIZE FOR OPERATIONS

2-206. With the possible addition of units and personnel in preparation for either a training exercise or unified land operations, the staff will recommend a task organization for the operation that coincides with the array of forces in the course of action the commander decides to implement during MDMP. The command will use Collective Task 71-CORP-5123, *Task Organize for Operations for Corps*.

ESTABLISH INTEROPERABILITY WITH UNIFIED ACTION PARTNERS

2-207. With the inclusion of unified action partners, the COS ensures that the common operational picture and other relevant information are shared, within the bounds of security concerns and foreign disclosure procedures. For exercises in which the corps will have subordinate multinational forces, the higher headquarters will establish a multinational mission command information system for the exercise. The corps will implement the directed multinational information system and ensure the information requirements of multinational forces are incorporated into the knowledge management plan. If the situation includes a DLD, the corps will integrate a DLD into the unified action partner headquarters to provide liaison and digital liaison capabilities. The COS will complete Individual Task 150-MC-5132, *Coordinate Measures to Enhance Interoperability for Operations with Unified Action Partners*; and Collective Tasks 71-CORP-5725, *Conduct Multinational Operations*, and 71-CORP-5312, *Establish a Common Operational Picture with a Digital Liaison Detachment*. For additional information, consult FM 3-16 The Army in Multinational Operations.

CONDUCT THE MILITARY DECISION-MAKING PROCESS

2-208. Once the liaisons and attachments are received and integrated, the COS will lead the staff through the MDMP. The COS will use the order issued by higher headquarters for the external evaluation in Table X. Special care and training are given to multinational force partners that are attached to the command. The COS and principal staff officers will work with the multinational force partners on overlaying similarities of processes and focus on requirements the partner officers or NCOs are to perform.

2-209. For example, the COS and G-2 receive a French Army intelligence O-5 and a few other French officers into the command for an upcoming NATO exercise. The G-2 receives an English copy of the comprehensive planning directive (COPD) and the tactical decision-making process for operations (MEDOT)–the French MDMP. The G-2 highlights the similarities within the two different processes and instructs the French officers that they is leading the U.S. IPB portion of MDMP. The G-2 shows the similarities of IPB with terrain analysis and enemy forces assessments within the French system. The G-2

runs the Intelligence cell through a few battle drills to get the French partners reps and sets and build familiarity with the U.S. system. The staff will use Collective Task 71-CORP-5111, *Conduct the Military Decision-making Process for Corps*.

COORDINATE EFFORTS WITH HIGHER, LOWER, AND ADJACENT UNITS TO INCLUDE UNIFIED ACTION PARTNERS

2-210. As part of conducting the scenario driven MDMP, the COS will ensure that the cells and sections are properly leveraging and tasking higher, lower, and adjacent units as appropriate. The COS will further ensure that the battle captains and cell leads are relaying all information as a command to higher, lower, and adjacent units based on mission requirements (understanding that the relaying of information may be notional for training purposes). As part of this table, the COS and principal staff officers will ensure that unified action partners are in direct coordination with their higher, lower, or adjacent organizations. For example, the COS ensures that the state department representatives are in daily communication with Washington, affected embassies (even if only notional), and any country teams that are working on the ground. The COS further directs all relevant information is shared throughout the staff. See Individual Task 150-MC-5134, Establish Coordination and Liaison, and Collective task 71-CORP-5121, *Establish Coordination and Liaison for Corps*.

DETERMINE REPORTING REQUIREMENTS

2-211. Section and cell leaders will identify reporting requirements driven by mission requirements, higher headquarters requirements, and unit capabilities. Leaders will establish or revise SOPs to reflect these requirements. The COS will identify these reporting requirements received from the cells and sections, and determine which meet the threshold for reporting to the commander, and higher, lower, and adjacent units. The COS will establish or revise SOPs on reporting these requirements. The headquarters will also provide combined commanders updates briefs and battle update briefs based on guidance from the commander. See Collective task 71-CORP-5707, *Determine Reporting Requirements and Monitoring Methods for Manual Reporting*, and Individual task 150-MC-5200, *Conduct Command Post Operations*.

VALIDATE CYBERSECURITY STRATEGIES

2-212. Based on assessments from the G-2, G-6, the protection cell, and cyber personnel, the command will review the unit's cyber footprint and ways to mitigate the cyber threat through cybersecurity. The corps coordinates defensive cyber electromagnetic activities to secure and defend friendly force networks, and to protect personnel, facilities, and equipment. The command will use Collective Tasks 71-CORP-5900, *Coordinate Cyber Electromagnetic Activities for Corps*, and 11-CORP-9000, *Conduct Department of Defense Information Network (DODIN) Operations*.

INTEGRATE MEASURES OF EFFECTIVENESS AND MEASURES OF PROFICIENCY

2-213. The commander established MOE/MOP in the Commander Table VII. The staff integrates these measures with training objectives, the commander's DSM, DST, and the desired end state. The COS informs the commander of any overlaps, conflicts, or issues. The COS and principal staff officers use Collective Task 71-CORP-5130, *Assess Tactical Situation and Operations*.

MANAGE COMMAND, CONTROL, AND COMMUNICATION SYSTEMS

2-214. The corps manages command, control, and communications systems to support reliable, timely information flow in support of unified action in the corps AO. The command plans, engineers, installs, operates, maintains and protects LandWarNet. 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-CORP-5118, *Manage Command, Control, and Communications Systems*.

CONDUCT KNOWLEDGE MANAGEMENT

2-215. The commander ensures that the staff are correctly conducting knowledge and information management. The staff, led by the G-6 and knowledge management officer (KMO), revise the KMP. The KM working group assesses new information requirements for attachments and unified action partners, and updates the KMP leading to the Validation Exercise in Table X. See Collective Task 71-CORP-5330, *Integrate Situational Understanding Through Knowledge Management for Corps*.

TABLE VIII: SYNCHRONIZE OPERATIONS WITH UNIFIED ACTION PARTNERS

2-216. Once the liaisons and attachments are set the COS will begin synchronizing warfighting functions with unified action partners. An example of this would be the corps receiving a Ukrainian armor division. In Table VIII, the COS includes the Ukrainian division, along with a DLD, in the exercises preparing them to complete tables IX and X. Table VIII is the unit integration piece.

2-217. Of note, some units may not receive their unified action partners until at or just before they arrive on station for a mission. In these cases every opportunity is made by the command to reach out to that unit and include them on all possible training exercises. If the integration of the unified action partner is to be delayed, the command still includes the DLD as part of the training exercises. Commanders can still use the subordinate tasks of Table VIII even if no unified action partners are present. The table is event and scenario driven in a manner that the unit can work towards MET proficiency with collective tasks 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.

EXERCISE BATTLE RHYTHM

2-218. With the inclusion of attachments, including unified action partners, the COS will integrate unified action partner representation into the battle rhythm and battle drills. Both the battle rhythm and the battle drills are based on unit capabilities, mission requirements, and the commander's intent. Commands take the battle rhythm built in tables IV through VI as the basis. Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

CONDUCT THE OPERATIONS PROCESS

2-219. With all attachments, liaisons, and supporting units participating in the exercise, the commander directs the COS to lead the command through the operations process. The COS will use Collective Task 71-CORP-5100, *Conduct the Mission Command Operations Process for Corps*, in connection with the collective tasks being performed for the training event. The Commander directs the staff to run through all aspects of the operations process in conjunction with performing METL tasks during the training event.

SHARE RELEVANT INFORMATION

2-220. With the inclusion of unified action partners, the command will display and share relevant information based on security and mission requirements. The display is tied to the common operational picture 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-CORP-5317, *Share Relevant Information for Corps*.

CONDUCT ARMY DESIGN METHODOLOGY

2-221. Army design methodology tools and techniques are applicable to a wide range of commander and staff activities to include the military decision-making process, targeting, intelligence preparation of the battlefield, and assessments. Commanders consider including appropriate unified action partners when conducting Army design methodology. The potential benefits for using army design methodology include:

- Enhanced dialogue between commanders, staffs, and unified action partners.
- Deeper (and earlier) understanding of an operational environment.

- Better understanding of the problem and its root causes.
- Better guidance to drive detailed planning.
- Shared visualization of the purpose of the operation.
- Expanded role of the assessment process.

2-222. Commanders can give general guidance to the COS (as their representative) for this table and the COS can drive the design methodology based on the commander's design preferences. To drive the design methodology, see Collective Task 71-CORP-5001, *Conduct Army Design Methodology*.

INCORPORATE UNIFIED ACTION PARTNER CAPABILITIES

2-223. The COS guides the staff to incorporate UAP capabilities into the concept of the operation. One technique available for incorporating UAP is establishing a civil military operations center that can assist the commander with UAP actions. Further, certain UAP are included in operations and in the operations process. Refer to Individual Task 150-MC-5132, *Coordinate Measures to Enhance Interoperability for Operations with Unified Action Partners.*

CONDUCT MULTINATIONAL OPERATIONS

2-224. The corps conducts multinational operations as a combined task force (CTF) headquarters to accomplish assigned tactical tasks. The corps integrates multinational forces with combat, combat support, and combat service support attachments (fire support, maintenance, engineers, and etcetera.) The staff establishes interoperability of mission command functions, intelligence fusion, joint fires capability, common user logistics, and multinational (MN) force protection as the MN force conducts tactical tasks. The staff must develop an understanding of the capabilities and limitations of foreign forces in order to most effectively employ their capabilities. Refer to Collective Task 71-CORP-5725, *Conduct Multinational Operations*.

CONDUCT REHEARSALS

2-225. Conducting the operations process includes the commander leading the staff to conduct a combined arms rehearsal. The rehearsal nests all warfighting functions and the capabilities of the unit and UAP for the mission. Staff leaders will conduct functional rehearsals (for example, the fires rehearsal) in accordance with commander's guidance and the corps SOP. The commander's DSM and the plan are updated based on the outcomes of the rehearsals. See Collective Task 71-CORP-5122, *Perform a Rehearsal for Corps*.

TABLE IX: CONDUCT THE MISSION COMMAND WARFIGHTER FUNCTION VALIDATION EXERCISE REHEARSAL

2-226. 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 operational environment which the unit is allocated against for a given contingency. The exercise is conducted using 24-hour operations and last 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 mission command warfighting function 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.

CONDUCT THE OPERATIONS PROCESS

2-227. The staff conducts the operations process while conducting MET collective tasks. See Collective Task 71-CORP-5100, *Conduct the Mission Command Operations Process for Corps*; and 71-CORP-5002, *Conduct the Rapid Decision-making Process (RDSP) for Corps*.

CONDUCT KNOWLEDGE MANAGEMENT

2-228. The chief of staff ensures the staff is conducting knowledge and information management to standard. Both knowledge management and information management are tied to running estimates and the

display of the common operational picture. The management of knowledge and information reflects the commander's intent, the DSM, the mission, and orders from higher headquarters. See Collective Task 71-CORP-5330, *Integrate Situational Understanding Through Knowledge Management for Corps*.

REVISE THE PLAN

2-229. During the course of the exercise, the corps 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-CORP-5124, *Revise the Plan for Corps*.

EMPLACE AND DISPLACE THE COMMAND POST

2-230. The unit displaces the CPs at least once each during this table. The command maintains continuity of mission command during the CP displacement. The command, led by the COS and under the direction of the commander completes Collective Tasks:

- 71-CORP-5201, *Displace the Command Post for Corps*.
- 71-CORP-0050, *Establish a Command Post in and Operational Environment*.
- 71-CORP-5250, *Maintain Continuity of Mission Command for Corps*.

CONDUCT COMMAND POST OPERATIONS

2-231. 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 encapsulated them into the CP SOPs to govern CP operations. See ATP 6-0.5 and Collective Task 71-DIV-5200, *Conduct Command Post Operations*.

CONDUCT AARS

2-232. The commander conducts a formal AAR at the conclusion of Table IX and provides guidance to the staff on final adjustments they make prior to executing the Table X Validation Exercise. Refer to Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.

TABLE X: CONDUCT THE MISSION COMMAND WARFIGHTER FUNCTION VALIDATION EXERCISE

2-233. This is the culmination exercise for all four training audiences in the corps headquarters. The validation exercise typically takes place at or immediately before a WFX where the unit may receive an EXEVAL for MET proficiency and reporting. This exercise is driven by the evaluating commander and mission requirements.

CONDUCT THE OPERATIONS PROCESS

2-234. 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 COS and staff will use Collective Tasks 71-CORP-5100, *Conduct the Mission Command Operations Process for Corps*, and 71-CORP-5002, *Conduct the Rapid Decision-making Process (RDSP) for Corps*, to evaluate the staff, who achieve a Trained ('T-') proficiency rating or above.

CONDUCT KNOWLEDGE MANAGEMENT

2-235. The COS and principal staff officers will use the COP, running estimates, MCIS, and meetings to maintain shared understanding across the force. The KMO will lead the KM working group to update and implement the corps 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 operational

environment. Refer to Collective Task 71-CORP-5330, *Integrate Shared Understanding Through Knowledge Management*.

REVISE THE PLAN

2-236. The staff will use the battle rhythm and the DST to make and implement execution decisions during the course of Table X. If variances are detected, then the staff will use RDSP to enable adjustment decisions and re-synchronize the operation. The COS 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 within the unit battle rhythm and support the higher command's decision-making. Refer to Individual Tasks 150-MC-5128, *Synchronize Boards and Processes*, and 150-LDR-5011, *Establish Boards and Working Groups*, and Collective Tasks 71-CORP-5124, *Revise the Plan*, and 71-CORP-5002, *Conduct the Rapid Decision-making Process (RDSP) for Corps*.

DISPLACE THE COMMAND POST

2-237. The unit is required to displace each CP at least once during this training event. While doing so, the commander and COS will ensure that they maintain continuity of MC. The staff will successfully transfer MC from the main CP to the alternate CP, and then back to the main CP upon completion of the displacement. 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-CORP-5201, *Displace the Command Post*, and 71-CORP-5250, *Maintain Continuity of Mission Command for Corps*.

CONDUCT COMMAND POST OPERATIONS

2-238. The staff execute routine and recurring tasks to establish, operate, and move the CP 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 command post receives incoming artillery fire). See ATP 6-0.5 and Collective Task 71-DIV-5200, *Conduct Command Post Operations*.

EXECUTE THE BATTLE RHYTHM

2-239. The COS ensures the staff execute established battle rhythm and makes adjustments to the battle rhythm as exercise events interfere with its execution (for example, the fires personnel in the TAC have to run the information operations working group while the main CP is displacing). Refer to Individual Task 150-MC-5123, *Establish a Battle Rhythm*.

2-240. The outcome of Tables VII through X is external validation that the staff, with external augmenters and liaisons, is prepared to support the corps commander's decision-making and execution of command and control during the conduct of large scale ground combat operations. Each staff section/cell 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.

2-241. 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 unified land operations (ULO). The outcome of Table X is that the evaluating commander has validated that the corps staff is prepared to support the corps commander in the execution of mission command during large scale ground combat operations. The commander signs a memorandum for record with the results of the validation event. The unit training officer will upload this memorandum to DTMS.

2-242. Graphic 2-6 provides a cross-walk of the inputs, tasks, and outputs that the staff will execute and evaluate during Tables VII through X.

Mission Command Training Tables VII through X for Corps Staff[1]		
Inputs	**Table VII: Integrate the Mission Command System**	**Outputs**
• Table VI Inputs & Outputs • Higher headquarters FRAGORD • ATP 3-94.1 • Draft KM plan	• Receive and integrate liaisons and attachments (*Receive Liaisons and Attachments*) **71-CORP-5018** / (*Integrate Liaisons and Attachments*) **71-CORP-5019** / (*Integrate A DLD With a UAP*) **71-CORP-0005** • Conduct Staff Tailoring **71-CORP-5006** • Task Organize for Operations **71-CORP-5123** • Establish interoperability with unified action partners (*Conduct Multinational Operations*) **71-CORP-5725** • Conduct the MDMP **71-CORP-5111** • Coordinate efforts with higher, lower, adjacent units to include unified action partners (*Establish Coordination And Liaison*) **150-MC-5134** • Determine Reporting Requirements **71-CORP-5707** / (*Conduct CP Operations*) **150-MC-5200** • Validate cybersecurity strategies (*Coordinate Cyber Electromagnetic Activities*) **71-CORP-5900** • Integrate MOE and MOP (*Assess Tactical Situation and Operations*) **71-CORP-5130** • Manage Command, Control, and Communications Systems **71-CORP-5118** • Conduct knowledge management (*Create Shared Understanding Through Knowledge Management*) **71-CORP-5330**	• FRAGORD • Liaison structure • Refined staff structure • Updated running estimates • Reporting portion(s) of SOP • Revised CCIR / EEFI • Refined MOE and MOP • Refined KM plan
Inputs	**Table VIII: Synchronize Operations with UAP**	**Outputs**
• Table VII Inputs & Outputs • ATP 5-0.1	• Exercise battle rhythm (*Establish a Battle Rhythm*) **150-MC-5123** • Conduct the operations process (*Conduct the MC Operations Process*) **71-CORP-5100** • Share Relevant Information **71-CORP-5317** • Conduct Army Design Methodology **71-CORP-5001** • Incorporate unified action partner capabilities (*Coordinate Measures to Enhance Interoperability for Operations with UAP*) **150-MC-5132** • Conduct Multinational Operations **71-CORP-5725** • Conduct rehearsals (*Perform a Rehearsal*) **71-CORP-5122**	• Re-framed design products ▪ Description of OE ▪ Description of the problem ▪ Description of the opn'l approach ▪ Intent ▪ Planning guidance • Assessment of UAP
Inputs	**Table IX: Mission Command System Validation Exercise Rehearsal*****	**Outputs**
• Table VIII Inputs & Outputs	• Conduct the Operations Process **71-CORP-5100** / (*Conduct the Rapid Decision Making Process (RDSP)*) **71-CORP-5002** • Conduct knowledge management (*Integrate Shared Understanding Through Knowledge Management*) **71-CORP-5330** • Revise the Plan **71-CORP-5124** • Emplace and displace the command post (*Establish a CP in an OE*) **71-CORP-0050** / (*Displace the CP*) **71-CORP-5201** / (*Maintain Continuity of MC*) **71-CORP-5250** • Conduct CP Operations **71-CORP-5200** • Conduct AARs (*Conduct a Formal AAR*) **150-MC-5133**	• FRAGORD • Finalized SOPs / staff structure / battle rhythm • AAR results
Inputs	Table X: Mission Command System Validation Exercise****	**Outputs**
• Table IX Inputs & Outputs	• Conduct the Operations Process **71-CORP-5100** / (*Conduct the Rapid Decision Making Process (RDSP)*) **71-CORP-5002** • Conduct knowledge management (*Integrate Shared Understanding Through Knowledge Management*) **71-CORP-5330** • Revise the Plan **71-CORP-5124** • Displace the CP **71-CORP-5201** / transfer mission command between CPs (*Maintain Continuity of MC*) **71-CORP-5250** • Conduct CP Operations **71-CORP-5200** Execute battle rhythm (*Establish a Battle Rhythm*) **150-MC-5123**	• MET assessment • Staff validations • Validated SOPs • AAR results
Proficiency for each task in these tables is established in Chapter 1, FM 7-0, Train to Win in a Complex World. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). The commander trains the mission command system 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. **Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including the staff) is fully prepared to support the commander in the conduct of unified land operations.** The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.		
*** Table is conducted as part of a larger exercise that is supported by the commander, command post, and digital crew tables. **** Table is executed as part of an externally evaluated culminating 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.		

Graphic 2-6. Mission Command Training Tables VII-X for Corps Staff

SECTION IV – CORPS COMMAND POST TRAINING TABLES

2-243. Section IV discusses the mission command training tables for the corps command post.

MISSION COMMAND TRAINING TABLES FOR THE CORPS COMMAND POST

2-244. The corps employs the main CP, the TAC CP (which can be configured into an early entry command post (EECP)), the mobile command group (FM 6-0), and a Support Area Command Post (SACP) in conjunction with a Maneuver Enhancement Brigade (MEB) command post. Commanders will ensure that the correct CPs are trained in accordance with unit TOE design, manning, and design capabilities.

2-245. For the purpose of this training circular, the 'command post' 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, COS, 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.

2-246. The COS and principal staff officers ensure each section NCOIC devotes a portion of their section training to CP operations under the guidance of the battle captain and operations SGM. Commanders empower the NCO corps to complete the tasks within these tables.

2-247. The operations SGM is a senior noncommissioned officer in the CP responsible for monitoring and supervising the performance of the enlisted operations staff. The operations SGM assists the operations officer in all matters pertaining to the operations process to include planning, rehearsals, and monitoring and controlling 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 security for the CP.
- Maintaining continuity of CP operations.
- Executing sleep plans.
- Managing stress within the CP.

2-248. The operations sergeant major directs section noncommissioned officers to manage guard rosters, sleep plans, and shift schedules as well as to maintain discipline in and around the CP. The operations sergeant major works hand in hand with the headquarters battalion and its companies' noncommissioned officers to fulfill the logistics requirements, tactical employment, and security of the CP.

2-249. Corps CP Tables I through VI, seen in Figure 2-8 below, 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 COS 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 COS and operations SGM will verify training proficiency of the CP in Table V, the rehearsal for certification.

I	*II*	*III*
Conduct Pre-combat Inspections (Equipment and Maintenance)	***Identify CP Characteristics***	***Establish CP Infrastructure***
• Inventory CP equipment • Verify CP equipment readiness • Identify sustainment requirements for the CP • Schedule maintenance requirements	• Conceptualize CP requirements • Design CP configuration • Review CP SOPs • Identify functional gaps and commercial solutions	• Integrate situational understanding through knowledge management • Conduct Information Protection • Integrate functionality • Determine CP ergonomics • Identify power generation requirements
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
IV	***V***	***VI***
Conduct CP Survivability and Sustainability	***Conduct CP Rehearsal***	***Conduct CP Certification***
• Establish a corps CP in an operational environment • Establish the command post MCIS construct • Establish CP the security plan • Establish a sustainment plan • Finalize shift crews • Finalize shift crew responsibilities	• Displace the CP • Finalize load plans • Finalize CP architecture • Identify electromagnetic signature • Conduct battle drills • Secure the SCIF	• Displace the CP • Maintain continuity of mission command • Certify shift crews • Conduct CP security • Secure the SCIF
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event (CPX) Facility: TBD

CP	command post	OE	operational environment
CPX	command post exercise	SCIF	sensitive compartmentalized information facility
MCIS	mission command information system	SOP	standard operating procedure

Figure 2-8. Corps Command Post Tables I-VI Overview

2-250. The commander certify each CP at Table VI allowing them to transition to the more advanced Tables VII through X. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

2-251. Tables VII through X build on basic CP competency and require inclusion of augmentees, unified action partners, emplacement and displacement, operational security, sensitive compartmented information facility operations (as needed), and continuous 24-hour operations. Again, once the CPs are validated in Table X, the commander signs a memorandum for record to document the validation exercise results and the training officer uploads the memorandum to DTMS.

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

2-252. This table is the introduction to the CP process. This table assumes that all officers, warrant officers, NCOs, and Soldiers will come to the unit with basic CP proficiency. 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 throughout the CP during sergeant's time. In Table I the CP leaders develop initial CP training through basic understandings of duties and responsibilities, under the supervision of the COS and operations SGM.

INVENTORY COMMAND POST EQUIPMENT

2-253. 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 G-6 NCOIC conducts an inventory of all the equipment their section is responsible for in accordance with the TOE/MTOE. Leaders take note of what equipment is required to run each CP (node) and where there are gaps if CPs must run concurrently. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

VERIFY COMMAND POST EQUIPMENT READINESS

2-254. 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 usability and readiness of their equipment in accordance with the equipment PMCS found within each piece of equipment's TM. Each section NCOIC verifies all assigned equipment according to the TM and report any shortages to higher. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

IDENTIFY SUSTAINMENT REQUIREMENTS FOR THE COMMAND POSTS

2-255. The operations SGM works with staff section NCOs in charge to develop command post sustainment requirements for current and future operations. The operations SGM then works with the headquarters battalion and its subordinate companies to fulfill those requirements in accordance with Collective Task 71-CO-0433, *Support Command Posts for Companies in a Headquarters Battalion*.

SCHEDULE MAINTENANCE REQUIREMENTS

2-256. The Section NCOICs will, based on operational requirements, manning constraints, and guidance from headquarters battalion and company commanders, schedule PMCS activities on a routine basis. PMCS scheduling is based on equipment prioritized by the commander. Refer to Individual Task 150-MC-5200, *Conduct Command Post Operations*.

TABLE II: IDENTIFY COMMAND POST CHARACTERISTICS

2-257. The section NCOICs and operations SGM continue to supervise the CP Soldiers as they refine the basic and intermediate skills of their section. 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.

CONCEPTUALIZE COMMAND POST REQUIREMENTS

2-258. Once the commander establishes the MCIS requirements (see Commander Training Table I), the operations SGM will work with the G-6, the KM team, the COIC, the security NCO, and the COS 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 within the CP systems the command has on hand. If new or replacement systems are needed, the operations SGM brings these requests to the COS at this time so the COS can brief the commander. Refer to Individual Task 150-MC-5202, *Develop the Command Post Layout*.

2-259. 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, the operations SGM will have a detailed configuration of all CP requirements.

DESIGN COMMAND POST CONFIGURATION

2-260. Once the operations SGM and COS get approval from the commander on their conceptualized plan, 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.

2-261. 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-MC-5202, Develop the Command Post Layout. This arrangement may change over the course of operations as the situation changes. Other layout considerations include—

- The ease of information flow.
- User interface with communications systems.
- The positioning of information displays for ease of use.
- The integrating of complementary information on maps and displays.
- Adequate workspace for the staff and commander.
- The ease of displacement (setup, tear-down, and movement).

REVIEW COMMAND POST STANDARD OPERATING PROCEDURES

2-262. Section leaders and NCOICs will review and update their section CP SOPs. These SOPs is nested with those 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-MC-5200, *Conduct Command Post Operations*.

IDENTIFY FUNCTIONAL GAPS AND COMMERCIAL SOLUTIONS

2-263. 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-MC-5202, Develop the Command Post Layout. For example, based on the commander's desire for a more mobile CP, the corps is cutting four DRASH systems and using the commands new mobile command truck system for their tactical CP. The operations SGM directs the outfitting of these mobile command trucks with additional parts for maintaining continuity of MC and one DRASH system for holding meetings.

TABLE III: ESTABLISH COMMAND POST INFRASTRUCTURE

2-264. Table III begins with the command receiving a mission, whether it be an upcoming warfighter exercise or combined training exercise, or in support of unified land operations. This table begins configuration and functionality of future mission requirements into the CP. This table is performed at home station with the operations SGM leading the effort under the direction of the COS. It is understood that CP and MCIS requirements is fluid at this point in the tables. However, the operations SGM and section NCOICs can still get a general idea of the infrastructure requirements based on the commander's decisions in commander's Tables I through III.

INTEGRATE SHARED UNDERSTANDING THROUGH KNOWLEDGE MANAGEMENT

2-265. The COS will inform the operations SGM and section and cell leaders of the mission and related information and knowledge management requirements. *Information management* is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products (ADP 6-0). Combined, knowledge management and information management 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.

2-266. Both the knowledge management and signal staff sections within CPs 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 located in ATP 6-01.1. ATP 6-01.1 also includes doctrine on developing a knowledge management plan (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 Task 71-CORP-5330, Inte*grate Shared Understanding Through Knowledge Management for Corps*, and 71-CORP-5310, *Manage Information and Data for Corps*.

CONDUCT INFORMATION PROTECTION

2-267. The corps conducts information protection by using Operations Security (OPSEC), information assurance (IA), computer network defense (CND) and electronic protection to safeguard and defend friendly information and information systems. The corps protects information regardless of media - telephonic, on paper, on digital devices, or traversing networks and residing on information systems; from time collected until utilized by the users, and decision makers. See Collective Tasks 71-CORP-5010, *Conduct Information Protection for Corps*.

INTEGRATE FUNCTIONALITY

2-268. 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 SGM will lead the section and cell NCOICs in efforts to make the CP integration easier through design and 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 COS then directs a mutual workspace for future integrating working groups and planning teams. The operations SGM further designs a separate entry control point for this new integrated workspace allowing UAP to participate. Refer to Individual Task 150-MC-5251, *Integrate the Mission Command Information System*.

DETERMINE COMMAND POST ERGONOMICS

2-269. 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 Task, 150-MC-5200, *Conduct Command Post Operations*; and 150-MC-5202, *Develop the Command Post Layout*.

IDENTIFY POWER GENERATION REQUIREMENTS

2-270. The operations SGM, 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 of systems, and then establishes a power generation plan for the command post 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-MC-5200, *Conduct Command Post Operations*.

TABLE IV: DETERMINE COMMAND POST SURVIVABILITY AND SUSTAINABILITY

2-271. It is expected that the CPs be set up 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. In either situation, the staff has a role to play in this CP table as well as the CP personnel.

ESTABLISH THE CORPS COMMAND POST IN AN OPERATIONAL ENVIRONMENT

2-272. As part of the event for Table IV, the commander directs the establishment of the CP in accordance with established unit SOP, the commander's intent, and operational variables. For example, the corps establishes their CP at the beginning of a STX event. See Collective Task 71-CORP-0050, *Establish a Corps Command Post in an Operational Environment*.

ESTABLISH THE COMMAND POST MISSION COMMAND INFORMATION SYSTEM CONSTRUCT

2-273. As the headquarters prepares for Table V, the commander describes the purposes of the MCIS construct within the command post based on mission requirements and the commander's intent. The command post configures the CP based on the commander's guidance, the mission, and current SOPs when refining locations for the MCIS within the CP. See Individual Task 150-LDR-5253, *Manage Command, Control, and Communications Systems*.

ESTABLISH THE COMMAND POST SECURITY PLAN

2-274. With the CP operational, the commander directs the establishment of CP security. The headquarters battalion leadership and the operations SGM, under the guidance of the COS and protection cell, review all operational considerations and establish the security plan. The team will use Collective Task 19-CO-2204, *Perform Security at Critical Sites*.

ESTABLISH A SUSTAINMENT PLAN

2-275. With the CP operational, the headquarters battalion commander directs the establishment of CP sustainment. The operations SGM, under the guidance of the COS will work with the headquarters battalion and logistics section to review all operational sustainment considerations, and establishes the sustainment plan. The team will refer to the following Collective Tasks to participate in sustainment plan development: Collective Task 71-CO-0433, *Support Command Posts for Companies in a Headquarters Battalion*.

FINALIZE SHIFT CREWS

2-276. The operations SGM, working with the COS, principal staff officers, battle captains, and section NCOICs will finalize the shifts 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-MC-5205, *Lead a Shift Change*.

FINALIZE SHIFT CREW RESPONSIBILITIES

2-277. Once the crews are established, the operations SGM 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-MC-5200, *Conduct Command Post Operations*.

TABLE V: CONDUCT COMMAND POST REHEARSAL

2-278. This table is conducted in concert with the staff Table V and in accordance with the unit CATS. The operations SGM will validate that the CP is operational, meets the commander's intent and operational variables and is ready for CP Table VI (Certification).

DISPLACE THE COMMAND POST

2-279. The commander directs the displacement of each CP in accordance with established unit SOP, the commander's intent, and operational variables. See Collective Tasks 71-CORP-5201, Displace the Command Post, 71-CORP-0050, *Establish a Corps Command Post in an Operational Environment*, 71-CORP-5250, *Maintain Continuity of Mission Command*.

FINALIZE LOAD PLANS

2-280. 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. Sustainment planners will determine external transportation requirements to move all personnel and equipment within one lift, and/or the number of lifts required to move all personnel and equipment with their organic vehicles. Refer to section SOPs and TMs for section equipment. Refer to Individual Task 150-MC-5200 *Conduct Command Post Operations*.

FINALIZE THE COMMAND POST ARCHITECTURE

2-281. The CP architecture is a dynamic, flexible structure that consists of the elements of and interactions between the training and operational environment, the CP, and the mission command system (personnel, networks, information systems, processes and procedures, and facilities and equipment). The operations SGM will, based on feedback from the commander, section leaders, and the event in Table IV, finalize the structure that is the CP based on the architecture in which it resides. This includes diagrams of all equipment and personnel. 150-MC-5202, *Develop the Command Post Layout*.

IDENTIFY ELECTROMAGNETIC SIGNATURE

2-282. Working with the G-6, the protections cell, and cyber personnel, the operations SGM identifies the CPs' electromagnetic signature. This includes visual as well as digital signatures. For example, the operations SGM identifies the heavy use of push to talk and cell usage within the CP and works with the COS 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 (EMOE)*.

CONDUCT BATTLE DRILLS

2-283. The operations SGM, in conjunction with the battle captain and COS, conducts drills for each shift. These drills are mission related and test the functionality of the crews within each shift. See Individual Task 150-MC-5200, *Conduct Command Post Operations*.

SECURE THE SCIF

2-284. The special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops course of actions and coordinates operations of attached or support elements as required. The security team controls access control point, 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)*.

2-285. Upon completion of Table V, the operations SGM will address all required retraining 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.

2-286. Graphic 2-7 provides a cross-walk of the inputs, tasks, and outputs that the staff will execute and evaluate during Tables I through V.

Mission Command Training Tables I through V for Corps Command Posts[1]		
Inputs	**Table I: Conduct Pre-combat Inspection (Equipment and Maintenance)***	**Outputs**
• Equipment TMs • Unit SOP • MTO&E • ATP 3-92 • ATP 6-0.5	• Inventory CP equipment (*Conduct Command Post Operations*) **150-MC-5200** • Verify CP equipment readiness (*Conduct Command Post Operations*) **150-MC-5200** • Identify sustainment requirements for the command post(s) (*Support Command Posts)* **71-CO-0433** • Schedule maintenance requirements (*Conduct Command Post Operations)* **150-MC-5200**	• Completed hand receipts • Requisitions for shortfalls • Maintenance records
Inputs	**Table II: Identify CP Characteristics***	**Outputs**
• Table I Inputs & Outputs	• Conceptualize CP requirements (*Develop the Command Post Layout*) **150-MC-5202** • Design CP configuration (*Develop the Command Post Layout*) **150-MC-5202** • Review CP SOPs (*Conduct Command Post Operations*) **150-MC-5200** • Identify functional gaps and commercial solutions (*Develop the Command Post Layout*) **150-MC-5202**	• CP layout design • Updated CP SOPs
Inputs	**Table III: Establish CP Infrastructure***	**Outputs**
• Table II Inputs & Outputs • Draft KM Plan • ATP 6-01.1 • ATP 6-02.60	• Integrate Shared Understanding Through Knowledge Management for Corps **71-CORP-5330** / *(Manage Information and Data for Corps)* **71-CORP-5310** • Conduct Information Protection **71-BN-5010** • Integrate functionality (*Integrate the Mission Command Information System*) **150-MC-5251** • Determined CP ergonomics (*Conduct Command Post Operations)* **150-MC-5200** / (*Develop the Command Post Layout)* **150-MC-5202** • Identify power generation requirements (*Conduct Command Post Operations)* **150-MC-5200**	• Command post information requirements • Refined CP portion of KM plan • Refined CP layout • CP power generation requirements
Inputs	**Table IV: Determine CP Survivability & Sustainability***	**Outputs**
• Table III Inputs & Outputs • Unit manning roster	• Establish a corps CP in an OE **71-CORP-0050** • Establish the command post MCIS construct (*Manage Command, Control, and communication systems*) **150-LDR-5253** • Establish the CP security plan (*Perform Security at Critical Sites*) **19-CO-2204** • Establish a sustainment plan (*Support Command Posts*) **71-CO-0433** • Finalize shift crews (*Lead a Shift Change*) **150-MC-5205** • Finalize shift crew responsibilities (Conduct Command Post Operations) **150-MC-5200**	• CP security plan • CP sustainment plan • CP battle roster • Refine CP shift change portion of the SOP
Inputs	**Table V: Conduct CP Rehearsal****	**Outputs**
• Table IV Inputs & Outputs • Higher HQ order • DCID 6/9 • DIAM 50-24	• Displace the CP **71-CORP-5201** / (*Establish a Corps CP in an OE*) **71-CORP-0050 /** (*Maintain Continuity of Mission Command*) **71-CORP-5250** • Finalize load plans (*Conduct Command Post Operations*) **150-MC-5200** • Finalize CP architecture (*Develop the Command Post Layout*) **150-MC-5202** • Identify electromagnetic signature *(Define the Electromagnetic Operations Environment (EMOE))* **113-25E-3003** • Conduct battle drills *(Conduct Command Post Operations)* **150-MC-5200** • Secure the SCIF (*Establish Access Control Point for a SCIF*) **34-TM-3091**	• Load plans • Measures to mitigate electromagnetic signature • Refined battle drills • AAR results
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The officer in charge of each command post validates that the command post has met all the training criteria for Tables I through V** and is prepared to conduct Certification (Table VI) under conditions established by the commander.		
* Tables consist of tasks that enable the CP to establish, sustain, and survive. ** Tables are conducted as part of a larger exercise and are supported by the staff, commander, and digital crew tables. [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.		

Graphic 2-7. Mission Command Training Tables I through V for Corps Command Posts

TABLE VI: CONDUCT COMMAND POST CERTIFICATION

2-287. This table is in direct correlation with an already scheduled collective training event determined by the commander and the unit CATS. As budget and training days allow, this table is conducted in a field environment with 24 hour operations. When successful, the commander certify the CP at the conclusion of this event and signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

DISPLACE THE COMMAND POST

2-288. Each corps command post displaces at least once for the CP certification. While displacing a command post, the COS ensures the primary functions of that command post are handed off to an alternate CP. See Collective Task 71-CORP-5201, *Displace the Command Post for Corps*.

MAINTAIN CONTINUITY OF MISSION COMMAND

2-289. As part of displacing the Main CP, the operations SGM will work closely with the COS, battle captains, and G-6 to ensure that, after MC 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. Refer to Collective Task 71-CORP-5250, *Maintain Continuity of Mission Command*.

CERTIFY SHIFT CREWS

2-290. As part of certifying the CP and alternate CPs, the commander also certify the shift crews using Collective Task 71-CORP-5200, *Conduct Command Post Operations*.

CONDUCT COMMAND POST SECURITY

2-291. The Operations SGM drills command post Soldiers on reacting to security threats to the command post in or close to the CP, and coordinates security requirements for external security with the headquarters battalion commander. Refer to 19-CO-2204, *Perform Security at Critical Sites*.

SECURE THE SCIF

2-292. The special security officer (SSO) or G2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops course of actions and coordinates operations of attached or support elements as required. The security team controls access control point, 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)*.

2-293. The outcome of Tables I through VI is that the CP work as a cohesive unit, led by the commander. The 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 command post operations at or above the P level.

2-294. Graphic 2-8 below crosswalks the inputs, actions, and outputs for the Corps Command Post Certification (Table VI).

Mission Command Training Table VI for Corps Command Posts[1]		
Inputs	**Table VI: Conduct CP Certification****	**Outputs**
• Table V Inputs & Outputs • TC 6-0.4	• Displace the CP **71-CORP-5201** • Maintain Continuity of Mission Command **71-CORP-5250** • Certify shift crews (*Conduct Command Post Operations*) **71-CORP-5200** • Perform Security at Critical Sites **19-CO-2204** • Secure the SCIF (*Establish Access Control Point for a SCIF*) **34-TM-3091**	• CP certification • AAR Results • Finalized CP portions of the SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The commander certifies that each command post has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here.** Once the command posts are certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.		
** Table is conducted as part of a larger exercise and that is supported by the commander, staff, and digital crew tables. [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.		

Graphic 2-8. Mission Command Training Table VI for Corps Command Posts

2-295. Upon completion of Table VI and the certification of the CP, the headquarters, led by the COS, 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 mission command warfighting function. In them the CP integrates external elements such as liaisons and unified action partners. The tables lead the command to the culminating training event of the headquarters which is typically WFX.

2-296. Figure 2-9 provides an overview of the corps CP progression through Tables VII through X.

VII	***VIII***
Conduct CP operations	***Sustain the CP***
• Integrate liaisons and attachments • Conduct CP operations • Conduct CP battle drills • Perform CP administration	• Conduct CP sustainment operations • Conduct safety programs • Sustain information systems • Conduct command post operations • Conduct SCIF operations • Secure the command post
Venue: Commander Directed Facility: Locally	Venue: Training event aligned with unit CATS Facility: Training area
IX	***X***
Conduct the Mission Command Warfighting Function Validation Exercise Rehearsal	***Conduct the Mission Command Warfighting Function Validation Exercise***
• Displace the CP • Maintain continuity of mission command • Conduct CP operations • Secure the SCIF • Secure the command post • Conduct after action reviews	• Displace the CP • Maintain continuity of mission command • Conduct CP operations • Secure the SCIF • Secure the command post
Venue: Training event aligned with unit CATS Facility: Training area	Venue: Training event aligned with unit CATS Facility: Training area
CATS combined arms training strategy CP command post SCIF sensitive compartmented information facility	

Figure 2-9. Corps Command Post Tables VII-X Overview

TABLE VII: CONDUCT COMMAND POST OPERATIONS

2-297. Table VII begins with receipt of an order from higher headquarters for the unit's external evaluation or Warfighter Exercise. The unit will begin receiving liaisons and building the larger team with subordinate units and unified action partners. The operations SGM ensures location and equipment integration. The CP also begins working through battle drills. The venue and facility location is determined by the commander in accordance with the unit CATS and mission requirements.

INTEGRATE LIAISONS AND ATTACHMENTS

2-298. As the mission requires and in accordance with unit capabilities, the CP receives liaisons and attachments from U.S. military as well as unified action partners. The COS will ensure that the additional personnel have the digital and physical requirements in place for connectivity and assisting the commander in the conduct of unified land operations. Each warfighting function cell has a role to play in this process. The COS 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 TOE/MTOE, the COS and operations SGM will complete Collective Task 71-CORP-5019, *Integrate Liaisons and Attachments for Corps*.

2-299. If multinational partners are participating, key considerations when organizing CPs and conducting CP operations in a multinational setting include—

- The command structure.
- The staffing.
- Liaison.
- Communication.
- The translators and interpreters.
- The multinational information sharing.

2-300. The operations SGM will work with the G-6 and other appropriate representatives to establish system and network requirements. The operations SGM and COS reference the multinational considerations section within ATP 6-0.5 for greater detail.

CONDUCT COMMAND POST OPERATIONS

2-301. Once the liaisons and attachments are received and integrated, the CP will conduct CP operations in accordance with the commander's intent, operational requirements, and unit SOP. Refer to Individual Task 71-CORP-5200, *Conduct Command Post Operations*. The headquarters will further establish additional CP as the unit's TOE, capabilities, the commander's intent, and operational variables dictate. The tactical command post will meet the same criteria for the main CP and is held to the same Table VII-X standards as the unit main CP. For example, the corps tactical CP will conduct battle drills in accordance with Table VII standards.

CONDUCT COMMAND POST BATTLE DRILLS

2-302. As part of conducting the scenario driven by a collective task, the COS will initiate CP battle drills. The operations SGM will use the following doctrinal drills to develop and rehearse battle drills for the corps SOP:

- 71-CORP-D3010, *React to Duty Status and Whereabouts Unknown Incident.*
- 71- CORP -D3210, *React to Close Air Support Request.*
- 71- CORP -D5146, *React to Collateral Damage.*
- 71- CORP -D5147, *React to an Unknown Enemy Combatant Within the Perimeter.*
- 71- CORP -D5148, *React to an Indirect Fire Attack on the Command Post.*
- 71- CORP -D5210, *React to Power Outage Within the Command Post.*
- 71- CORP -D5315, *React to Incorrect Information Affecting the Operational Environment.*
- 71- CORP -D5900, *React to Cyber Attack.*
- 71- CORP -D6320, *React to a Degraded Network.*
- 71- CORP -D7176, *React to Jamming or Suspected Communications Compromise.*
- 71- CORP -D7658, *React to a Mass Casualty Incident.*
- 71- CORP -D7660, *React to Civil Disturbance.*
- 71- CORP -D8006, *React to Chemical, Biological, Radiological, or Nuclear Attack*

PERFORM COMMAND POST ADMINISTRATION

2-303. The COS, G-1, G-2, 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 (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 150-MC-5200, *Conduct Command Post Operations*.

TABLE VIII: SUSTAIN THE COMMAND POSTS

2-304. The operations SGM, in coordination with the unit logistics/sustainment officer, will ensure that the CP can sustain for 24 hour operations. When conducting this table, the CP also practices sustaining information systems and SCIF operations. This table in conducted in concert with the staff Table VIII exercise.

CONDUCT COMMAND POST SUSTAINMENT OPERATIONS

2-305. After reviewing the CP sustainment plan, and making adjustments based on an increase in personnel from liaisons and attached units, the operations SGM, in coordination with the logistics/sustainment officer, conducts CP sustainment operations. The operations SGM will refer to the following Collective Task 71-CO-0433, *Support Command Posts for Companies*.

CONDUCT SAFETY PROGRAMS

2-306. The operations SGM and the corps safety officer will ensure that all risk assessments and safety protocols are being met by the CP. Most safety programs are based on unit SOPs. SOPs are reviewed and updated based on current conditions. The unit will complete Collective Tasks 71-CORP-5145, *Conduct Risk Management*; and all proponent safety T&EOs. For example, the command completes Task 63-7-2628, *Coordinate the Command Safety Program*.

SUSTAIN INFORMATION SYSTEMS

2-307. Each unit will have differing MCIS based on TOE and unit designed capabilities. All MCIS will have unique sustainment protocol. The operations SGM, in coordination with the G-6 and MCDMG, will ensure the connectivity and sustainment of unit and attached unit systems. This includes power/generator requirements. The operations SGM and MCDMG will work with liaisons and multinational partners to ensure their system sustainment needs are being met. If working with a DLD, the units will coordinate with the DLD NCOIC on partner nation information system and/or the direct multinational mission command information system sustainment requirements. See 71-CORP-7653, *Implement Knowledge Management Solutions*.

CONDUCT COMMAND POST OPERATIONS

2-308. The operations SGM will ensure the CP is fully functional and supports the command throughout the operations process. The operations SGM will make on the spot corrections as needed to maintain a smooth and functioning command post. Functions for this title include:

- CP sustainment.
- SCIF operations.
- Power generation functionality.
- Electromagnetic signature mitigation.
- Multinational partner integration.
- CP security and survivability.
- Battle drill proficiency.
- Mission command system integration and sustainment.

Refer to Collective Task 71-CORP-5200, *Conduct Command Post Operations*.

CONDUCT SENSITIVE COMPARTMENTED INFORMATION FACILITY OPERATIONS

2-309. The special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops course of actions and coordinates operations of attached or support elements as required. The security team controls access control point, 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)*.

SECURE THE COMMAND POST

2-310. The Operations SGM drills command post Soldiers on reacting to security threats to the command post in or close to the CP using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. The command post participates in rehearsals for external security threats with the headquarters battalion. Refer to 71-BDE-6050, *React to Level I and Level II Attacks*.

TABLE IX: CONDUCT THE MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

2-311. 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 operational environment in which the unit is directed to operate. The exercise is conducted using 24 hour operations and last more than two days. 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 Mission Command Warfighting Function Validation Exercise (typically a WFX rotation for a corps).

DISPLACE THE COMMAND POST

2-312. 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 corps displaces the command post while the unit is beginning Phase III of conducting a defense. The operations CSM will ensure that all SOPs and policies are met as the unit displaces the CP. If resources prohibit the main CP from displacing, then the command at a minimum, displaces the tactical CP. See Collective Task 71-CORP-5201, *Displace the Command Post in an Operational Environment for Corps*.

MAINTAIN CONTINUITY OF MISSION COMMAND

2-313. In connection with the displacement of the CP, the COS and operations CSM ensure that the unit maintains continuity of mission command. See Collective Task 71-CORP-5250, *Maintain Continuity of Mission Command for Corps*.

CONDUCT COMMAND POST OPERATIONS

2-314. The operations SGM will ensure the CP is fully functional and supports the command throughout the operations process. The operations SGM will make on the spot corrections as needed to maintain a smooth and functioning command post. Refer to Collective Task 71-CORP-5200, *Conduct Command Post Operations*.

SECURE THE SCIF

2-315. The special security officer (SSO) or S-2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise oversight of a SCIF. The security team leader develops course of actions and coordinates operations of attached or support elements as required. The security team controls access control point, 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)*.

SECURE THE COMMAND POST

2-316. The Operations SGM drills command post Soldiers on reacting to security threats to the command post in or close to the CP using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. The

command post participates in rehearsals for external security threats with the headquarters battalion. Refer to 71-BDE-6050, *React to Level I and Level II Attacks*.

CONDUCT AFTER ACTION REVIEWS

2-317. The Operations SGM drills command post Soldiers on reacting to security threats to the command post in or close to the CP using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. The command post participates in rehearsals for external security threats with the headquarters battalion. Refer to 71-BDE-6050, *React to Level I and Level II Attacks*.

TABLE X: CONDUCT THE MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

2-318. This is the culmination exercise of the headquarters as a whole. The validation exercise typically takes place immediately before a MCTP WFX, or similar culminating event where the unit may receive an EXEVAL for MET proficiency and reporting. This exercise is driven by the evaluating commander and mission requirements. The exercise will culminate with a final rating for readiness reporting. The outcome of Table X is that the evaluating commander has validated that the corps command posts are prepared to support the corps commander and staff in the execution of mission command during large scale ground combat operations. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

DISPLACE THE COMMAND POST

2-319. The corps will relocate all CPs at least once during this table. For example, the corps displaces the main CP while the unit is beginning Phase III of conducting a defense and then displaces the mobile command group and tactical CP during phase III execution. The operations CSM will ensure that all SOPs and policies are met as the unit displaces the CP. See Collective Task 71-CORP-5201, *Displace the Command Post in an Operational Environment for Corps*.

MAINTAIN CONTINUITY OF MISSION COMMAND

2-320. In connection with the displacement of the CP, the COS and operations CSM ensure that the unit maintains continuity of mission command. See Collective Task 71-CORP-5250, *Maintain Continuity of Mission Command for Corps*.

CONDUCT COMMAND POST OPERATIONS

2-321. The operations SGM will ensure the CP is fully functions and supporting the command throughout the operations process in accordance with Collective Task 71-CORP-5200, *Conduct Command Post Operations for Corps*. The operations SGM will make on the spot corrections as needed to maintain a smooth and functioning command post. Certification of this table include but are not limited to:

- CP sustainment.
- SCIF operations.
- Power generation functionality.
- Electromagnetic signature mitigation.
- Multinational partner integration.
- CP security and survivability.
- Battle drill proficiency.
- Mission command system integration and sustainment.

SECURE THE SCIF

2-322. The special security officer (SSO) or G2 issues guidance for establishing an access control point (ACP) and implementing physical security measures to exercise oversight of a SCIF. The security team leader

develops course of actions and coordinates operations of attached or support elements as required. The security team controls access control point, 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).*

SECURE THE COMMAND POST

2-323. The Operations SGM drills command post Soldiers on reacting to security threats to the command post in or close to the CP using Collective Task 19-CO-2204, *Perform Security at Critical Sites*. The command post participates in rehearsals for external security threats with the headquarters battalion. Refer to 71-BDE-6050, *React to Level I and Level II Attacks*.

2-324. The outcome of Tables VII through X is that the CPs work as a cohesive unit, 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 command post operations seamlessly. Training shortfalls were identified by Table IX and corrected before Table X. The commander validates the command posts at the end of Table X to indicate that the command is prepared to conduct unified land operations. The commander signs a memorandum for record with the results of the certification event. The unit training officer will upload this memorandum to DTMS.

2-325. Graphic 2-9 below crosswalks the inputs, activities, and outputs of Tables VII through X for the command posts.

Mission Command Training Tables VII through X for Corps Command Posts[1]		
Inputs	**Table VII: Conduct CP Operations**	**Outputs**
• Table VI Inputs & Outputs • Higher headquarters FRAGORD	• Integrate Liaisons and Attachments **71-CORP-5019** • Conduct CP Operations **71-CORP-5200** • Conduct CP battle drills (See Chapter 2 TC 6-0.4 for recommended battle drills) • Perform CP administration (*Conduct CP Operations)* **150-MC-5200**	• Refined SOPs
Inputs	**Table VIII: Sustain the Command Post**	**Outputs**
• Table VII Inputs & Outputs • ATP 5-19	• Conduct command post sustainment operations (*Support Command Posts)* **71-CO-0433** • Conduct safety programs *(Conduct Risk Management*) **71-CORP-5145** • Sustain information systems (*Implement Knowledge Management Solutions*) **71-CORP-7653** • Conduct CP Operations **71-CORP-5200** • Conduct SCIF operations (*Establish Access Control Point for a SCIF*) **34-TM-3091** • Secure the command post (*React to Level I and Level II Attacks*) **71-BDE-6050** / (*Perform Security at Critical Sites*) **19-CO-2204**	• Refined CP SOP
Inputs	**Table IX: Conduct the Mission Command WFF Validation Exercise Rehearsal****	**Outputs**
• Table VIII Inputs & Outputs	• Displace the Command Post **71-CORP-5201** • Maintain Continuity of Mission Command **71-CORP-5250** • Conduct CP Operations **71-CORP-5200** • Secure the SCIF (*Establish Access Control Point for a SCIF*) **34-TM-3091** • Secure the command post (*React to Level I and Level II Attacks*) **71-BDE-6050** / (*Perform Security at Critical Sites*) **19-CO-2204** • Conduct AARs (*Conduct A Formal AAR*) **150-MC-5133**	• Finalized SOPs / staff structure / battle rhythm • AAR results
Inputs	**Table X: Conduct the Mission Command WFF Validation Exercise *****	**Outputs**
• Table IX Inputs & Outputs	• Displace the Command Post **71-CORP-5201** • Maintain Continuity of Mission Command **71-CORP-5250** • Conduct CP Operations **71-CORP-5200** • Secure the SCIF (*Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF)*) **34-TM-3091** • Secure the command post (*React to Level I and Level II Attacks*) **71-BDE-6050** / (*Perform Security at Critical Sites*) **19-CO-2204**	• CP validations • Validated SOPs • AAR results
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). The commander trains the mission command system, including all unit command posts, in tables VII through IX. The commander leads an AAR following Table IX and directs final changes to the command posts prior to entering the Table X Validation Exercise. **Table X is externally evaluated. The commander, in consultation with their higher commander and external evaluators, validates that the mission command system (including each command post) is fully prepared to support the commander in the conduct of unified land operations.** The commander should sign a memorandum for record with the results of the validation exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS.		
** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and digital crew tables. *** Table is executed as part of an externally evaluated culminating 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.		

Graphic 2-9. Mission Command Training Tables VII through X for Corps Command Posts

SECTION V – CORPS DIGITAL CREW TRAINING TABLES

2-326. Section V discusses the mission command training tables for the corps digital crew.

MISSION COMMAND TRAINING TABLES FOR THE CORPS DIGITAL CREW

2-327. This chapter is designed to enable the commander and staff to train and evaluate the ability of staff and MCIS 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.

2-328. The digital crew consists of the unit MCDMGs, the COP managers, and the individual MCIS operators in all shifts of all CPs. This table assumes the individual MCIS operators are certified to operate their MCIS according to the appropriate proponent manuals. TC 6-0.1 is the reference manual for collective digital crew performance measures and training tables, not operator training. The MCDMG is focused on the integration of MCIS and is not trained to be the operator or expert of each MCIS. Execution of training tables occurs concurrently with other planned training to support organizational training requirements.

2-329. The digital crew integrates mission command information systems to display information that enables the commander in the decision-making process. Led by the MCDMG, the digital crew is responsible for advising the staff on the most effective techniques to integrate their MCIS. The digital crews coordinate with the COP manager to integrate critical information from each war-fighting function into the COP to support the commander's visualization.

2-330. The composition of the digital crew at the corps echelon is adjusted to support commander's guidance. Considerations for guidance include training, education, experience of available personnel, and their ability to integrate their MCIS. The MCDMG and COP manager recommend composition and disposition of MCIS to the COS tailored to the operational environment. Planning factors for the COS include shift changeover, relocation of the CP, requirements for split operations, and mobile CP operations.

2-331. The MCDMG is responsible for training the digital crew on the execution of the digital training tables. The digital crew and staff execute the training tables to support the commander's guidance and training objectives based on recommendations from the MCDMG and COP manager. Considerations for training include stability 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 with some requirements from the staff. Tables VII through X focus on the employment and integration of the staff supported by the digital crews.

2-332. 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. Figure 2-10 below provides an overview of Tables I through VI for the digital crew.

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

I	*II*	*III*
Execute Basic MCIS Operations	***Integrate CP Systems***	***Develop the Common Operational Picture***
• Set up the MCIS for operations • Prepare the MCIS for transit and operations • Employ the MCIS for operations • Organize CPOF data • Exercise mission command under degraded conditions	• Share data products with the MCIS • Create notifications for data changes • Implement appropriate permissions on the MCIS • Access data through Databridge	• Establish the common operational picture • Communicate using the MCWS, CPOF, and MCIS
Venue: Home station Facility: Locally	Venue: Home station Facility: Locally	Venue: Home station Facility: Locally
IV	***V***	***VI***
Synchronize Operations	***Conduct the MCIS Rehearsal***	***Conduct the Digital crew Certification***
• Manage SIGACTs • Execute battle drills • Produce a collaborative mission plan • Produce a shared plan using MCIS • Present a CP update briefing • Create digital archives	• Establish the COP • Conduct MCIS operations	• Establish the COP • Conduct MCIS operations
Venue: Home station Facility: Locally	Venue: MCTT headquarters Event: (STAFFEX) Facility: TBD	Venue: MCTT headquarters Event: (CPX) Facility: TBD

COP	command post	MCIS	mission command information systems
CP	common operational picture	MCWS	mission command work station
CPOF	command post of the future	SIGACT	significant activity
CPX	command post exercise	STAFFEX	staff exercise

Figure 2-10. Corps Digital Crew Tables I-VI Overview

2-333. 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 have individually qualified on the Tables I-II for the crew to maintain a qualified rating. If more than two crew members are replaced from the original fully qualified crew, the digital crew is considered unqualified until the new crew conducts Tables III-VI as a collective unit.

Note. This section was written based on the MCIS (CPOF) that the preponderance of Army units are currently using. For greater detail concerning the training of units with legacy MCIS, see TC 6-0.1. If the unit has been issued CPCE, use training materials from the New Equipment Training team. This TC is updated after CPCE is in full rate production (FRP).

TABLE I: EXECUTE BASIC MISSION COMMAND INFORMATION SYSTEM OPERATIONS

2-334. Table I is the introduction and lays the foundation of understanding for the MCIS and their operators.

SETUP THE MISSION COMMAND INFORMATION SYSTEM FOR OPERATIONS

2-335. Given the variety of warfighting function systems in the Army and version updates associated with each, the MCDMG will ensure that individuals within and the digital crew are operating on their MTOE authorized systems with associated technical manuals. The commander directs which systems and configuration to use based on mission requirements, the operational environment (current and forecasted), unit capabilities, equipment/systems (outside of MTOE) through the Army fielding initiatives, and higher headquarters requirements. The operations SGM directs the MCDMG to gather materials and equipment to support the digital crew to execute the Tables. Performance of this task includes the consolidation of hardware, SOPs, unit battle drills, and a scenario to synchronize the efforts of the digital crew. Unit SOPs for knowledge management and system organization are approved and available for refinement during training. Once all training materials and equipment are on-hand, operators will begin to prepare systems for operation by inspecting equipment. Refer to system technical manuals (TM) or users manuals for proper set up of digital systems.

PREPARE THE MISSION COMMAND INFORMATION SYSTEM FOR TRANSIT AND OPERATIONS

2-336. Preparation of MCIS includes allowing adequate time for the operator of each MCIS to conduct system PMCS. Assistance from G-6 may be required to ensure the latest software versions are available and installed. The MCDMG or members of the digital crew will attend relevant meetings such as commanders update briefs and CP shift change briefs to maintain situational awareness to support the commander and staff. As needed, the MCDMG will instruct the digital crew, with assistance from the battle captain and the COP manager, on the digital crew roles and responsibilities as an integrated crew within the staff during the conduct of operations.

EMPLOY THE MISSION COMMAND INFORMATION SYSTEM FOR OPERATIONS

2-337. The MCDMG will use Individual Task 150-DMG-2014, *Employ the Mission Command Workstation / Command Post of the Future (MCWS/CPOF) for Operations*. This task focuses on employment of CPOF. CPOF is the recommended tool to generate the digital COP by integrating Corps echelon MCIS. If, based on mission and the operational environment, the commander directs the use of other systems for displaying the COP such as JCR, the MCDMG will adjust the digital training tables to support commander's guidance. If the unit has been issued CPCE, use similar training materials from the New Equipment Training team.

ORGANIZE COMMAND POST OF THE FUTURE DATA

2-338. The MCDMG will use Individual Task 150-DMG-2013, *Organize CPOF Data*. The MCDMG and digital crew uses relevant unit SOPs for digital information and knowledge management to organize CPOF data. The digital crew will use the commander's approved briefing products and methods to organize information with assistance from the unit knowledge manager. Digital crews coordinate with the corps staff, battle captains, and COP manager to ensure the organized data meets the following criteria:

- Allows quick transition into an operational picture.
- Is operationally relevant to the commander's intent and end state.
- Has SOPs in place ensuring information is relevant and updated.
- Is clear and concise.

EXERCISE MISSION COMMAND UNDER DEGRADED CONDITIONS

2-339. The MCDMG will use Collective Task 150-DMG-2020, *Exercising Mission Command Under Degraded Conditions*. Training ensures the ability of the headquarters to sustain mission command procedures during degraded conditions such as power outage, cyber-attack, or movement of the CP. The operations SGM and the MCDMG evaluate the ability of staff and digital crew to execute the degraded transition battle drill measuring their ability to sustain operations under degraded conditions. The staff assists the digital crew during transition by validating last known/confirmed unit locations, graphics, running estimates, and other relevant information before degraded operations began. The MCDMG continues

oversight of digital crew during transition to degraded operations and assists the digital crew to transition from analog to fully-capable digital systems.

2-340. The desired outcome for Table I is for the digital crew to understand the commander's guidance for employment of MCIS 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. Upon successful completion of this table system operators will have demonstrated proficiency of the following tasks:

- Setup the MCIS for operation (Prepare the MCIS for Operation)
- Employ the MCIS for Operation
- Organize data on the MCWS (CPOF)
- Exercise Mission Command under degraded conditions.

TABLE II: INTEGRATE COMMAND POST SYSTEMS

2-341. The purpose of this table is to ensure that all digital crew members understand the integration of their individual systems and can effectively communicate across the network. Execution validates the MCIS integration across the staff as outlined in knowledge management SOPs to include setting permissions and sharing data. This table typically requires collaboration of the digital triad in addition to appointed COP manager, G-3, and G-6. The appointed COP manager assists in the management of information for use in the common operating picture. Digital crew members must be proficient at sharing information through the data distribution service (DDS) at the conclusion of this table.

SHARE DATA PRODUCTS WITH THE MCIS

2-342. The MCDMG will use Individual Task 150-DMG-2007, *Access Information using the Data Distribution Service (DDS) Utilizing the Mission Command Workstation/Command Post of the Future (MCWS/CPOF)*. Execution of this task allows the MCIS operator associated with each warfighting function to share information through CPOF to update the common operating picture. The MCDMG will ensure that each operator can publish graphics in accordance with unit SOPs to the DDS for dissemination across the staff. The MCDMG also evaluates the MCIS operator's ability to import and export graphics from the DDS. The operations SGM, battle captain, or battle NCO along with the MCDMG will confirm the digital crew's ability to import and share messages, reports, and overlays between upper tactical interface (T/I) and lower T/I systems. This is not a performance measure. Units reference CALL handbook, *Mission Command Systems Integration*, 31 March 2018 - a technical solution handbook to provide the staff and the commander a multi-echelon operational picture. This process allows subordinate organizations with lower T/I capability to share with information with upper T/I systems, mitigating the risk of human error in reproduction of data points.

CREATE NOTIFICATIONS FOR DATA CHANGES

2-343. The MCDMG will use Individual Task 150-DMG-2010, *Produce Notifications for Data Changes*. The purpose for this task is to ensure the battle captain is notified of any changes to operational graphics enacted by an individual MCIS operator. The MCDMG 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.

IMPLEMENT APPROPRIATE PERMISSIONS ON THE MCIS

2-344. The MCDMG will use Individual Task 150-DMG-2009 *Implement Appropriate Permission / Privileges on MCIS / CPOF Data Products*. This task validates the operator's ability to set permissions for editing digital products in accordance with the unit's digital SOP. Performance of this task will reduce errors in the digital COP caused by improper user access permissions and other digital platforms across the staff.

ACCESS DATA THROUGH DATABRIDGE

2-345. The MCDMG will use Individual Task 150-DMG-2011, *Access Data Though the Mission Command Workstation / Command Post of the Future (MCWS/CPOF) Databridge*. The MCDMG evaluates the CPOF operator's ability to establish position location information with JCR to enable real time battle tracking of subordinate organizations. JCR is the primary system for tracking vehicle platforms at brigade and below to include company echelons without upper T/I capability. The CPOF operator accesses JCR data through the data bridge established by the G-6 for publication on the digital COP; this reduces staff efforts in the command post.

2-346. Upon completion of Table II, individual MCIS operators is proficient in the integration of their assigned MCIS with the DDS; this includes publication (push) and subscription (pull) of data with DDS. Operators can conduct troubleshooting through the tree viewer, individual MCIS troubleshooting flowcharts, and the digital dashboard. The MCDMG will retain operators unable to complete the performance measures.

TABLE III. DEVELOP THE COMMON OPERATIONAL PICTURE

2-347. 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 commander's COP; providing real-time situational awareness. The commander tailors the COP through guidance to the staff warfighting function representatives who provide feedback to ensure achievement of commander's intent. The digital crew trains to support the staff and commander's situational awareness requirements through execution of battle drills, SOPs, and other battle rhythm events. The updated COP reflects the most current events tailored to CCIR to support the commander's decision-making process.

ESTABLISH THE COMMON OPERATIONAL PICTURE

2-348. The MCDMG and COP manager will use Individual Task 150-MC-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 chief of operations to validate the digital crew's ability to produce the COP. The COP manager and battle captain update the COP based on the mission and combined with relevant information imported from MCIS to enable the commander's decisions making.

COMMUNICATE USING THE MISSION COMMAND WORK STATION, COMMAND POST OF THE FUTURE, AND MISSION COMMAND INFORMATION SYSTEMS

2-349. The MCDMG will use Individual Task 150-DMG-2012, *Communicate using Mission Command Workstation / Command Post of the Future (MCWS/CPOF)*. The MCDMG is responsible for ensuring the integration of efforts from all available MCIS within the command post. The MCDMG will work with the G-6 to trouble shoot any interoperability issues. The digital crew, led by the MCDMG and COP manager, will use running estimates and other information sources to keep the COP current and within the commander's guidance.

2-350. At the conclusion of Table III, digital crews is proficient in the operation, integration, and communication of the MCIS across the network to display information on the integrated COP for the commander and staff. The digital crew will also be trained on how to vertically and horizontally exchange information between upper and lower T/I creating shared understanding.

TABLE IV. SYNCHRONIZE OPERATIONS

2-351. 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 emphasis on validation of battle drills and briefing formats.

MANAGE SIGNIFICANT ACTIVITIES

2-352. The MCDMG and COP manager will use Individual Task 150-DMG-3009, *Organize Command Post of the Future Workstation Data Products (V13.0)*. The digital crew must be proficient in displaying SIGACTS on the COP using the tools available in CPOF. The battle captain, operations SGM, or designated representative is responsible for providing updates to the commander as directed. The COP manager and chief of operations ensure that the digital crew is following the unit SOP for displaying information.

EXECUTE BATTLE DRILLS

2-353. The MCDMG will use Individual Task 150-DMG-2015, *Order Battle Drills Execution*. The successful unit will have an established list of approved battle drills that are published in the appropriate unit SOP (command post, plans, digital, and etcetera.). 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 chief of operations. 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 support their war-fighting function through screening criteria, setting conditions for operational success.

PRODUCE A COLLABORATIVE MISSION PLAN

2-354. The MCDMG will use Individual Task 150-DMG-3007, *Develop a Collaborative Mission Plan (V13.0)*. The task ensures that system operators develop a coherent plan with their digital crew counter-parts according to unit SOP and commander's guidance. Critical to collaborative planning is the digital triad coordination with staff to account for different planning factors to include parallel planning. Proper training on collaborative planning enables operational success by preparing the staff to rapidly transition from planning to operations.

PRODUCE A SHARED PLAN USING MISSION COMMAND INFORMATION SYSTEMS

2-355. The MCDMG will use Individual Task 150-DMG-3006, *Produce a Shared Plan Using the Command Post of the Future Workstation*. CPOF provides a variety of briefing templates and examples within the library. The staff assists the commander's visualization through use of CPOF visualization aides including maps, charts, and tables. The MCDMG assists the COP manager, battle captain, or chief of operations to select a briefing format that supports the commander's guidance and mission requirements.

PRESENT A COMMAND POST UPDATE BRIEFING

2-356. The MCDMG and COP manager will use Individual Task 150-DMG-2016, *Present Command Post Update Briefing*. The command post update brief is the culmination of the integration and information sharing to create situational and shared understanding. The battle captain, chief of operations, or commander validates the update briefing to ensure it meets the commander's guidance. A briefing manager is designated by the COS or G-3 to organize and control the briefing (typically the battle captain or battle NCOIC). The designated briefing manager guides staff preparation for the update in coordination with the COP manager and MCDMG. Briefing preparation techniques traditionally focus on gaining efficiency by leveraging MCIS capabilities including CPOF presets and efforts throughout the presentation. Briefing concludes with a rehearsal by war-fighting function.

CREATE DIGITAL ARCHIVES

2-357. The MCDMG will use Individual Task 150-DMG-3009, *Create Digital Archives*. The MCDMG works with the knowledge manager in coordination with the COP manager, battle captain, or chief of operations to archive information for reference that no longer needs to be updated or modified. This information is archived to serve as an easily accessed historical reference database. Critical to this task is ensuring that effective knowledge management procedures are used to name, manage, and store information within the tree viewer.

2-358. At the completion of Table IV, digital crew members is proficient in using their MCIS to battle track, manage operations, execute battle drills, maintain running estimates, conduct briefings, and manage the commander's information requirements to support the decision-making process.

TABLE V. CONDUCT MISSION COMMAND INFORMATION SYSTEM REHEARSAL

2-359. The MCIS rehearsal present the last opportunity in digital training tables for commanders to refine the process 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.

2-360. Once the digital crew successfully completes all requirements of Table V, the MCDMG reports to the chief of operations, the operations SGM, and each battle captain that the digital crew is prepared for the Certification event (Table VI).

ESTABLISH THE COMMON OPERATIONAL PICTURE

2-361. The COP manager will use Collective Task 71-CORP-5319, *Establish a Common Operational Picture for Corps*. 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 MCIS OPERATIONS

2-362. Digital crew members will use their MCIS to battle track, manage operations, 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 MCWS/CPOF/MCIS*. At a minimum, the DMG requires the digital crew to conduct the following using assigned MCIS:

- Receive OPORD and develop running estimates
- Support Mission Analysis with associated WARNORD distribution
- Support COA Development
- Support a COA Approval Brief
- Develop and distribute an OPORD

2-363. Graphic 2-10 below summarizes the inputs, actions, and outputs the digital crew executes in Tables I through V in preparation for certification.

Mission Command Training Tables I through V for Corps Digital Crew[1]		
Inputs	**Table I: Execute Basic MCIS Operations***	**Outputs**
• Digital crew battle roster • KM SOP • ATP 6-01.1 • TM 11-7010-538-13&P	• Setup the MCIS for operation • Prepare MCIS for transit and operations • Employ the MCIS for operations (*Employ the Mission Command Workstation / Command Post of the Future for Operations*) **150-DMG-2014** • Organize CPOF Data **150-DMG-2013** • Exercise MC Under Degraded Conditions **150-DMG-2020**	• Operators certified on their individual systems under all conditions • Battle drills • Scenario to drive subsequent tables
Inputs	**Table II: Integrate Command Post Systems***	**Outputs**
• Table I Inputs & Outputs • Draft MCIS portion of unit SOP • FM 6-0 • ADRP 5-0	• Share data products with the MCIS / MCWS (*Access Information Using the Data Distribution Service (DDS) Utilizing the MCWS / CPOF*) **150-DMG-2007** • Create Notifications for Data Changes **150-DMG-2010** • Implement appropriate permissions on MCIS (*Implement Appropriate Permission/Privileges on MCIS / CPOF Data Products*) **150-DMG-2009** • Access Data through Databridge **150-DMG-2011**	• Verified MCIS portion of digital SOP
Inputs	**Table III: Develop Common Operational Picture***	**Outputs**
• Table II Inputs & Outputs • Commander's guidance (Commander Table II) • COP portion of digital SOP	• Establish the COP **150-MC-5315** • Communicate using MCWS/CPOF/MCIS **150-DMG-2012**	• 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	• Manage SIGACTS (*Organize CPOF Workstation Data Products*) **150-DMG-3009** • Execute battle drills (*Order Battle Drills Execution*) **150-DMG-2015** • Produce a collaborative mission plan (*Develop a Collaborative Mission Plan*) **150-DMG-3007** • Produce a Shared Plan Using MCIS **150-DMG-3006** • Present a Command Post Update Brief **150-DMG-2016** • Create Digital Archives **150-DMG-3009**	• Validated battle drills • MCIS shared plan • Validated briefing portion of digital SOP • Archives • Refined COP
Inputs	**Table V: Mission Command Information System Rehearsal****	**Outputs**
• Table IV Inputs & Outputs • Synchronized digital operations • Staff COP input	• Establish the COP **71-CORP-5319** • Conduct MCIS operations (*Communicate using MCWS/CPOF/MCIS*) **150-DMG-2012**	• Finalized COP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The Mission Command Digital Master Gunner in each command post validates that the digital crew has met all the training criteria for Tables I through V** and is prepared to conduct Certification (Table VI) under conditions established by the commander.		
* Tables consist of tasks that enable the digital crew to prepare for collective training with the rest of the headquarters. ** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and command post tables. [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.		

Graphic 2-10. Mission Command Training Tables I through V for the Corps Digital Crew

TABLE VI. CONDUCT DIGITAL CREW CERTIFICATION

2-364. 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 command posts. Digital crews use the MCIS to support the staff during the operations process. They are evaluated on creating planning products, synchronizing operations, creating storyboards, sharing information, and making recommendations to the commander. Digital crews are the experts in the integration of information and fully prepared to support the commander and staff.

ESTABLISH THE COMMON OPERATIONAL PICTURE

2-365. The COP manager will use Collective Task 71-CORP-5319, *Establish a Common Operational Picture for Corps*. 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.

2-366. 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 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 MCIS OPERATIONS

2-367. Digital crew members will use their MCIS to battle track, manage operations, 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 MCWS/CPOF/MCIS*. At a minimum, the DMG requires the digital crew to conduct the same tasks they completed during Table V (Rehearsal).

2-368. The outcome of Tables I through VI is 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 unified land operations. Upon completion of Table VI and the certification of the MCIS, the digital crew, led by the MCDMG and COP manager, transitions to Tables VII through X.

2-369. 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 MCDMG also transitions from controlling the certification process to serving as an advisor to the command team. The MCDMG now serves as the subject matter expert on digital training and integration.

2-370. 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 MCIS. 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.

2-371. The digital crew is certified upon completion of Table VI. TC 6-0.1 does not have digital crew specific tables beyond Table VI. The tables in TC 6-0.1 become nested with those of the staff. The commander uses the tables below 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 MCDMG and digital triad works with the staff to refine the digital SOP and develop a retraining plan to ensure that the digital crew members operate effectively and efficiently within their staff section. When the commander is satisfied that the digital crew meets the requirements of Table VI, they sign a memorandum for record capturing the results of the certification event. The unit training officer uploads the memorandum to DTMS.

2-372. Graphic 2-11 below crosswalks the inputs, activities, and outputs required of the digital crew as they conduct Table VI.

Mission Command Training Table VI for Corps Digital Crew[1]		
Inputs	**Table VI: Digital Crew Certification****	**Outputs**
• Table V Inputs & Outputs	• Establish the COP **71-CORP-5319** • Conduct MCIS operations (*Communicate Using MCWS/CPOF/MCIS*) **150-DMG-2012**	• Digital crew certification • Refined SOP
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The commander certifies that the digital crew has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here.** Once the digital crew is certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS		
* Tables consist of tasks that enable the digital crew to prepare for collective training with the rest of the headquarters. ** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and command post tables. [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.		

Graphic 2-11. Mission Command Training Table VI for the Digital Crew

2-373. Upon completion of certifications in Table VI, the unit will receive an order from the headquarters responsible for the corps EXEVAL in Table X. The digital crew will use the information from this order to train during tables VII through IX. Figure 2-11 reflects the progression of the digital crew transitions through Tables VII through X.

VII	***VIII***
Integrate the Mission Command System	***Synchronize Operations With Unified Action Partners***
• Establish a CP in an operational environment • Process relevant information • Display the COP • Disseminate the COP and execution information • Incorporate unified action partners into the COP	• Conduct synchronization actions to produce maximum effective application of military power • Conduct fires • Develop running estimates • Adjust resources, concepts of the operation, or mission • Conduct an operations synchronization meeting
Venue: Commander Directed Facility: Locally	Venue: Training event aligned with unit CATS Facility: Training area
IX	***X***
Conduct the Mission Command Validation Exercise Rehearsal	***Conduct the Mission Command Validation Exercise***
• Validate the digital SOP • Assist the command in executing tactical operations • Support the CP in displacing the command post	• Support the CP in displacing the command post • Conduct MCIS operations
Venue: Training event aligned with unit CATS Facility: Training area	Venue: Training event aligned with unit CATS Facility: Training area
CATS Combined Arms Training Strategy COP Common operational picture CP Command Post	MCIS Mission Command Information System SOP Standard Operating Procedure

Figure 2-11. Corps Digital Crew Tables VII-X Overview

TABLE VII. INTEGRATE THE MISSION COMMAND SYSTEM

2-374. Table VII is led by the chief of operations operating under COS and commander's guidance and may include additional unit liaisons and attachments. This table requires the COS to lead the staff through the MDMP process in a simulated tactical environment. It begins with the establishment of the command post and digital systems to include staff coordination with horizontal and vertical elements. The higher headquarters will establish a multinational mission command information system for the EXEVAL (Table X). The digital crew will implement this system and integrate unified action partner information requirements into the COP on this system. The commander determines the training venue based on the training calendar and mission requirements. This table includes establish the network, mission command system integration, and disseminate the COP.

ESTABLISH A COMMAND POST IN AN OPERATIONAL ENVIRONMENT

2-375. The COS will direct the G-3 and operation SGM to prepare to establish the command posts. The chief of operations, assisted by the operations SGM, plans for establishment of the command post to support the commander's training guidance. Command post site selection is typically delegated to the operations officer and operations SGM. Planning considerations include priorities of work for establishment of

communication architecture to include upper and lower T/I by warfighting function. Priorities of work and planning considerations are tailored to support the operational environment and leverage historical knowledge from rehearsals. The COP manager and MCDMG focus on establishing digital capabilities of the command post while the remaining staff focus on establishing the command post. The command will refer to Collective Task 71-CORP-0050, *Establish a Command Post in an Operational Environment for Corps*.

PROCESS RELEVANT INFORMATION

2-376. The commander drives the operations process supported by the staff. The COS and G-3 provide guidance on how the staff organizes the CP to support the commander's exercise of mission command. The staff provides relevant information to the commander to answer information requirements. The digital crew will do this referencing Collective Task 71-CORP-5315, *Process Relevant Information for Corps*.

DISPLAY THE COMMON OPERATIONAL PICTURE

2-377. This task, as with all the tasks in Tables VII-X, is performed in conjunction with executing a tactical task the unit is tasked to perform in the higher headquarters order. This step can be performed in a field or garrison environment based on availability. The commander establishes requirements for information displayed on the common operational picture. The staff establishes MCIS to manage and share information based on SOPs. The staff maintains continuous running estimates focused on the mission and commander's guidance under the direction of the COS. The digital crew, under the guidance of the COP manager, produce the COP using MCIS systems tailored to operational requirements and guidance. The command will use Collective Task 71-CORP-5316, *Display a Common Operational Picture for Corps*; for the execution of this task.

DISSEMINATE COMMON OPERATIONAL PICTURE AND EXECUTION INFORMATION

2-378. The staff, led by the COS, directs the knowledge management plan and distribution to subordinate CPs to create and maintain shared understanding. The battle captain and COP manager update the common operating picture to ensure the most relevant information is displayed while the G-3 directs the COP manager and MCDMG to post and disseminate the COP across mission command networks. The COP manager and MCDMG ensure the COP is accurately disseminated to lower echelons across the network. The command will reference Collective Task 71-CORP-5318, *Disseminate Common Operational Picture and Execution Information for Corps*. This task may be performed during unit training to maximize resources to gain efficiency.

INCORPORATE UNIFIED ACTION PARTNERS INTO THE COMMON OPERATIONAL PICTURE

2-379. The digital crew develops mission-specific procedures for portraying relevant information regarding unified action partners in the COP. While some partners may have digital systems compatible with the multinational mission command information system the corps is using, others may not and the digital crew will have to develop analog methods for acquiring, displaying, disseminating and routinely updating their information. They will also have to account for security policies and foreign disclosure restrictions when working with unified action partners. Refer to Collective Task 71-CORP-5725, *Conduct Multinational Operations*.

TABLE VIII. SYNCHRONIZE OPERATIONS WITH UNIFIED ACTION PARTNERS

2-380. This table tests the staff in the integration of unified action partners into mission command systems. Critical to Table VIII is synchronization with unified action partner efforts across the war fighting functions to achieve shared understanding and may include the use of the multilateral interoperability program. 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.

COORDINATE SYNCHRONIZATION ACTIONS TO PRODUCE MAXIMUM EFFECTIVE APPLICATION OF MILITARY POWER

2-381. The digital crew employs mission command systems to conduct automated coordination with higher, adjacent, and subordinate units and other unified action partners. For example, the fires cell digital system operators will use their systems to coordinate airspace with aviation units, air defense units, the air component and host nation airspace users. The command references Collective Task 71-CORP-5134, *Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power for Corps*.

CONDUCT FIRES

2-382. The command references Collective Task 71-CORP-3310, *Conduct Fires for Corps*. The fires cell prepares the fire support plan during the planning process. The FSO synchronizes fires across the operational environment and works with fire support NCO to produce fire support products. The cell's digital systems operators input appropriate information from the plan into their MCIS. As planning continues, products are disseminated digitally for feedback. Once complete, the commander's approved fire plan is added to the COP and synchronized across the staff. During execution, the fires cell operators use their systems to coordinate joint fires for the corps and its subordinate units.

DEVELOP RUNNING ESTIMATES

2-383. The command references Collective Task 71-CORP-5144, *Develop Running Estimates for Corps*. The staff, led by the COS, continues to update running estimates in their MCIS throughout operations to integrate relevant information into the COP.

ADJUST RESOURCES, CONCEPT OF OPERATIONS, OR MISSION

2-384. The command references Collective Task 71-CORP-5133, *Adjust Resources, Concept of Operations, or Mission for Corps*. The staff and the battle captain continually review and adjust the plan in digital systems as conditions change to support updated commander's guidance. This may involve the re-allocation of resources and priorities to refine the course of action.

CONDUCT AN OPERATIONS SYNCHRONIZATION MEETING

2-385. The command conducts an operations synchronization meeting electronically, including all command posts and relevant subordinate units using Collective Task 71-CORP-5135, *Conduct an Operations Synchronization Meeting for Corps*, as a guide. Synchronization of staff efforts and priorities ensures productivity and unity of effort. The G-3, or designated representative, guides the staff through managing products to sustain 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. CONDUCT THE MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE REHEARSAL

2-386. This table aligns the staff, digital crew, CP, and commander to conduct the operations process. This table is executed in a simulated operational environment. It supports the unit METL and be conducted over a continuous 48-hour period. As with previous tables, the evaluation of Table IX provides an assessment of staff and digital crew proficiency of their ability to integrate the MCIS. This table simulates the conditions similar to the projected Table X environment. These conditions can be tailored towards a future CTC rotation or other operational environment.

VALIDATE THE DIGITAL STANDARD OPERATING PROCEDURE

2-387. Under the authority of the commander, the MCDMG will validate the digital systems portion of the unit SOP, ensuring that the critical SOP requirements below are accounted for.

- Produce and disseminate mission orders through the mission command information system

- Conduct battle hand-over: main command post to alternate command post
- Execute update briefs
- Display statuses
- Operational and sustainability tracking and reporting

ASSIST THE COMMANDER IN EXECUTING TACTICAL OPERATIONS

2-388. 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 MCIS 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-MC-5131, *Assist the Commander in Executing Operations*.

SUPPORT THE CP IN DISPLACING THE COMMAND POST

2-389. The digital crew supports the command post during displacements by conducting battle handover for COP responsibilities to an alternate CP, preparing MCIS for transportation, moving to the new CP location, reinstalling the system, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to 71-CORP-5201, *Displace the Command Post for Corps.*

2-390. At the end of the training event, the MCDMG will conduct an informal AAR with the digital crew to capture final refinements to the COP and conduct any required retraining prior to the Validation Exercise.

TABLE X. CONDUCT THE MISSION COMMAND WARFIGHTING FUNCTION VALIDATION EXERCISE

2-391. Commanders use observations and lessons learned from Table IX to refine planning and execution of Table X that serves as the culminating training event. Table X execution is synchronized with other unit culminating training events. During the training event, the digital crew and staff, completes Collective Task 71-CORP-0050, *Establish a Command Post in an Operational Environment for Corps*; and Individual Task 150-MC-5200, *Conduct Command Post Operations*.

2-392. 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 understand the commander's intent and be capable of leveraging their digital crew and MCIS 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 and corrected before beginning Table X.

2-393. 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 MCIS perform the operations process seamlessly. Completing Table X indicates that the command is prepared at an advanced level to conduct unified land 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 in the conduct of large scale ground combat operations, and signs a memorandum for record capturing the outcome of the validation exercise. The unit training officer uploads the memorandum to DTMS.

SUPPORT THE CP IN DISPLACING THE COMMAND POST

2-394. The digital crew supports the command post during displacements by conducting battle handover for COP responsibilities to an alternate CP, preparing MCIS for transportation, moving to the new CP location, reinstalling the system, and reassuming COP management responsibilities. The digital crew follows the timeline established by the battle captain. Refer to 71-CORP-5201, *Displace the Command Post for Corps*.

CONDUCT MCIS OPERATIONS

2-395. Digital crew members will use their MCIS to battle track, manage operations, 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 MCWS/CPOF/MCIS*. At a minimum, the DMG requires the digital crew to conduct the following using assigned MCIS:

- Receive OPORD and develop running estimates
- Support Mission Analysis with associated WARNORD distribution
- Support COA Development
- Support a COA Approval Brief
- Develop and distribute an OPORD

2-396. See Graphic 2-12 below for a crosswalk of the inputs, actions, and outputs for Tables VII through X.

Mission Command Training Tables VII through X for Corps Digital Crew[1]		
Inputs	**Table VII: Integrate the Mission Command System**	**Outputs**
• Table VI Inputs & Outputs • ADRP 6-0	• Establish a CP in an Operational Environment **71-CORP-0050** • Process Relevant Information **71-CORP-5315** • Display the COP **71-CORP-5316** • Disseminate COP and Execution Information **71-CORP-5318** • Incorporate UAP into the COP (*Conduct Multinational Operations*) **71-CORP-5725**	• Partnered COP
Inputs	**Table VIII: Synchronize Operation with Unified Action Partners**	**Outputs**
• Table VII Inputs & Outputs • Unified action partner information requirements	• Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power **71-CORP-5134** • Conduct Fires for Corps **71-CORP-3310** • Develop Running Estimates **71-CORP-5144** • Adjust Resources, Concept of Operations, or Mission **71-CORP-5133** • Conduct an Operations Synch Meeting **71-CORP-5135**	• Updated synchronization matrix • Digital crew running estimates • Refined operations synch meeting portion of SOP
Inputs	**Table IX: Mission Command Validation Exercise Rehearsal*** **	**Outputs**
• Table VIII Inputs & Outputs	• Validate the Digital SOP • Assist the Commander in Executing Tactical Operations **150-MC-5131** • Support the CP in displacing the command post (*Displace the Command Post*) **71-CORP-5201**	• Validated SOP • After action review results
Inputs	**Table X: Mission Command Validation Exercise****	**Outputs**
• Table IX Inputs & Outputs	• Support the CP in displacing the command post (*Displace the Command Post*) **71-CORP-5201** • Conduct MCIS operations (*Communicate Using Mission Command Workstation / Command Post of the Future (MCWS/CPOF*) **150-DMG-2012**	• Digital crew validations
Proficiency for each collective task in these tables is established in Chapter 1, FM 7-0, *Train to Win in a Complex World*. The five possible proficiency ratings are Fully Trained (T), Trained (T-), Practiced (P), Marginally Practiced (P-), and Untrained (U). **The commander certifies that the digital crew has met all the training criteria for Table VI by achieving at least a Trained (T-) rating in each of the tasks listed here.** Once the digital crew is certified, they can proceed to unit training in Tables VII through X. The commander should sign a memorandum for record with the results of the certification exercise (one memorandum is sufficient to cover the commander, the staff, the command posts, and the digital crews). The unit training officer will upload this memorandum to DTMS		
* Tables consist of tasks that enable the digital crew to prepare for collective training with the rest of the headquarters. ** Tables are conducted as part of a larger exercise and are supported by the commander, staff, and command post tables. [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.		

Graphic 2-12. Mission Command Training Tables VII through X for the Digital Crew

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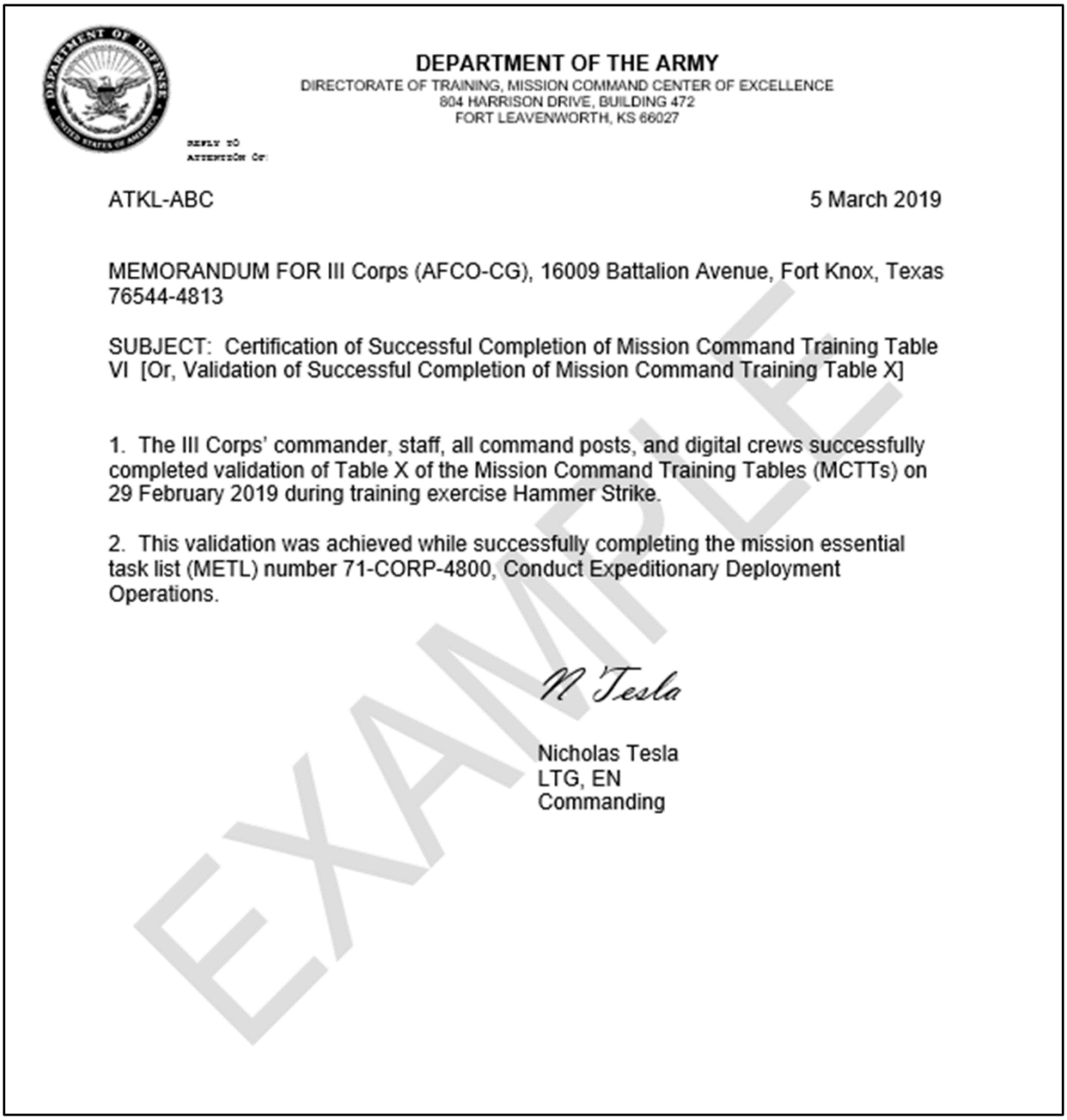
Appendix A

Memorandum for Record Example

This appendix provides guidance for creating a memorandum for record and includes an example.

A-1. A memorandum for record (MFR) is completed when the commander is satisfied that the requirements of Table VI, have been achieved. A signed MFR capturing the results of the certification is prepared. This is also true when the requirements of Table X have been achieved. While Table VI can be certified by the unit commander, Table X validation is different. The commander consults with the external evaluators and the evaluating headquarters commander who in-turn validates the achieved requirements to conduct the operations process in the conduct of large scale ground combat operations with a signed memorandum for record capturing the outcome of the validation exercise. The unit training officer uploads each respective memorandum to DTMS.

A-2. The example in figure A-1 provides a format and can be modified as needed when certification is achieved in Table VI, and again when validation is achieved in Table X. Refer to AR 25-50, *Preparing and Managing Correspondence. 17 May 2013.*



DEPARTMENT OF THE ARMY
DIRECTORATE OF TRAINING, MISSION COMMAND CENTER OF EXCELLENCE
804 HARRISON DRIVE, BUILDING 472
FORT LEAVENWORTH, KS 66027

REPLY TO
ATTENTION OF:

ATKL-ABC 5 March 2019

MEMORANDUM FOR III Corps (AFCO-CG), 16009 Battalion Avenue, Fort Knox, Texas 76544-4813

SUBJECT: Certification of Successful Completion of Mission Command Training Table VI [Or, Validation of Successful Completion of Mission Command Training Table X]

1. The III Corps' commander, staff, all command posts, and digital crews successfully completed validation of Table X of the Mission Command Training Tables (MCTTs) on 29 February 2019 during training exercise Hammer Strike.

2. This validation was achieved while successfully completing the mission essential task list (METL) number 71-CORP-4800, Conduct Expeditionary Deployment Operations.

N Tesla

Nicholas Tesla
LTG, EN
Commanding

EXAMPLE

Figure A-1. Example memorandum for record

Appendix B

Collective and Individual Training and Evaluation Outlines and Recommended Drills

This appendix provides a cumulative listing of collective and individual tasks as well as drills that are identified within this publication.

B-1. Army tasks are available at https://rdl.train.army.mil/catalog/dashboard (refer to Supporting Training Resources in the Introduction of this publication for details). Combined Arms Training Strategies are available at https://atn.army.mil/dsp_CATSviewer01.aspx.

B-2. The *training and evaluation outline* (T&EO) is the output of the development of the collective task. Leaders use T&EOs to identify other supporting collective and individual tasks that support higher level tasks. These T&EOs provide summary information concerning collective task training and individual and leader tasks that support the successful execution of collective training. The T&EO is the Army's source for individual and collective task training standards. The T&EO consists of the major procedures (steps or actions) a unit or individual must accomplish to perform a task to standard. A collective task also describes the performance required of a unit under the conditions of the training environment.

B-3. During training events, leaders and evaluators use T&EOs to measure observed tasks proficiency. Completed T&EOs form the backbone of bottom-up feedback that provide the commander the necessary objective evaluations to assess unit training proficiency and ultimately to assess training readiness. See below for the listing of the collective and individual T&EOs cited in this publication. Refer to *Training and Doctrine Command (TRADOC) Pamphlet 350-70-1, Training Development in Support of the Operational Training Domain,* 12 February 2019, and FM 7-0, *Train to Win in a Complex World, 5 October 2016.*

Recommended drills that are cited in this publication are listed below after the collective and individual tasks:

CATS 52-TS-8131. *Integrate Intelligence Activities in Support of Operations*.

Collective Task 11-DIV-9000. *Conduct Department of Defense Information Network (DODIN) Operations.*

Collective Task 11-CORP-9000. *Conduct Department of Defense Information Network (DODIN) Operations.*

Collective Task 19-CO-2204. *Perform Security at Critical Sites*.

Collective Task 34-TM-3090. *Manage Special Security Office (SSO) Functions.*

Collective Task 34-TM-3091. *Establish Access Control Point for a Sensitive Compartmented Information Facility (SCIF).*

Collective Task 34-SEC-1102. *Provide Intelligence Overwatch*.

Collective Task 34-SEC-1315. *Provide Geospatial Intelligence (GEOINT) Analytic Support to Operations*.

Collective Task 34-SEC-1317. *Provide Geospatial Intelligence (GEOINT) Support to Requirements Planning*.

Collective Task 34-SEC-1320. *Conduct Signals Intelligence (SIGINT) Section Analysis*. Collective Task 34-SEC-3040. *Provide Signals Intelligence (SIGINT) Support to Planning Requirements*.

Collective Task 34-SEC-3041. *Assess Signals Intelligence (SIGINT) Collection*.

Collective Task 34-SEC-3042. *Develop Signals Intelligence (SIGINT) Products*.

Collective Task 34-SEC-3171. *Plan Integration Into the Intelligence Architecture*.

Collective Task 34-SEC-3173. *Provide Intelligence Support to Information Collection Planning*.
Collective Task 34-SEC-3180. *Conduct Intelligence Preparation of the Battlefield (IPB).*
Collective Task 44-EAC-2111, *Distribute Tactical Warning Information and Attack Assessment*
Collective Task 63-7-2628. *Coordinate the Command Safety Program*.
Collective Task 71-BDE-6050. *React to Level I and Level II Attacks*.
Collective Task 71-CO-0433. *Support Command Posts for Companies in a Headquarters Battalion*.
Collective Task 71-CORP-0005. *Integrate a Digital Liaison Detachment with a Unified Action Partner for Corps*.
Collective Task 71-CORP-0050. *Establish a Corps Command Post in an Operational Environment.*
Collective Task 71-CORP-2210. *Conduct Intelligence Preparation of the Battlefield.*
Collective Task 71-CORP-2301. *Perform Reconnaissance for Corps.*
Collective Task 71-CORP-3000. *Employ Operational Fires for Corps.*
Collective Task 71-CORP-3310. *Conduct Fires for Corps.*
Collective Task 71-CORP-5001. *Conduct Army Design Methodology*
Collective Task 71-CORP-5002. *Conduct Rapid Decision-making and Synchronization Process (RDSP) for Corps*.
Collective Task 71-CORP-5006. *Conduct Staff Tailoring for Corps*.
Collective Task 71-CORP-5010. *Conduct Information Protection for Corps.*
Collective Task 71-CORP-5018. *Receive Liaisons and Attachments for Corps*.
Collective Task 71-CORP-5019. *Integrate Liaisons and Attachments for Corps*.
Collective Task 71-CORP-5100. *Conduct the Mission Command Operations Process for Corps.*
Collective Task 71-CORP-5111. *Conduct the Military Decision-making Process for Corps.* Collective Task 71-CORP-5112. *Conduct Mission Analysis for Corps.*
Collective Task 71-CORP-5118. *Manage Command, Control, and Communications Systems*.
Collective Task, 71-CORP-5119. *Prepare an Operations Order for Corps*
Collective Task 71-CORP-5121. *Establish Coordination and Liaison*.
Collective Task 71-CORP-5122. *Perform a Rehearsal for Corps*.
Collective Task 71-CORP-5123. *Task Organize for Operations for Corps*.
Collective Task 71-CORP-5124. *Revise the Plan for Corps*.
Collective Task 71-CORP-5130. *Assess Tactical Situation and Operations for Corps*.
Collective Task 71-CORP-5132. *Perform Planned Actions Sequels, and Branches for Corps.*
Collective Task 71-CORP-5133. *Adjust Resources, Concept of Operations, or Mission for Corps*.
Collective Task 71-CORP-5134. *Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power for Corps*.
Collective Task 71-CORP-5135. *Conduct an Operations Synchronization Meeting for Corps*.
Collective Task 71-CORP-5144. *Develop Running Estimates.*
Collective Task 71-CORP-5145. *Conduct Risk Management.*
Collective Task 71-CORP-5200. *Conduct Command Post Operations for Corps*.
Collective Task 71-CORP-5250. *Maintain Continuity of Mission Command for Corps*.
Collective Task 71-CORP-5310. *Manage Information and Data for Corps.*
Collective Task 71-CORP-5312. *Establish a Common Operational Picture With a Digital Liaison Detachment*.
Collective Task 71-CORP-5315. *Process Relevant Information for Corps*.
Collective Task 71-CORP-5316. *Display the Common Operational Picture for Corps*.

Collective Task 71-CORP-5317. *Share Relevant Information for Corps*.
Collective Task 71-CORP-5318. *Disseminate Common Operational Picture and Execution Information for Corps*.
Collective Task 71-CORP-5319. *Establish the Common Operational Picture for Corps*.
Collective Task 71-CORP-5330. *Integrate Situational Understanding Through Knowledge Management for Corps*.
Collective Task 71-CORP-5707. *Determine Reporting Requirements and Monitoring Methods for Manual Reporting*.
Collective Task 71-CORP-5725. *Conduct Multinational Operations*.
Collective Task 71-CORP-5900. *Coordinate Cyber Electromagnetic Activities for Corps.*
Collective Task 71-CORP-7110. *Conduct Movement to Contact.*
Collective Task 71-CORP-7120. *Conduct an Attack*
Collective Task 71-CORP-7653. *Implement Knowledge Management Solutions*.
Collective Task 71-DIV-0005. *Integrate a Digital Liaison Detachment with a Unified Action Partner for Divisions*.
Collective Task 71-DIV-0050. *Establish a Divisions Command Post in an Operational Environment.*
Collective Task 71-DIV-2210. *Conduct Intelligence Preparation of the Battlefield.*
Collective Task 71-DIV-2301. *Perform Reconnaissance for Divisions.*
Collective Task 71-DIV-3000, *Conduct Fire Support for Divisions*
Collective Task 71-DIV-3310. *Conduct Fires for Divisions*.
Collective Task 71-DIV-5001. *Conduct Army Design Methodology*
Collective Task 71-DIV-5002. *Conduct Rapid Decision-making and Synchronization Process (RDSP) for Divisions*.
Collective Task 71-DIV-5006. *Conduct Staff Tailoring for Divisions*.
Collective Task 71-DIV-5010. *Conduct Information Protection for Divisions.*
Collective Task 71-DIV-5018. *Receive Liaisons and Attachments for Divisions*.
Collective Task 71-DIV-5019. *Integrate Liaisons and Attachments for Divisions*.
Collective Task 71-DIV-5100. *Conduct the Mission Command Operations Process for Divisions.*
Collective Task 71-DIV-5111. *Conduct the Military Decision-making Process for Divisions.*
Collective Task 71-DIV-5112. *Conduct Mission Analysis for Divisions.*
Collective Task 71-DIV-5118. *Manage Command, Control, and Communications Systems*. Collective Task 71-DIV-5119. *Prepare an Operations Order for Divisions*
Collective Task 71-DIV-5121. *Establish Coordination and Liaison.*
Collective Task 71-DIV-5122. *Perform a Rehearsal for Divisions*.
Collective Task 71-DIV-5123. *Task Organize for Operations for Divisions*.
Collective Task 71-DIV-5124. *Revise the Plan for Divisions*.
Collective Task 71-DIV-5130. *Assess Tactical Situation and Operations for Divisions*.
Collective Task 71-DIV-5132. *Perform Planned Actions Sequels, and Branches for Divisions.*
Collective Task 71-DIV-5133. *Adjust Resources, Concept of Operations, or Mission for Divisions*.
Collective Task 71-DIV-5134. *Conduct Synchronization Actions to Produce Maximum Effective Application of Military Power for Divisions*.
Collective Task 71-DIV-5135. *Conduct an Operations Synchronization Meeting for Divisions*.
Collective Task 71-DIV-5144. *Develop Running Estimates.*
Collective Task 71-DIV-5145. *Conduct Risk Management.*
Collective Task 71-DIV-5200. *Conduct Command Post Operations for Divisions*.
Collective Task 71-DIV-5201. *Displace the Command Post for Divisions.*
Collective Task 71-DIV-5202. *Conduct Transfer of Control of Operations for Divisions*.

Collective Task 71-DIV-5203. *React to a Fragmentary Order (FRAGORD) for Divisions.*
Collective Task 71-DIV-5204. *Establish an Alternate Command Post in an Operational Environment for Divisions.*
Collective Task 71-DIV-5250. *Maintain Continuity of Mission Command for Divisions.*
Collective Task 71-DIV-5310. *Manage Information and Data for Divisions.*
Collective Task 71-DIV-5312. *Establish a Common Operational Picture With a Digital Liaison Detachment.*
Collective Task 71-DIV-5315. *Process Relevant Information for Divisions.*
Collective Task 71-DIV-5316. *Display the Common Operational Picture for Divisions.*
Collective Task 71-DIV-5317. *Share Relevant Information for Divisions.*
Collective Task 71-DIV-5318. *Disseminate Common Operational Picture and Execution Information for Divisions.*
Collective Task 71-DIV-5319. *Establish the Common Operational Picture for Divisions.*
Collective Task 71-DIV-5330. *Integrate Situational Understanding Through Knowledge Management for Divisions.*
Collective Task 71-DIV-5707. *Determine Reporting Requirements and Monitoring Methods for Manual Reporting.*
Collective Task 71-DIV-5725. *Conduct Multinational Operations.*
Collective Task 71-DIV-5900. *Coordinate Cyber Electromagnetic Activities for Divisions.*
Collective Task 71-DIV-7110. *Conduct Movement to Contact.*
Collective Task 71-DIV-7120. *Conduct an Attack.*
Collective Task 71-DIV-7653. Implement Knowledge Management Solutions.
Collective Task 71-TM-5004. Develop a Cohesive Team Through Mutual Trust.
Individual Task 012-000-0002. *Conduct a Risk Assessment Using Deliberate Risk Assessment Worksheet (DD Form 2977).*
Individual Task 113-25E-3003. *Define the Electromagnetic Operational 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-COM-7170. *Write The Unit Training Plan OPORD.*
Individual Task 150-DMG-2007. *Access Information using the Data Distribution Service (DDS) Utilizing the Mission Command Workstation/Command Post of the Future (MCWS/CPOF).*
Individual Task 150-DMG-2009. *Implement Appropriate Permission / Privileges on MCIS / CPOF Data Products.*
Individual Task 150-DMG-2010. *Produce Notifications for Data Changes.*
Individual Task 150-DMG-2011. *Access Data Though the Mission Command Workstation / Command Post of the Future (MCWS/CPOF) Databridge.*
Individual Task 150-DMG-2012. Communicate using Mission Command Workstation / Command Post of the Future (MCWS/CPOF).
Individual Task 150-DMG-2013. *Organize CPOF Data.*
Individual Task 150-DMG-2014. *Employ the Mission Command Workstation / Command Post of the Future (MCWS/CPOF) for Operations.*
Individual Task 150-DMG-2015. *Order Battle Drills Execution.*
Individual Task 150-DMG-2016. *Present Command Post Update Briefing.*
Individual Task 150-DMG-2020. *Exercising Mission Command Under Degraded Conditions.*
Individual Task 150-DMG-3006. *Produce a Shared Plan Using the Command Post of the Future Workstation.*
Individual Task 150-DMG-3007. *Develop a Collaborative Mission Plan (V13.0).*

Individual Task 150-DMG-3009. *Organize Command Post of the Future Workstation Data Products (V13.0).*
Individual Task 150-LDR-5001. *Develop Cohesive Teams Through Mutual Trust.*
Individual Task 150-LDR-5002. *Identify Prudent Risk.*
Individual Task 150-LDR-5003. *Use the Mission Order Technique.*
Individual Task 150-LDR-5004. *Provide the Commander's Intent.*
Individual Task 150-LDR-5006. *Conduct Disciplined Initiative.*
Individual Task 150-LDR-5007. *Create a Shared Understanding.*
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-5016. *Practice the MC Philosophy of Command.*
Individual Task 150-LDR-5018. *Establish a Common Vision for Framework.*
Individual Task 150-LDR-5019. *Determine the Commander's Critical Information Requirements.*
Individual Task 150-LDR-5100. *Lead the Mission Command Operations Process.*
Individual Task 150-LDR-5101. *The Commander Leads the Army Methodology.*
Individual Task 150-LDR-5252. *Establish a Mission Command System.*
Individual Task 150-LDR-5253. *Manage Command, Control, and Communications Systems.*
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-8000. *Transition to a New Leadership Position.*
Individual Task 150-LDR-8001. *Prepare to Transition to a New Leadership Position.*
Individual Task 150-LDR-8003. *Conduct Initial Assessment for a New Leadership Position.*
Individual Task 150-MC-0000. *Organize the Staff as the COS/XO/DCO.*
Individual Task 150-MC-0001. *Validate the Maneuver Warfighting Function Staff.*
Individual Task 150-MC-0002. *Validate the Intelligence Warfighting Function Staff.*
Individual Task 150-MC-0003. *Validate the Fires Warfighting Function Staff.*
Individual Task 150-MC-0004. *Validate the Sustainment Warfighting Function Staff.*
Individual Task 150-MC-0005. *Validate the Mission Command Warfighting Function Staff.*
Individual Task 150-MC-0006. *Validate the Protection Warfighting Function Staff.*
Individual Task 150-MC-5003. *Operate a MC Network.*
Individual Task 150-MC-5009. *Conduct a Course of Action Decision Brief.*
Individual Task 150-MC-5110. *Receive a Mission.*
Individual Task 150-MC-5111. *Conduct the MDMP.*
Individual Task 150-MC-5112. *Conduct Mission Analysis.*
Individual Task 150-MC-5113. *Recommend the Commander's Critical Information Requirements.*
Individual Task 150-MC-5114. *Engage in Course of Action Development.*
Individual Task 150-MC-5115. Conduct Course of Action Analysis (War-Gaming)
Individual Task 150-MC-5116. *Conduct Course of Action Comparison.*
Individual Task 150-MC-5117. *Prepare a Warning Order.*
Individual Task 150-MC-5118. *Prepare an Annex.*
Individual Task 150-MC-5119. *Prepare an Operation Order.*
Individual Task 150-MC-5120. Conduct Receive the Mission.

Individual Task 150-MC-5121. *Conduct Course of Action Approval.*
Individual Task 150-MC-5122. *Perform A Rehearsal*.
Individual Task 150-MC-5123. *Establish a Battle Rhythm.*
Individual Task 150-MC-5124. *Refine the Plan*.
Individual Task 150-MC-5126. *Integrate Staff Cells for Operations*.
Individual Task 150-MC-5128. *Synchronize Boards and Processes*.
Individual Task 150-MC-5130. *Assess the Current Situation.*
Individual Task 150-MC-5131. *Assist the Commander in Executing Operations*.
Individual Task 150-MC-5132. *Coordinate Measures to Enhance Interoperability for Operations with Unified Action Partners.*
Individual Task 150-MC-5133, *Conduct a Formal After Action Review*.
Individual Task 150-MC-5134. *Establish Coordination and Liaison*.
Individual Task 150-MC-5145. *Conduct Risk Management*.
Individual Task 150-MC-5200. *Conduct Command Post Operations.*
Individual Task 150-MC-5201. *Displace the Command Posts*.
Individual Task 150-MC-5202. *Develop the Command Post Layout.*
Individual Task 150-MC-5205. *Lead a Shift Change*.
Individual Task 150-MC-5251. *Integrate the MCIS.*
Individual Task 150-MC-5315. *Establish the Common Operational Picture.*
Individual Task 150-MC-8002. *Communicate Effectively*.
Individual Task 150-MC-8005. *Conduct Self Development.*
Individual Task 150-MC-8009. *Analyze Army Character Development.*
Individual Task 150-MC-8012. *Employ Applied Critical Thinking.*
Drill 71-DIV-D3010. *React to a Soldier or Unit Isolating Event.*
Drill 71-DIV-D3210. *React to Close Air Support Request for Divisions*.
Drill 71-DIV-D5146. *React to Collateral Damage.*
Drill 71-DIV-D5147. *React to an Unknown Enemy Combatant Within the Perimeter.*
Drill 71-DIV-D5148. *React to Indirect Fire on the Command Post.*
Drill 71-DIV-D5210. *React to Power Loss in the Division Main Command Post.*
Drill 71-DIV-D5315. *React to Incorrect Information Affecting the Operational Environment*.
Drill 71-DIV-D5900. *React to Cyber Attack.*
Drill 71-DIV-D6320. *React to a Degraded Network.*
Drill 71-DIV-D7176. *React to Jamming or Suspected Communications Compromise.*
Drill 71-DIV-D7658. *React to a Mass Casualty Incident.*
Drill 71-DIV-D7660. *React to Civil Disturbance for Divisions.*
Drill 71-DIV-D8006. *React to Chemical, Biological, Radiological, or Nuclear Attack.*
Drill 71-CORP-D3010. *React to a Soldier or Unit Isolating Event.*
Drill 71-CORP-D3210. *React to Close Air Support Request for Corps.*
Drill 71-CORP-D5146. *React to Collateral Damage.*
Drill 71-CORP-D5147. *React to an Unknown Enemy Combatant Within the Perimeter.*
Drill 71-CORP-D5148. *React to Indirect Fire on the Command Post.*
Drill 71-CORP-D5210.*React to Power Loss in the Corps Main Command Post.*
Drill 71-CORP-D5315. *React to Incorrect Information Affecting the Operational Environment.*
Drill 71-CORP-D5900. *React to Cyber Attack.*
Drill 71-CORP-D6320. *React to a Degraded Network.*
Drill 71-CORP-D7176. *React to Jamming or Suspected Communications Compromise.*
Drill 71-CORP-D7658. *React to a Mass Casualty Incident.*
Drill 71-CORP-D7660. *React to Civil Disturbance for Corps.*
Drill 71-CORP-D8006. *React to Chemical, Biological, Radiological, or Nuclear Attack.*

Glossary

Use chapter intro style for glossary introduction.

SECTION I – ACRONYMS AND ABBREVIATIONS

AAR	after action review
ACOS	assistant chief of staff
ACP	access control point
ADM	Army design methodology
A-METL	assigned mission essential task list
ATN	Army training network
C4I	command, control, communications, computers, and intelligence
CAC	common access card or combined arms center
CAR	central Army registry
CATS	combined arms training strategy
CCIR	commander's critical information requirement
CND	computer network defense
COA	course of action
COIC	current operations integrating cell
COMEX	communications exercise
COMSEC	communications security
COP	common operational picture
COPD	comprehensive planning directive
COS	chief of staff
CP	command post
CPCE	command post computing environment
CPOF	command post of the future
CPX	command post exercise
CTC	combat training center
CTF	combined task force
DCO	deputy commanding officer
DDS	data distribution service
DLD	digital liaison detachment
DMG	digital master gunner
DODIN	department of defense information network
DOT	directorate of training
DRASH	deployable rapid assembly shelter
DSM	decision support matrix

DST	decision support template
DTMS	digital training management system
EECP	early-entry command post
EEFI	essential elements of friendly information
EMOE	electromagnetic operational environment
EXEVAL	external evaluation
FBCB2	Force XXI Battle Command, Brigade and Below
FFIR	friendly force information requirement
FM	field manual
FRP	full rate production
FSO	fire support officer
GEOINT	geospatial intelligence
HQ	headquarters
IA	information assurance
IPB	intelligence preparation of the battlefield
ITSP	individual training support packages
JAGIC	joint air ground integration center
JBC-P	joint battle command - platform
JCR	joint capability release
JOC	joint operation center
KM	knowledge management
KMO	knowledge management officer
KMP	knowledge management plan
LPD	leader professional development
MC	mission command
MCCOE	mission command center of excellence
MCDMG	mission command digital master gunner
MCIS	mission command information system
MCTP	mission command training program
MCTT	mission command training tables
MCWS	mission command work station
MDMP	military decision-making process
MEB	maneuver enhancement brigade
MEDOT	the French MDMP
METL	mission-essential task list
MET	mission-essential task
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MN	multinational
MOE	measure of effectiveness
MOP	measure of performance
MTOE	modified table of organization and equipment

NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
OE	operational environment
OPLAN	operation plan
OPORD	operation order
OPSEC	operations security
OPT	operational planning team
PIR	priority intelligence requirement
PMCS	preventive maintenance checks and services
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, time
RDSP	rapid decision-making and synchronization processes
SACP	support area command post
SAP	special access program
SCAR	security clearance access roster
SCIF	sensitive compartmentalized information facility
SIGACT	significant activity
SIGINT	signals intelligence
SOP	standard operating procedure
SSO	special security office
STAFFEX	staff exercise
STX	situational training exercise
T&EO	training and evaluation outlines
TAC	tactical command post
TBD	to be determined
TC	training circular
TM	technical manual
TOE	table of organization and equipment
T-SCIF	tactical secret compartmented information facilities
UAP	unified action partner
ULO	unified land operations
UVDDLA	understanding, visualizing, describing, directing, leading, and assessing
VMF	visual message format
VTC	video telephone conference
WARNORD	warning order
WFF	warfighting function
WFX	warfighter exercise
WTSP	warfighter training support packages
XO	executive officer

SECTION II – TERMS

landwarnet

The Army's portion of the Department of Defense information networks. A technical network that encompasses all Army information mangaement systems and information systems that collect, process, store, display, disseminate, and protect information worldwide. (FM 6-02)

mission command

(Army) 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 unified land operations. (ADP 6-0)

mission command 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 traniing objectives with clear inputs and outputs. (TC 6-0.4)

positive control

The technique of regulating forces that involves commanders and staff leaders actively assessing, deciding, and directing them. (ATP 3-91)

procedural control

The technique of regulating forces that relies on a combination of doctrine, regulations, policies, operational graphics, and tactics, techniques and procedures. (ATP 3-91)

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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TC 6-0.4
10 April 2019

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