

MISSION TRAINING PLAN
FOR THE

**AVIATION
BRIGADES**

JUNE 2002



MISSION TRAINING PLAN FOR THE AVIATION BRIGADES

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*This publication supersedes ARTEP 1-111-MTP, 23 September 1998.

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Preface

This Army Training and Evaluation Program (ARTEP) mission training plan (MTP) provides the aviation brigade guidelines for training and evaluation. Specifically, it describes a mission-oriented training program for the aviation brigade command group and staff to perform their critical wartime missions as viewed from the commander's perspective. The objective is to develop bold and decisive commanders and staffs who lead their subordinates to disrupt enemy plans, act inside the enemy decision cycle, seize the initiative, balance agility with synchronization, exploit enemy vulnerabilities, marshal resources, and win.

This MTP stresses the themes of developing a mission essential task list (METL), conducting a training assessment, identifying which collective tasks in the MTP should be trained, executing correct Army doctrine as found in FM 1-111, and training to win the battle. These themes support a successful training system as discussed in FM 25-100 and FM 25-101.

This MTP is specifically designed for units organized under the following tables of organization and equipment (TOE):

- 01040A000 Division Aviation Brigade, Airborne Division
- 01042A000 HHC, Division Aviation Brigade (ABN)

- 01100A400 Division Aviation Brigade, Light Infantry Division
- 01102A000 HHC, Division Aviation Brigade (LID)

- 01200A100 Division Aviation Brigade, Air Assault Division
- 01202A100 HHC, Division Aviation Brigade (AASLT)
- 01200A200 Division Aviation Brigade (ATK/RCN)
- 01202A200 HHC, Division Aviation Brigade (ATK/RCN)

- 01300A200 Division Aviation Brigade, Armor/Mechanized Infantry Division
- 01300A700 Division Aviation Brigade (HVY)
- 01302A000 HHC, Division Aviation Brigade (HVY/MED)

- 01400A100 Corps Aviation Brigade (XVIII)
- 01400A200 Corps Aviation Brigade (I)
- 01400A300 Corps Aviation Brigade (III)
- 01400A400 Corps Aviation Brigade (V)
- 01402A000 HHC, Corps Aviation Brigade

- 01600A100 Theater Aviation Brigade (NEA/SWA)
- 01602A000 HHC, Aviation Brigade (NEA/SWA)
- 01600A200 Theater Aviation Brigade (EUR)
- 01602A100 HHC, Aviation Brigade (EUR)

The proponent of this publication is Headquarters, U.S. Army Training and Doctrine Command (TRADOC). Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, U.S. Army Aviation Center, Directorate of Training, Doctrine, and Simulation, ATTN: ATZQ-TDS-D, Fort Rucker, AL 36362-5000.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

This publication has been reviewed for operations security considerations.

Chapter 1

UNIT TRAINING

1-1. General. This mission training plan (MTP) provides the commander and leaders with guidance on how to train key missions of the aviation brigade. The specific details of the unit's training program depend on the following factors:

- a. Unit's mission essential task list (METL).
- b. Chain of command training directives and guidance.
- c. Training priorities of the unit.
- d. Availability of training resources and areas.

Note: Use of the term aviation brigades throughout this document is meant to include attack regiments, aviation regiments, and cavalry brigades.

1-2. Supporting Material. The fundamental purpose of the aviation brigade is to plan, coordinate, and execute aviation and combined arms operations to support the division or corps commander's scheme of maneuver. As an integrated member of the combined arms team, the brigade will find, fix, and destroy enemy forces through fire and maneuver as well as provide combat support and combat service support. In so doing, the brigade facilitates the commander's ability to maneuver divisions, brigades, and battalions. Aviation soldiers must be prepared to support operations at all levels of command. Often this support is conducted with minimal guidance, little prior planning, and under some of the most severe adverse environmental conditions. The brigade training program is oriented toward its critical wartime missions and is based on the publications listed below.

- a. Soldier's manuals (SMs) for the appropriate military occupational specialty (MOS) and skill level. Refer to the References section for a complete listing of appropriate soldier training publications (STPs).
- b. Military qualification standards (MQS) manual for aviation officers (STP 1-15II-MQS) and MQS II manual of common tasks (STP 21-II-MQS).

Note: MQS manuals will be phased out upon replacement by officer foundation standards (OFS) products.

- c. ARTEPs 1-112-MTP, 1-113-MTP, 1-114-MTP, and 1-245-MTP.
- d. FM 1-100.
- e. FM 1-111.
- f. FM 1-112.
- g. FM 1-113.
- h. FM 1-114.
- i. FM 1-120.
- j. FM 1-140.
- k. FM 1-300.
- l. FM 3-04.500 (FM 1-500).
- m. FM 1-130.
- n. FM 17-95.

- o. FM 90-4.
- p. FM 100-15.
- q. FM 100-14.
- r. FM 71-100.
- s. TC 1-210.

Figure 1-1 illustrates the relationship among the publications (listed above) that support the brigade training program.

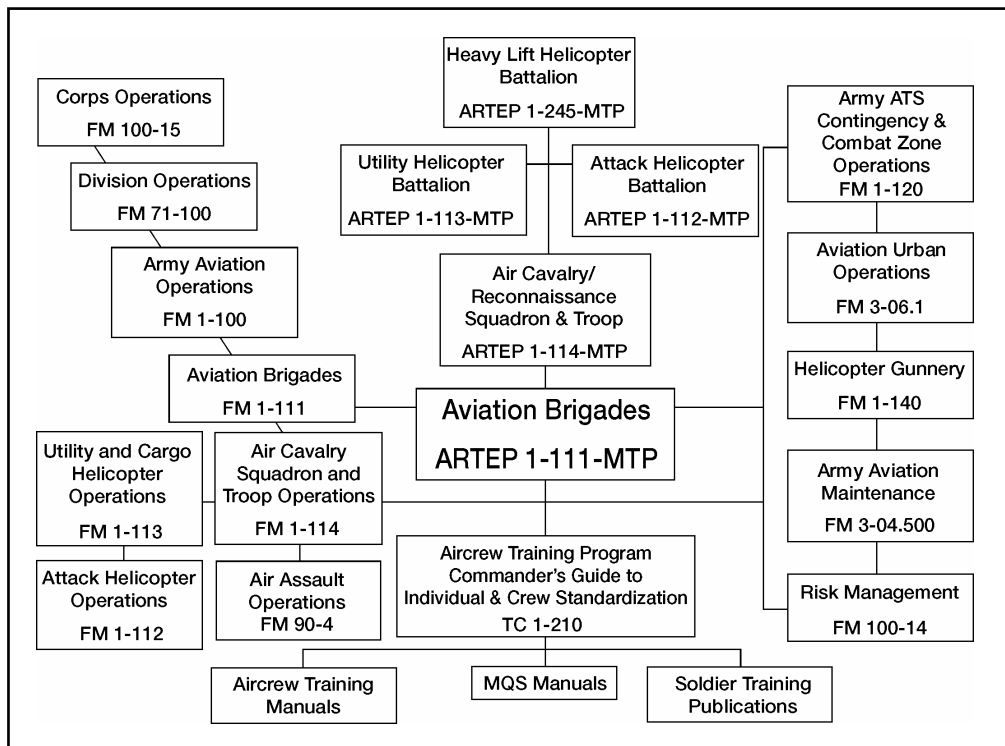


Figure 1-1. MTP Echelon Relationships.

1-3. Contents. This MTP comprises six chapters and six appendixes:

a. Chapter 1, Unit Training. This chapter provides a variety of information on the training program. It stresses aspects of training unique to aviation units. It serves as a foundation for other chapters and appendixes and explains their use. It explains how to use the MTP in establishing an effective training program.

b. Chapter 2, Training Matrixes. This chapter provides matrixes that show the relationship between brigade missions and supporting collective tasks. It also contains references for each collective task sorted by battlefield operating system (BOS).

c. Chapter 3, Training Plans. This chapter describes the use of the MTP for developing brigade level training plans and has mission outlines that provide a common thread from mission to training exercises discussed in chapter 4. It is designed to assist commanders in preparing training plans for critical wartime missions.

d. Chapter 4, Training Exercises. This chapter provides guidance on planning, preparing, and executing brigade training exercises such as field training exercises (FTXs) and situational training exercises (STXs). These exercises may be modified to suit the training requirements of each individual unit.

e. Chapter 5, Training and Evaluation Outlines. This chapter provides training criteria for all collective tasks that the brigade must master so the unit can perform its critical wartime missions. Each training and evaluation outline (T&EO) makes up a part of one or more critical missions. In various combinations, T&EOs compose larger training vehicles such as FTXs and STXs described in chapter 4.

f. Chapter 6, External Evaluations. This chapter is a guide to use to plan, prepare, and execute evaluations of brigade training exercises. Evaluation involves determining proficiency based on the training objectives of the exercises and this particular MTP. This chapter goes into detail to describe how to conduct an after action review (AAR).

g. Appendix A, Combined Arms Training Strategy (CATS). This appendix addresses the over-arching strategy of training in the combined arms realm as it applies to aviation. CATS is the U.S. Army's training strategy that captures training event frequency, critical gates, and supporting resources. This strategy describes the mix of training in the institution and unit, and for the individual, both now and in the future. In addition, it prescribes the mix of training resources aviation units require for present and long-range training.

h. Appendix B, Exercise Operation Orders (OPORDs). This appendix provides a sample OPORD. The OPORD leads the trainer through the process of developing an order to coordinate the execution of an operation. The sample OPORD is a combat order, i.e., it pertains to strategic, operational, or tactical operations and their service support.

i. Appendix C, Risk Management. This appendix helps the trainer or commander assess tactical, operational, and fratricidal hazards associated with a mission. It can be used to make a thorough risk assessment that includes mitigating factors to reduce the overall risk, thus protecting the force.

j. Appendix D, Aircraft Survivability. This appendix centers on the fundamentals of aircraft survivability. It discusses how survivability equipment reduces the vulnerability of Army aircraft. It encompasses the functions of electronic attack (EA), electronic protection (EP), and electronic support (ES), and includes a five-fold approach to ensure that Army aircrews are able to accomplish their mission. It provides examples of threat considerations and threat weapon sensors, as well as the categories of aircraft survivability equipment (ASE) systems. It plays an important role by furnishing the tactical operations officer (TOO) with guidelines on mission planning, risk assessment, and mission execution.

k. Appendix E, Training Aids, Devices, Simulators, and Simulations (TADSS). This appendix presents the United States Army Aviation Center (USAAVNC) simulation strategy. This strategy is a management and planning tool for the Army aviation simulation community. The strategy addresses current and future systems requirements. It supports the Army Aviation Modernization Plan and the process of continuous transformation to Force XXI. It includes recommended training, exercises, military operations for all echelons, example rehearsals, and evaluations of completed missions.

l. Appendix F, Aviation Brigade Deep Operations Training. This appendix covers the training needed by the aviation brigade staff to perform in the deep operations coordination cell (DOCC) during deep attack operations. It includes the DOCC organization, aviation staff responsibilities, and training that focuses on critical tasks.

1-4. Missions and Tasks.

a. Table(s) of organization and equipment (TOE) include the following wartime missions for aviation brigades:

(1) Find, fix, and destroy enemy forces using fire and maneuver to concentrate and sustain combat power to support division operations (airborne division).

(2) Plan, coordinate, and execute aviation and combined arms operations to support the division scheme of maneuver (light infantry division).

(3) Plan, coordinate, and execute aviation operations as an integrated maneuver element of the combined arms team to support division operations (air assault division).

(4) Find, fix, and destroy enemy forces using maneuver to concentrate and sustain combat power at the critical time and place as an integrated member of the combined arms team (armor or mechanized infantry division).

(5) Plan, coordinate, and execute aviation and combined arms operations to support the corps scheme of maneuver (corps).

(6) Plan, coordinate, and execute aviation and combined arms operations to support the theater scheme of maneuver (echelons above corps).

b. Aviation brigade METLs include the following tasks:

(1) Deploy worldwide; find, fix, and destroy enemy forces through fire and maneuver; provide combat support and combat service support as an integrated member of the combined arms team (light infantry division).

(2) Deploy to designated contingency areas and conduct aviation operations as part of a mechanized division or a designated force headquarters. On order, conduct aviation combat operations in support of regional stability requirements (mechanized infantry division).

(3) Deploy to a designated contingency area of operations; conduct reception, staging, onward movement, and integration. On order, conduct combat operations and re-deploy (armor division).

(4) Deploy to the theater command area of responsibility and provide aviation general support to the corps. Provide trained and ready forces to support the corps commander's validated operational requirements (corps).

c. The key to training and sustaining proficiency of wartime missions and tasks is to understand how we train to fight at every echelon. Training programs must result in demonstrated tactical and technical competence, confidence, and initiative of soldiers and their leaders. FM 25-100 establishes the Army's training doctrine. FM 25-101 includes techniques and procedures for planning, executing, and assessing training. TC 1-210 contains unique guidance for aviation commanders. Every commander is expected to know, understand, and apply the concepts found in these manuals.

(1) **Battle-Focused Training.** Battle focus is a concept used to derive peacetime training requirements from wartime missions and tasks. Battle focus guides the planning, execution, and assessment of each organization's training program to ensure its members train as they are going to fight. Battle focus is critical throughout the entire training process and is used by commanders to allocate resources for training based on training priorities. Implementation of battle focus enables commanders to structure a training program that copes with nonmission-related requirements while focusing on mission essential training activities. Battle focus recognizes the fact that a unit cannot attain proficiency to standard on every task that it is capable of performing, due to time or other resource constraints. However, commanders can achieve a successful training program by narrowing the focus to a reduced number of mission essential tasks.

(2) **Mission Training Plans.** Collective training builds combat teams. It develops critical teamwork needed by units. It provides a challenging environment in which units at various echelons can train to progressively tougher and more realistic conditions. Collective training events prepare soldiers to perform collective tasks that are essential for success in combat. ARTEP 1-111-MTP is the basic source document for the collective training that is required by an aviation brigade. It is a descriptive training document that provides leaders with an inventory of critical tasks that describe "what" to train. It gives a suggested method on "how" to train to achieve critical wartime mission proficiency. The CATS complements MTPs by describing "who," "when," "where," and "how" collective tasks will be trained.

(3) **Combined Arms Training Strategy.** The CATS is the Army's over-arching training architecture. It contains approved training and doctrinal strategy, and provides the framework for total Army structured training for both units and institutions. CATS functionally groups tasks to guide the integration of tasks into combined arms oriented training strategies. The current CATS provides doctrine-based training strategies. It integrates training horizontally among levels of a type unit and vertically across the combined arms and services team. The aviation CATS includes a crosswalk of

individual, crew, and collective METL tasks that require flying hours. As such, it provides a basis for preparation of the unit's flying hour program.

(a) The training program developed and executed by an aviation brigade is a component of the Army's CATS. The CATS provides direction and guidance on how the total Army will train. The CATS identifies the resources required to support that training. The CATS provides the tools that enable the Army to focus and manage training in an integrated manner. Central to the CATS is a series of proponent-generated unit and institutional strategies that describe the training and resources required to train to standard. They provide the commander with a descriptive menu for training.

(b) The CATS is a descriptive training strategy. It provides a means to train the unit to standard. It lists required training events, critical training gates, training event frequencies, and training resources. The commander selects from this MTP those tasks required to train his METL. He then uses the strategies in the CATS to develop a battle-focused training plan. He does this by integrating and linking METL-driven MTP tasks with CATS training events.

(c) The building blocks of the training program for each critical operation are individual tasks found in appropriate SMs, MQS manuals, and aircrew training manuals (ATMs); crew tasks found in the ATM; and collective unit tasks covered by the T&EOs in chapter 5 of this MTP. These tasks may be trained individually or combined with others to form more complex exercises, such as FTXs and STXs (see chapter 4). Tasks are selected for training using the process outlined in FM 25-100 and in chapter 3 of this MTP.

(d) The aviation CATS is built on the premise that about 75 to 80 percent of individual and crew aviator training can be done while performing collective tasks. Individual, crew, and collective tasks requiring flying hours have been crosswalked. The purpose of the crosswalk is to determine the operating tempo (OPTEMPO) required to maintain individual, crew, and collective proficiency. In addition, the CATS provides guidance on the use of simulators to train specific tasks; it provides information on task requirements for readiness reporting in conjunction with TC 1-210. The CATS is available via the Standard Army Training System (SATS) for use by commanders.

(4) Integration of Soldier, Leader, and Collective Training. A critical aspect of the battle focus concept is the linkage between collective mission essential tasks and the individual and crew tasks that support them. In Army aviation, the commander must not only satisfy his own individual and aircrew training requirements, but must provide the training guidance, resources, and focus to ensure that the aviators under his command are effectively and efficiently trained to standard. Fortunately, along with aviation noncommissioned officers (NCOs), aviation commanders are resourced with senior warrant officers with the technical and tactical expertise to train, evaluate, and provide management assistance to the commander. As a team, the commander, command sergeant major, and senior standardization officer coordinate the collective mission essential tasks, individual tasks, and crew training tasks on which the unit will concentrate its training effort. NCOs have the primary role to train and develop individual soldier skills. Standardization officers have the primary role to train and develop individual aviator skills. Officers at every level remain responsible for the unit training to standard during both individual and collective training.

1-5. Principles of Training. FM 25-100 outlines the training principles upon which this MTP is based. These principles, in turn, are based on the premise that training is the process that melds human and material resources into the required capabilities for the Army to accomplish assigned strategic roles. Aviation units are expected to fight and train as members of combined arms and joint teams. The commander must prepare his staff to plan for operations across the BOS.

a. Train as a Combined Arms Team. Army doctrine places a premium on teamwork. When committed to battle, each unit must be prepared to execute combined arms, joint, and coalition operations. They must do so without additional training or lengthy adjustment periods. Combined arms proficiency develops when units train with other members of the combined arms team. Leaders must regularly practice METL tasks across the full wartime spectrum of combat, combat support (CS), and combat service support (CSS). Commanders must actively seek opportunities to train

across the BOS. Participation in and coordination of training strategies with other commanders, formally and informally, are critical to the process. Quarterly training briefs (QTBs), preparation of long-range training calendars, and the development of annual flying hour programs all offer opportunities to plan combined arms training exercises.

b. Train as You Fight. The goal of combat-level training is to achieve METL task proficiency. Units fight as they have been trained. To ensure success in combat, soldiers and units must perform to established standards, which are rigidly enforced by leaders. It is impossible to predict which the type of weather and terrain a unit will face in the future when actually executing a combat mission; therefore, training should be conducted under varying conditions. Conditions must be both realistic and progressively more challenging. Night operations, using night vision devices, are especially critical to the success of aviation forces. Aviation units must learn to live in and operate (to include doing maintenance) in the field. They must do realistic gunnery, operate against capabilities-based opposing forces (OPFORs), exercise their ASE, and instinctively employ self-protection measures. They must also be prepared to execute missions with strict adherence to published rules of engagement.

c. Use Appropriate Doctrine. Training must conform to current Army doctrine. Operational and supporting doctrinal manuals describe common procedures and uniform methods that permit commanders and organizations to adjust rapidly to changing situations. Aviation leaders and staffs must understand the doctrine of the echelon commander they are supporting. A traditional challenge for aviation commanders is the responsibility to ensure that supported units understand aviation doctrine. Critical to this understanding are aviation liaison officers (LNOs). Aviation commanders must consider themselves the primary LNO in their unit. They must be prepared to conduct training for LNOs and to take the initiative to coordinate training opportunities. Units must train by performing tasks to the standards specified in MTPs, aircrew training manuals (ATMs), drills, SMs, regulations, and other training and doctrinal publications.

d. Use Performance-Oriented Training. Aviators know that frequent performance of critical tasks and missions is essential to building experience and expertise. The task-based aviation CATS has an underlying premise: that proficiency in critical individual, crew, and collective tasks can be maintained only by making optimal use of available training resources. This means practicing accepted tasks, conditions, and standards on a continuing basis. Flying hours must be prioritized to ensure necessary skills are trained to proficiency. Aviation commanders must use structured training to optimize the expenditure of limited flying hours, to include the use of available TADSS. In addition, leaders are encouraged to become familiar with the insertion of high technology training techniques and other Army Training XXI initiatives such as distance learning and the General Dennis J. Reimer Digital Library (RDL).

e. Train to Challenge. Tough, realistic, and intellectually and physically challenging training excites and motivates soldiers and leaders. This training builds competence and confidence by developing and honing skills. Aviators must be proficient in the operation of their assigned aircraft; they must be able to lead tactical missions. They must be confident, proficient aviators rather than merely current pilots. Individuals and crews must be prepared to fight the combined arms fight, often at night utilizing night vision devices in adverse environmental conditions. Individual, crew, and collective training must be conducted to standard on a continuing basis. Leaders, staffs, commissioned officers, warrant officers, enlisted personnel, and aviation maintenance, rearming, and refueling personnel must all be challenged to optimize the capabilities of their unique personnel and equipment.

f. Train to Sustain Proficiency. Major changes were made to the aircrew training program (ATP). Historically, aviation units focused on currency at the individual level vice proficiency. The aviation combined arms training strategy reflects sustained individual, crew, and collective proficiency. TC 1-210, individual aircraft ATMs, and this MTP outline the process. The CATS was crosswalked with the Battalion Level Training Model (BLTM) to ensure adequate OPTEMPO (live and simulated); it was also crosswalked with AR 220-1 to reflect readiness requirements. Commanders will develop and execute a training program that builds collective proficiency based upon sustained individual and crew training.

g. Train Using Multiechelon Techniques. Aviation is a complicated, sophisticated business. Thus, it requires technically and tactically proficient soldiers. It is expensive, requiring commanders to use all available resources to maximum efficiency. The aviation CATS reflects multiechelon training to optimize training opportunities at all levels. As such, individual and crew sustainment training must be an integral part of a unit's ongoing collective training. However, not all individual and crew training can be done while units are engaged in training a collective task. Some training resources must be allocated to individual and crew training as outlined in appropriate ATMs. Again, the CATS takes this training into consideration and reflects the OPTEMPO required to support these tasks.

h. Train to Maintain. Maintenance training is a vital part of every training program. Readiness is a function of training, personnel, and equipment availability; it directly reflects the number of missions a unit can accomplish. To balance the often-competing demands of a high mission OPTEMPO with good maintenance, training proficiency is the challenge of leaders at all levels. During surges of high aviation training—such as FTXs, ARTEPs, and combat training center (CTC) rotation—aircraft readiness often decreases. An increase usually follows as the training intensity lessens. However, better maintenance also results in fewer precautionary landings, which enable more mission training time. Commanders are challenged to balance maintenance and training to remain in the training band of excellence.

i. Make Commanders the Primary Trainers. One of the keys to success is proficient leadership at each level of command. Leaders must understand the training process and their unique responsibilities. They must be given the resources and guidance to train their unit to warfighting standards. Commanders set the standards personally and professionally, both in and out of the cockpit. They plan, integrate, and provide guidance and resources. The toughest training challenge for most commanders is to train a competent warfighting staff that has mastered the myriad tasks included in this MTP. Commanders are responsible for safety and standardization programs and the ATP. All aviation commanders have subordinate leaders (officers and NCOs), TOOs, and standardization instructor pilots (SIPs). These officers are specifically trained to support aviation training. Commanders may fight and lead from their designated aircraft. As such, they are expected to maintain the highest level of proficiency in the aircraft. They are responsible for training and evaluating. They must issue training guidance and ensure that combined arms training is integrated. Subordinate commanders are responsible for integrating their unit into the combined arms fight. They may become a pilot in command or a highly proficient crewmember and leader in the aircraft. They task organize their subordinate units and execute training. They are responsible for mentoring and training subordinate leaders and evaluating their performance. The commander is assisted by subordinate leaders and unit instructor pilots to ensure that crews are properly trained.

1-6. Training Strategy. This MTP's role is to make planning, preparation, and execution of unit training easier. A commander plans, prepares, and conducts unit training. He requires significant help from numerous agencies within the chain of command to ensure that his unit's training is maximized within available resourcing. The commander must not only understand Army training doctrine (FM 25-100 and FM 25-101) as it relates to his specific warfighting requirements, but he must also understand the resourcing and training development processes designed to facilitate his success.

a. Training Development Process. Figure 1-2 depicts the process the Army uses to develop training for soldiers. This process begins at the USAAVNC. Aviation doctrine is developed and continually updated with feedback from commanders in the field. Aviation doctrine includes FMs; tactics, techniques, and procedures (TTP); training publications, including MTPs, ATMs, STPs; and training support packages (TSP). These manuals are being placed into a digital database for access by commanders, staffs, and resourcing personnel. Commanders and staffs must become familiar with the RDL process to enable them to access these digital publications.

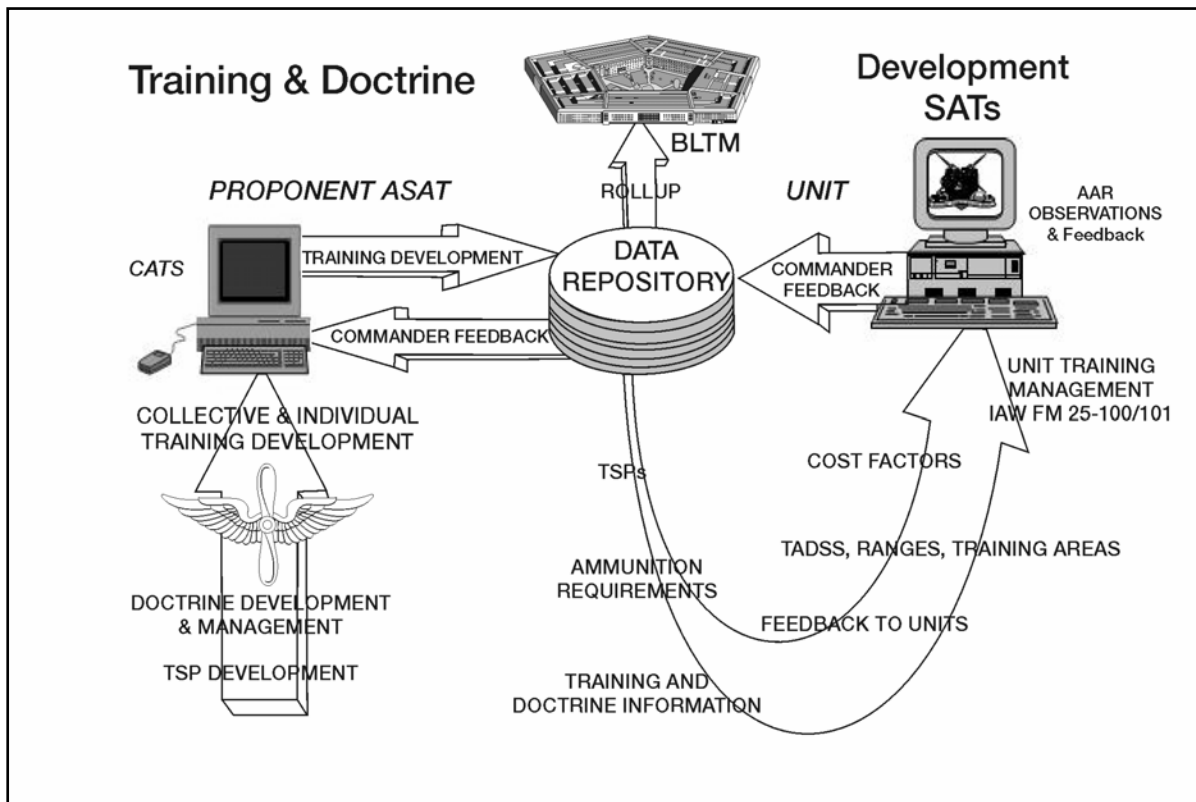


Figure 1-2. Training Development Process.

b. Standard Army Training System. SATS is central to training planning. SATS is the commander's interface with the Army's information database, which is the source of training and doctrinal publications such as this MTP and the ATM, resourcing information, and tools that support training. The SATS database provides computer-based access to the CATS and the T&EOs in this MTP, as well as to the supporting collective and individual tasks. SATS users obtain the CATS and T&EOs via the Internet, through TRADOC's General Dennis J. Reimer Digital Library (RDL) at <http://155.217.58.58/atdls.htm>. Through SATS, units are able to download current doctrine from the RDL, which contains Army field manuals, training circulars, Army Training and Evaluation Program (ARTEP)-MTPs, and STPs. They can then tailor task content to specific unit training needs and print the revised T&EOs for use in training exercises. The SATS database also provides users with other management tools, such as a training schedule generator and resourcing information to determine required OPTEMPO. SATS is a unit-level training development tool that ties into the TRADOC training development database, Automated System Approach to Training (ASAT), at <http://www.asat.army.mil>. Units can log on to the RDL data repository site at <http://155.217.58.100> to read the database users manual and download a SATS database file that is compatible with SATS.

Note: See paragraphs 3-1b(1), 3-2h, and 3-4i for more information about SATS capabilities to assist units with long- and near-term training plans.

c. Aviation Training Vision. The aviation branch's training vision is to develop a realistic and executable training strategy. The strategy will continue to provide the Army force with highly motivated aviation soldiers and leaders equipped with modern systems, and trained to world class proficiency. They will operate in organizations that are inherently versatile with maneuver advantage

and warfighting effectiveness that will influence all dimensions of the current and future battlespace. Aviation commanders are expected to be proficient task force commanders, capable of planning and leading forces from across the BOS. Aviation commanders are expected to develop training strategies that will—

- (1) Develop battle-focused training based on current training doctrine.
- (2) Conduct task-based training based on the unit CATS and METL.
- (3) Train leaders at every level.
- (4) Train combined arms staffs.
- (5) Focus on proficiency rather than currency.
- (6) Focus on warfighting needs and readiness.
- (7) Maximize individual, crew, and collective simulation to allow units to enter live training at a higher level.
- (8) Maximize available resources.
- (9) Manage unit maintenance.
- (10) Install a climate of risk management.

d. Commander's Training Strategy. The commander's training strategy reflects his approach to structured training; training that will prepare his soldiers to deploy, fight, and win in combat at any intensity level, anywhere in the world. His strategy allows for task-based, structured training. It incorporates the three levels of simulation (constructive, virtual, and live). His strategy focuses on his target audience (soldiers, leaders, staffs, or subordinate units). It allows for training progression in a crawl, walk, run fashion through the training environments. This process ensures proficiency is gained at the lower level before moving to the next level. The strategy reflects a thorough analysis and understanding of his unit's METL, CATS, ATM, and this MTP, in synchronization with his specific set of resource constraints and training emphasis.

(1) The unit METL forms the basis for the organization's training plans. It is stabilized, when approved. It normally is modified only if changes occur in wartime missions. There should be no attempt to prioritize tasks within the METL. By definition, all tasks that have been placed on the METL are equally essential to ensure mission accomplishment. The METL and available resources will form the framework of the brigade training strategy. The METL will establish the width; the available resources will set the depth.

(2) The training planning process, as outlined in FM 25-101, links unit METL and individual soldier and aircrew training with the execution of battle-focused training. Commanders initiate the process using subordinates, key staff members, warrant officers, and NCO leaders to assess the training level on mission essential tasks. The process is two-phased, including long- and short-range planning. The aircrew training is an integral part of these plans; it must be reflected on long- and short-range calendars. Most importantly, it must be specifically addressed in the commander's quarterly training guidance (QTG), and must be an integral part of QTBs at all levels of command. Aviation commanders must become intimately familiar with FM 25-100 and FM 25-101. They are the training bibles for the Army; they are used to format training plans, QTBs, and resourcing documents within divisions and corps.

(3) FM 25-100 and FM 25-101 do not consider some unique aspects of aviation training; therefore, additional guidance for aviation commanders is included in TC 1-210. It is a guide for aviation commanders to use as they develop and execute a training program that is focused on individual, crew, and collective proficiency. It provides guidance on the integration of the CATS, MTP, ATMs, and appropriate resourcing and readiness regulations.

(4) Maintenance capabilities and training plans must be synchronized. Army training doctrine challenges commanders to train to sustain proficiency, or, in other words, sustain proficiency within the band of excellence. The aviator's challenge comes with the often-competing demands of keeping aviation maintenance within the band and sustaining training excellence. Aviation commanders must include the maintenance factor in planning to sustain their band of excellence.

(5) A key element in any unit training strategy is identification of critical training gates. These gates are defined as training events that must be executed to standard before the soldier or unit moves on to a more difficult or resource-intensive training event or task.

(a) Training gates follow the crawl-walk-run methodology. For instance, if the training strategy requires the unit to conduct an FTX, and an STX has been identified as a critical training gate for the FTX, the unit must execute the training tasks contained in the STX to standard before conducting the FTX. Furthermore, the unit may be required to execute the training tasks contained in a staff exercise (STAFFEX), emergency deployment readiness exercises (EDREs), or a command post exercise (CPX) to standard, before conducting the STX.

(b) Standards for all tasks must be clearly defined so that the trainer can assess whether his soldiers or units are ready to move to more complex training events. The provision for critical training gates recognizes that the unit's METL, and the commander's assessment of his unit's training status, will determine the selection and timing of the collective training exercises in the unit's training strategy.

e. Gunnery. Units in the brigade must have a gunnery training program. It must be a comprehensive, progressive, and continuous program that allows for integration of new crewmembers while maintaining qualified crews. Once crews qualify, the unit may begin work on the advanced tables that focus on collective training. Resources required for gunnery training—such as ammunition and range time—are expensive, limited, and sometimes require longer than normal lead times. Gunnery training provides optimum conditions during which rearm/refuel crews can be trained. Leaders can help prepare rearm/refuel crews for high OPTEMPO gunnery exercises by conducting station training on static aircraft with inert training ammunition. Based upon the unit's METL, aircrew training can be integrated into gunnery training. This integration would enhance crewmember proficiency with weapon systems, save resources, and provide for a more realistic training environment. Realism is the most important factor in gunnery training. It can be accomplished by training tough, realistic target acquisition and engagement situations. Not all of these situations require a range or live ammunition. Maximum use of simulators and part-task trainers is encouraged.

f. Standardization Program. The aviation commander is responsible for his unit's standardization program. The objectives of standardization are to improve and sustain the proficiency and readiness of soldiers and units throughout the Army (AR 34-4). Universal application of approved practices and procedures—and a reduction of the adverse effects of personnel turbulence (such as retraining) following reassignment—will accomplish this goal. The commander's primary standardization staff members include subordinate commanders, unit standardization instructor pilots, and NCOs.

g. Aviation Training Balance. The status of aviation unit training depends upon the proficiency level of individuals, crews, and unit collective training. Developing individual and crew skills through readiness level progression initially sets the foundation for collective proficiency. The key to success in training is balance and consistent flying as opposed to peaks and valleys. Commanders should ensure that collective training is conducted whenever possible with an uncooperative OPFOR. The Aircraft Survivability Equipment Trainer (ASET-IV) or Tactical Radar Threat Generator (TRTG) should be used, as well as observer/controller (OCs). Additionally, the Multiple Integrated Laser Engagement System/Air Ground Engagement System (MILES/AGES) should be used whenever possible. Balance means that collective training is not resourced at the expense of individual and crew training. However, commanders can conduct individual and crew training as part of collective training events.

A major opportunity will be the integration of the Aviation Combined Arms Tactical Trainer (AVCATT) into the unit's collective training strategy as a mission planning, rehearsal, execution, and AAR tool.

h. Resourcing. Resourcing is a major challenge for all commanders. The CATS (discussed in appendix A of this MTP) helps commanders identify, quantify, and acquire training resources. Aviation commanders must understand and work the resourcing processes. Unfortunately, funding for flying hours and the allocation of flying hours do not flow from Headquarters, Department of the Army (HQDA) together. It is not unusual to receive flying hours without adequate dollars to support

the expenditure of these hours. To be successful, dollars and hours must be tracked concurrently. Often it is a matter of educating higher level commanders and staffs, which can be done very effectively during a division commander's QTB.

i. Readiness. A brigade commander submits a recurring unit status report (USR) according to AR 220-1 and TC 1-210. The report compares selected personnel, equipment, and training factors to wartime requirements. It reports the commander's overall assessment of the unit. The unit training level indicates the current ability of the unit to perform assigned wartime missions. Performance is based on the demonstrated proficiency of subordinate units, leaders, soldiers, and the availability of critical resources required to support METL training. Proficiency is measured in terms of the unit's demonstrated ability to perform the tasks as stated in the approved unit METL. To measure proficiency, commanders use results from recent external evaluations of MTP standards, training densities at the CTCs, EDREs, FTXs, CPXs, combined arms live-fire exercises (CALFEXs), operational readiness exercises, and other training events described in the units' CATS and chapter 3 of this MTP. TC 1-210 includes crew readiness guidelines that emphasize collective proficiency rather than currency as the standard for individual aviators, crews, and units. Most aviation units are resourced to a command and control (C²) level of readiness.

j. Sustainment Training. Once individuals and units have trained to a required level of proficiency, leaders must structure collective and individual training plans to repeat critical task training at the minimum frequency necessary for sustained proficiency. Army units prepare to accomplish wartime missions by frequent sustainment training on critical tasks rather than by infrequent "peaking" to the appropriate level of wartime proficiency. Sustainment training enables crews and individuals to operate in the band of excellence described in FM 25-100 by appropriate repetitions of critical task training. MTPs, ATMs, and the individual training evaluation program (ITEP) are tools to help achieve and sustain collective, crew, and individual proficiency. The aviation CATS crosswalks these tools to support the development of unit training plans.

k. Training Management. Historically, the ATP has reflected the requirements necessary to train individual aviators to some level of proficiency as outlined in appropriate ATMs and to maintain currency as outlined in AR 95-1. With the advent of aviation forces capable of conducting maneuver operations, the concept of an ATP has grown to include training of those individual, crew, and collective training tasks necessary to accomplish successful joint and combined arms operations. The commander's collective challenges include: developing a battle-focused ATP in concert with the battle-focused plans of the other combined arms team members; synchronizing individual, crew, and collective training; and, managing scarce resources (flying hours, time, maintenance support, etc.) to insure proficiency at all levels. Training and resourcing an aviation brigade is no different than training and resourcing other brigades, with one exception. The division three-cycle time management system for planning and conducting training does not usually apply. The resulting challenge is to ensure that aviation brigades have the same opportunities and time as other brigades to prepare adequately for their METL.

l. Using TADSS Effectively. It is difficult to train and maintain a modern aviation brigade at a "T" level of proficiency without the use of TADSS (discussed in appendix E of this MTP). Resources, environmental restrictions, personnel tempo (PERSTEMPO), and safety seriously limit the dictum "to train as we fight." ATPs must reflect structured training programs that use available TADSS for individual, crew, and collective training. Structured training programs with supervision and AARs are necessary for individual, crew, and collective simulation training periods. Commanders must ensure that TADSS are included in long-range planning. Commanders are encouraged to become familiar with the Army's training modernization process, Army Training XXI. This knowledge should ensure that they can capitalize on high technology training concepts such as Distance Learning via Classroom XXI.

m. Protecting the Force (Safety). The protection of aviation soldiers and their weapon systems is a way of life in aviation. An effective training program that is well thought out and planned with appropriate regulations and guidance is arguably the most important factor in any unit's safety program when every soldier in the unit embraces it. Flying "by the book" does not hinder a unit's battle focus; it will actually enhance it. Risk management, crew coordination training, crew

endurance programs, and all of the other facets of an ATP set the tasks, conditions, and standards for training as we will fight. Appendix C of this MTP specifically addresses risk management.

1-7. Conducting Training. The role of this MTP is to make it easier to plan, prepare, coordinate, and execute unit training in a logical and efficient manner. Coordination is not discussed as a separate step; it must take place throughout the entire eight-step process. Continuous coordination reduces the likelihood of unforeseen training distracters. It helps ensure that sufficient resources will be on hand for training. It provides the commander with a proactive means to identify and address issues before they become serious challenges. Coordination is the thread that binds the eight steps of the training process together. It should be encouraged at each level of command. Coordination between ground and air commanders, for example, can often lead to valuable, mutually supporting training opportunities for both units. As in tactical operations, planning lays the foundation for successful execution of the brigade's training plan. It is an expression of the commander's vision based on an understanding of the unit's mission, doctrine, capabilities, supporting and supported units' doctrine and capabilities, enemy capabilities, training philosophy, and the training environment. The following discussion covers several aspects of the planning process.

a. Planning for the training program involves leaders at all levels of the unit organization. Each subordinate must understand the higher's intent. In turn he must develop his own intent, and synchronize his training into his commander's plan.

(1) The aviation brigade commander is the primary trainer of all the units within the brigade. He is responsible for developing a comprehensive, long-term training strategy. This strategy encompasses a variety of training events, such as FTXs and STXs. Based on the unit's METL, the commander makes an initial assessment of the entire brigade to identify systemic weaknesses. He can develop a training focus and specify the individual, crew, and collective tasks he wants to train and evaluate. Critical to the planning process of an aviation brigade is the synchronization of its training plan with higher commanders and supported units to maximize aviation training while flying in support of supported commanders.

(2) The brigade commander will use the division commander's plan to define his responsibilities and to develop and execute his own training strategy. He assists his subordinate unit commanders with planning and executing training for their units. Usually, he focuses on individual leader training, crew training, collective tasks, and battle drills, primarily through the use of FTXs. Again, it is important for the brigade commander to coordinate and synchronize his training program with supported units to maximize training opportunities.

(3) Subordinate leaders then focus on individual, crew, and collective training, primarily at the crew level. Units should be able to perform all collective tasks and battle drills according to standards and guidelines provided by the appropriate field manuals, MTPs, ATMs, and unit standing operating procedures (SOPs). To accomplish this, units should plan and execute limited STXs before taking part in brigade-level training. These exercises can increase the confidence level of individual crewmen and provide valuable operational experience. In addition, commanders can use the AVCATT, sand table exercises, rock drills, and OPORD drills to ensure that their aircrews have a basic understanding of the tasks they must execute.

(4) TC 1-210 provides critical guidance to commanders at all levels on how to integrate individual, crew, and collective training in their aviation training strategy. Aviation commanders use a crawl-walk-run strategy for individual and crew training, and then integrate individual and crew sustainment training into their collective training strategy.

b. In developing the brigade training plan, leaders at all levels should adhere to the principles outlined in FM 25-100 and FM 25-101. In addition, they should use this MTP, the ATM, and TC 1-210 as guides, employing the following development tools from this MTP:

(1) The matrixes in chapter 2 and the CATS identify the brigade collective tasks and leader tasks used during training exercises.

(2) The mission outlines in chapter 3 show the hierarchical diagram of related missions that also must be trained to meet the commander's goals. The outlines are adjustable, allowing leaders to tailor STXs to their needs.

(3) Chapter 4 provides guidance for planning and conducting exercises used to train designated missions (FTXs) or single tasks or groups of related tasks (STXs). TC 1-210 and the CATS support the integration of individual and crew training into these FTXs and STXs.

(4) Chapter 5 contains T&EOs for the brigade collective tasks that support the critical wartime missions.

(5) Chapter 6 provides guidance to plan, conduct, and evaluate unit exercises.

c. There is never enough time to train everything. In developing their training plans, therefore, leaders must prioritize the tasks that require training, focusing on their units' biggest operational challenges and their most difficult sustainment skills. Before training begins, commanders must meet with all unit leaders—including subordinate commanders, unit sergeant majors, standardization officers, and unit safety officers—to analyze training requirements and prioritize tasks in accordance with TC 25-30.

d. Once unit leaders have identified the tasks to be trained, they must integrate them into a training strategy. Unit commanders may submit a list of the tasks and related training events selected to the brigade commander. The commander, in turn, develops his own list after reviewing subordinate commanders' recommendations. Once the commander has approved the list of tasks and related training events, he includes them on the brigade training priorities. The brigade commander can use the following procedure:

(1) List the tasks according to their priority and the frequency with which they need to be trained.

(2) Determine the amount of time required and decide how multiechelon training will be used.

(3) Determine the site for the training.

(4) Determine who will be responsible for what. The leader of the element being trained must always be involved.

(5) Organize training priorities into blocks of time and required training resources, such as ammunition, MILES equipment, and suitable training areas.

e. Aviation OPTEMPO is a major resourcing challenge for the Army and it receives significant attention. Most aviation units are resourced at a C² level of readiness as defined by the CATS. Commanders must be aware of the funds allocated to fund the flying hour program; they must ensure that they are programmed to fund the maintenance necessary to execute the training strategy. Maintenance cannot be separated from training; as such, it must be included in any training plan.

f. The importance of a QTB—annual training brief (ATB) for RC units—to the brigade commander cannot be over emphasized. It is the forum where commanders identify their training resource needs and get resource commitments from the higher commander. It provides an opportunity for the brigade's leadership to spend some focused time discussing warfighting and training challenges with their senior commander. The focus should be on the unit's proficiency level at the individual, crew, and collective levels. QTBs are considered to be short-range briefings conducted by the brigade operations and training staff officer (S3) to review and approve the training plans of subordinate units. It is an opportunity for a senior commander to coach and teach subordinates on the fine points of his philosophy and strategies in all aspects of warfighting. It is also an excellent opportunity for a subordinate commander and his key leaders to gain a better understanding of how their METL relates to the battle-focused training programs of their senior commanders and peers.

g. Army National Guard aviation units continue to face multiple challenges. These challenges include equipment modernization, declining resources, and ever-increasing operational requirements. Tactically, the most challenging issue for the commander of an Army National Guard aviation unit is accomplishing collective training. Managing and allocating resources—based on a tier concept to

meet readiness requirements—requires commanders to become more innovative in their approach to training opportunities. Inactive duty training (IDT) and additional flight training periods (AFTPs) are used predominately for individual and crew training. Annual training (AT) periods, to include rotational deployments in support of Joint Chiefs of Staff (JCS) exercises, National Training Center (NTC)/Joint Readiness Training Center (JRTC) support, and worldwide partial selective reserve call-ups (PSRCs) are focused on collective training. In addition, Army National Guard aviation units remain a valuable asset in state and local emergencies.

1-8. Force Protection (Safety).

a. Military history clearly reveals risk as a principle of operations and the severe consequences of not effectively managing it. Military operations are inherently risky and dangerous whether in training or in actual operations. The element of risk, along with the combined effects of terrain, time, and the environment—and the designed efforts of the enemy to induce failure—can combine to produce disastrous results. The outcome cannot be left to play out according to chance or in the hope that things will work out well. As an institution, the Army demands responsible action, which includes protecting soldiers as they accomplish their mission. As such, complacency or a cavalier acceptance of risk is not acceptable. Articulating risk—collecting data, quantifying risk, and making a decision—is a command responsibility.

b. The purpose of risk management is to identify operational risks and to take reasonable measures to reduce or eliminate hazards. Risk management allows units to operate successfully in high-risk environments. Leaders at every level identify hazards, take measures to reduce or eliminate hazards, and, then, accept risk only to the point that the benefits outweigh the potential losses. The Army's doctrinal manuals articulate the risk management process as the principal risk-reduction tool. Risk management is not an add-on feature to the decisionmaking process, but rather a fully integrated element of planning and executing operations. The goal is to make risk management a routine part of planning and executing operational missions. As such, it is fully integrated into this MTP (see appendix C).

1-9. Environmental Protection. Protection of natural resources is an ever-increasing concern to the Army. All unit leaders should decrease, and if possible, eliminate damage to the environment when conducting training. The commander's challenge is to conduct tough, realistic training within the environmental restrictions he faces.

a. **Environmental Awareness.** The three general areas most commonly applied to environmental awareness are maneuver, logistics, maintenance, and gunnery.

(1) **Maneuver.** All defensive and offensive operations of a tactical nature require an area in which to maneuver. Most training areas have environmental restrictions units must follow when conducting tactical operations. Some examples of these are where to cross a stream, what area to drive over, where to place a forward area arming and refueling point (FARP), or where to dig a battle position. Unique to aviation units are flight route parameters resulting from environmental and noise complaint restrictions. These restrictions must be considered while planning aviation missions and during mission briefs. Training must be conducted to accommodate the environmental restrictions.

(2) **Maintenance and Logistical Support.** Aviation units use large amounts of hazardous materials while conducting routine maintenance. Commanders are held responsible for the proper disposal of oils, lubricants, rags, etc. The operation of forward arming and refueling points (FARPs) is especially challenging because of the potential for a major environmental catastrophe. Most training areas have specific environmental SOPs for operations in that area. The SOPs will specify the proper disposal of oils and lubricants, the use of drip pans and spill kits, and the procedure for washing grease and oil off vehicles.

(3) **Gunnery.** All gunnery ranges will have environmental SOPs. These restrictions will include normal environmental guidance as well as specific instructions for the disposal of casings and ammunition boxes, for the maneuvering of weapon systems, and for range-related fires.

Note: Each U.S. installation is subject to local and state environmental regulations in addition to federal legislation. For information concerning a specific location, contact the installation environmental office. If overseas or on deployment, contact a higher unit Assistant Chief of Staff, Operations (G3) for information.

b. Environmental Risk Management. Environmental risk management parallels safety risk management and is based on the same philosophy and principles. It consists of the following steps:

(1) Identify Hazards. Identify potential sources of environmental degradation during analysis of the factors of mission, enemy, terrain, troops, time, and civilian considerations (METT-TC). Environmental hazards are conditions with the potential for polluting air, soil, or water and/or destroying cultural or historical artifacts.

(2) Assess Hazards. Using the environmental risk management matrix (figure 1-3), analyze the potential severity of environmental degradation for each training activity. The matrix allows trainers to quantify the risk to the environment. The risk impact value is an indicator of the level of severity.

(3) Make Environmental Risk Decisions. Leaders may make risk management decisions based on the results of the assessment. Other than the overall risk rating, the risk management matrix can also be used to aid in making environmental risk decisions. For example, the unit operations most likely to cause damage (see Step 2) can be the focus of risk controls. The environmental areas most at risk can be also be determined (see Step 3).

(4) Brief the Chain of Command. Brief all responsible individuals and agencies—including the installation environmental office, if applicable—on proposed plans and pertinent high-risk environmental factors. Risk decisions are made at the level of command that corresponds to the degree of risk.

(5) Implement Controls. Implement environmental protection measures by integrating them into plans, orders, SOPs, training standards, and rehearsals.

(6) Supervise. Enforce environmental protection standards during supervision of all training activities.

1-10. Evaluation. The T&EOs in chapter 5 describe standards that must be met for each task.

a. All training must be evaluated. Evaluations can be internal or external. Internal evaluations are conducted at all levels. They must be inherent in all training. External evaluations usually are more formal; they normally are conducted by a headquarters two levels above the unit being evaluated (see chapter 6).

b. The ARTEP concept is based on simultaneous training and evaluation. Too often, leaders do not practice continuous evaluation. Instead, soldiers or small units are trained to perform a task to standard; then later, when they execute that task as part of a training exercise, they execute it poorly or incorrectly and are not corrected. For this program to work, trainers and leaders must continually evaluate training as it is being executed.

c. Leaders should emphasize direct, on-the-spot evaluations. Correcting poor performance during individual or small group training is easy to do. In higher level exercises, it is usually not feasible to do this with outside evaluators, but on the spot evaluations should not be totally eliminated. Plan AARs at frequent, logical intervals during the exercise—usually after the completion of a major subordinate task. This is a proven technique that allows leaders to correct performance shortcomings while they are still fresh in everyone's mind, which prevents reinforcement of bad habits.

d. FM 25-101 provides detailed instructions for conducting an AAR and detailed guidance on coaching and critiquing during training.

1-11. Feedback. Recommendations for improving this MTP are requested. Feedback will help ensure that appropriate changes are included in future training publications in addition to this MTP. A

questionnaire is included at the end of this MTP to facilitate the submission of recommendations and comments. The mailing address is: Commander, U.S. Army Aviation Center, Directorate of Training, Doctrine, and Simulation, ATTN: ATZQ-TDS-D, Fort Rucker, AL 36362-5000.

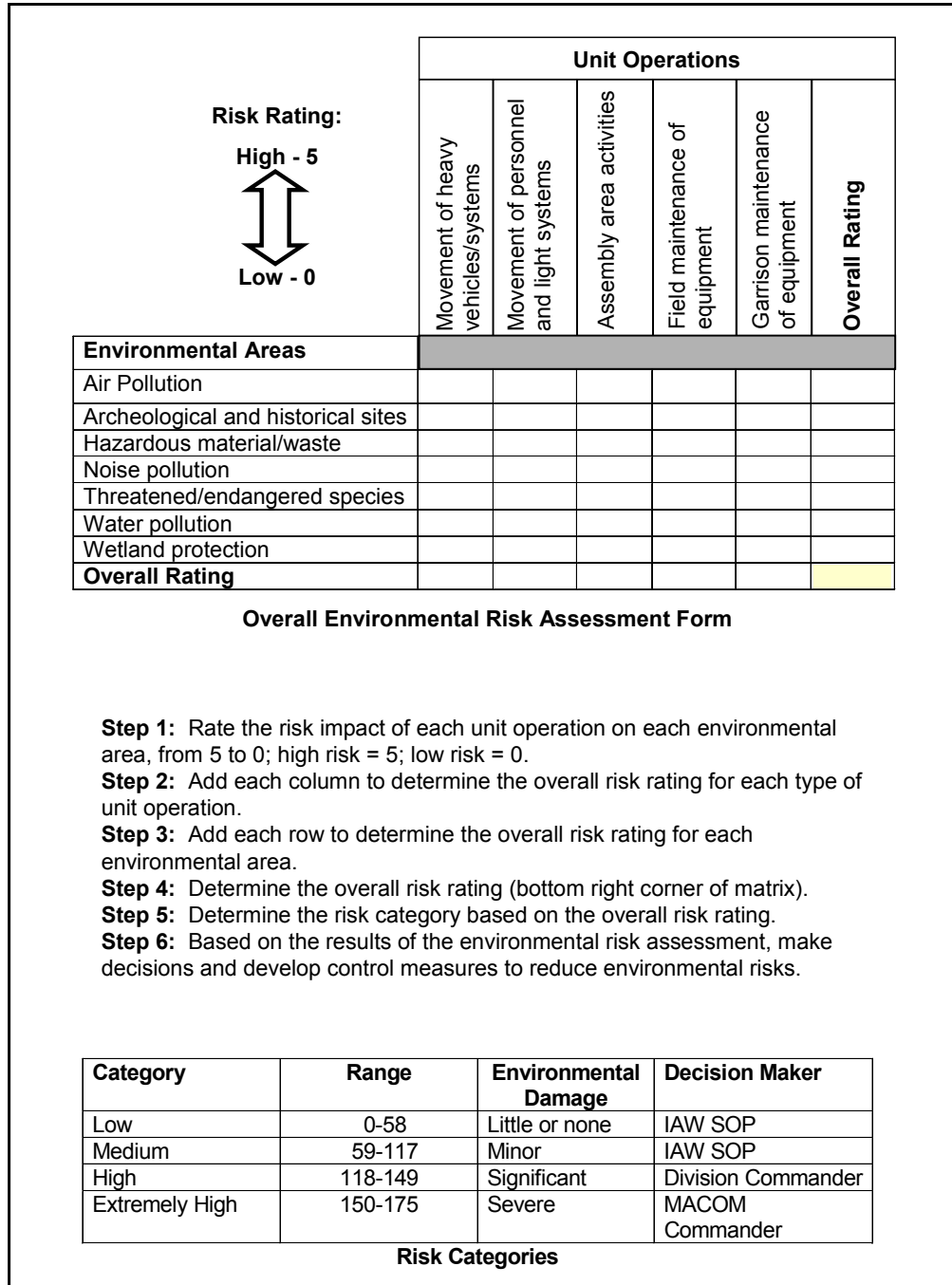


Figure 1-3. Environmental Risk Management Matrix.

Chapter 2

TRAINING MATRIXES

2-1. General. Mission identification assists the commander in planning the training of his unit's personnel.

2-2. Mission Listing. The mission identification table listed below (figure 2-1) provides a consolidated listing of missions that may be performed by aviation brigades. Aviation brigade missions are also listed in FM 1-111 and the appropriate TOE. The METL for your aviation brigade has the applicable missions for your unit.

- Army Airspace Command and Control
- Casualty Evacuation (CASEVAC)
- Conduct Air Assault Operations
- Conduct Air Defense Operations
- Conduct Air Movement Operations
- Conduct Combat Search and Rescue
- Conduct Theater Missile Defense
- Deep Operations
- Legal Support
- Logistical Support
- Maintenance Support
- Maneuver
- Mission Support
- Project the Force
- Protect the Force
- Provide Command and Control
- Provide C⁴I
- Provide Medical Services
- Reconnaissance and Security
- Special Operations
- Staff Planning Supervision
- Sustain the Force

Figure 2-1. Mission Identification Table.

2-3. Mission-to-Collective Tasks Listing.

MISSION: ARMY AIRSPACE COMMAND AND CONTROL (A²C²)

Collective Task(s)

- (01-6-0011.01-0111) PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (A²C²)
- (01-6-0028.01-0111) EXECUTE ARMY AIRSPACE COMMAND AND CONTROL (A²C²) IN THE DIVISION AREA

MISSION: CASUALTY EVACUATION (CASEVAC)

Collective Task(s)

- (01-2-7707.01-0111) EVACUATE CASUALTIES

MISSION: CONDUCT AIR ASSAULT OPERATIONS

Collective Task(s)

- (01-6-5105.01-0111) CONDUCT AIR ASSAULT OPERATIONS

MISSION: CONDUCT AIR DEFENSE OPERATIONS

Collective Task(s)

- (01-6-0027.01-0111) PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (AIR DEFENSE)

MISSION: CONDUCT AIR MOVEMENT OPERATIONS

Collective Task(s)

- (01-6-2032.01-0111) CONDUCT AIR MOVEMENT

MISSION: CONDUCT COMBAT SEARCH AND RESCUE (CSAR)

Collective Task(s)

- (01-6-2045.01-0111) CONDUCT COMBAT SEARCH AND RESCUE (CSAR) OPERATIONS

MISSION: CONDUCT THEATER MISSILE DEFENSE (TMD)

Collective Task(s)

- (01-6-0027.01-0111) PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (AIR DEFENSE)

MISSION: DEEP OPERATIONS

Collective Task(s)

- (01-6-0417) PARTICIPATE IN THE DEEP OPERATIONS COORDINATION CELL (DOCC) (LIAISON OFFICER)
- (01-6-0418) ESTABLISH THE AVIATION DEEP OPERATIONS PLANNING CELL
- (01-6-0420) PARTICIPATE IN THE DEEP OPERATIONS COORDINATION CELL (DOCC) (S1)
- (01-6-0421) PARTICIPATE IN THE DEEP OPERATIONS COORDINATION CELL (DOCC) (S2)
- (01-6-0422) PARTICIPATE IN THE DEEP OPERATIONS COORDINATION CELL (DOCC) (S3)
- (01-6-0423) PARTICIPATE IN THE DEEP OPERATIONS COORDINATION CELL (DOCC) (S4)

MISSION: LEGAL SUPPORT**Collective Task(s)**

(01-6-0074.01-0111) PROVIDE LEGAL SUPPORT

MISSION: LOGISTICAL SUPPORT**Collective Task(s)**

(01-6-0068.01-0111) COORDINATE TRANSPORTATION AND MOVEMENT

MISSION: MAINTENANCE SUPPORT**Collective Task(s)**

(01-4-1029.01-0111) PERFORM VEHICLE RECOVERY OPERATIONS

(01-4-7723.01-0111) PERFORM UNIT-LEVEL MAINTENANCE

MISSION: MANUEVER**Collective Task(s)**

(01-6-0211.01-0111) CONDUCT DELIBERATE ATTACK

(01-6-0413) CONDUCT AN EXPLOITATION

(01-6-0414) CONDUCT A PURSUIT

MISSION: MISSION SUPPORT**Collective Task(s)**

(01-2-0001.01-0111) PLAN/ORGANIZE THE MOVE

(01-2-0013.01-0111) RESPOND TO A CHEMICAL/BIOLOGICAL ATTACK

(01-2-0017.01-0111) RESPOND TO A NUCLEAR ATTACK

(01-2-0101.01-0111) OCCUPY AN ASSEMBLY AREA

(01-2-0102.01-0111) SECURE AND DEFEND UNIT POSITION

(01-2-0201.01-0111) PREPARE FOR OPERATIONS UNDER NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) CONDITIONS

(01-2-0203.01-0111) CAMOUFLAGE VEHICLES AND EQUIPMENT

(01-2-0280.01-0111) CROSS A RADIOLOGICALLY CONTAMINATED AREA

(01-2-0609.01-0111) CROSS A CHEMICALLY/BIOLOGICALLY CONTAMINATED AREA

(01-2-0610.01-0111) PERFORM OPERATIONAL DECONTAMINATION

(01-2-0611.01-0111) CONDUCT THOROUGH DECONTAMINATION

(01-2-0702.01-0111) PREPARE UNIT FOR DEPLOYMENT

(01-2-0715.01-0111) PERFORM FIELD SANITATION

(01-2-2035.01-0111) IMPLEMENT FRATRICIDE PREVENTION MEASURES

(01-2-2036.01-0111) REPORT INFORMATION

(01-2-2047.01-0111) CONDUCT TROOP LEADING PROCEDURES

(01-2-2048.01-0111) CONDUCT UNIT MOVEMENT

(01-2-2051.01-0111) EMPLOY PASSIVE AIR DEFENSE MEASURES

(01-2-2052.01-0111) EMPLOY ACTIVE AIR DEFENSE MEASURES

(01-2-2054.01-0111) COORDINATE UNIT-LEVEL SUPPLY OPERATIONS

(01-2-2064.01-0111) PERFORM COMPANY STRENGTH MANAGEMENT

(01-2-2160.01-0111) CONDUCT MISSION-ORIENTED PROTECTIVE POSTURE (MOPP) GEAR EXCHANGE

(01-2-7039.01-0111) CONDUCT HASTY ASSEMBLY AREA DISPLACEMENT

(01-2-7707.01-0111) EVACUATE CASUALTIES

- (01-2-7714.01-0111) SUBMIT CASUALTY FEEDER REPORTS AND WITNESS STATEMENTS
- (01-4-7708.01-0111) PROVIDE FOOD SERVICE SUPPORT
- (01-6-0026.01-0111) PERFORM LIAISON OPERATIONS
- (01-6-0045.01-0111) ADVISE THE COMMANDER AND STAFF ON WEATHER FORECASTS, OBSERVATIONS, AND CLIMATOLOGY
- (01-6-0056.01-0111) CONDUCT THE COMMAND RELIGIOUS SUPPORT PROGRAM
- (01-6-0059.01-0111) PROVIDE MAIN COMMAND POST (CP) SECURITY
- (01-6-7102.01-0111) SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

MISSION: PROJECT THE FORCE

Collective Task(s)

- (01-6-0063.01-0111) SUPERVISE DEPLOYMENT/REDEPLOYMENT ACTIVITIES

MISSION: PROTECT THE FORCE

Collective Task(s)

- (01-6-0057.01-0111) COORDINATE THE SAFETY PROGRAM
- (01-6-0058.01-0111) ADVISE THE COMMANDER ON RISK MANAGEMENT
- (01-6-0079.01-0111) MONITOR THE STATUS OF BRIGADE PERSONNEL
- (01-6-0409) PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (SAFETY)

MISSION: PROVIDE COMMAND AND CONTROL

Collective Task(s)

- (01-6-0042.01-0111) RELOCATE MAIN COMMAND POST (CP)
- (01-6-0057.01-0111) COORDINATE THE SAFETY PROGRAM
- (01-6-0058.01-0111) ADVISE THE COMMANDER ON RISK MANAGEMENT
- (01-6-0063.01-0111) SUPERVISE DEPLOYMENT/REDEPLOYMENT ACTIVITIES
- (01-6-0066.01-0111) SUSTAIN THE BRIGADE
- (01-6-0079.01-0111) MONITOR THE STATUS OF BRIGADE PERSONNEL
- (01-6-0080.01-0111) SUPERVISE KEY OPERATIONAL AND SUPPORT FUNCTIONS
- (01-6-0082.01-0111) CONDUCT MILITARY DECISIONMAKING PROCESS (MDMP)
- (01-6-0083.01-0111) DIRECT THE BRIGADE STAFF
- (01-6-0087.01-0111) EXECUTE CONTINGENCY PLANS
- (01-6-0409) PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (SAFETY)
- (01-6-0411) PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (STANDARDIZATION)

MISSION: PROVIDE COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C⁴)

Collective Task(s)

- (01-6-0052.01-0111) PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)
- (01-6-1414.01-0111) PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C⁴) SYSTEMS PLANNING

MISSION: PROVIDE MEDICAL SERVICES**Collective Task(s)**

- (01-6-0035.01-0111) ADVISE THE COMMANDER AND STAFF ON HEALTH SERVICES AVAILABLE AND MEDICAL UNIT CAPABILITIES AND READINESS
- (01-6-0039.01-0111) SUPERVISE MEDICAL SUPPORT SERVICES

MISSION: RECONNAISSANCE AND SECURITY**Collective Task(s)**

- (01-6-0019.01-0111) DEVELOP RECONNAISSANCE AND SURVEILLANCE PLAN
- (01-6-0031.01-0111) COORDINATE THE RECONNAISSANCE AND SURVEILLANCE (R&S) PLAN
- (01-6-1347.01-0111) CONDUCT AREA SECURITY OPERATIONS
- (01-6-2039.01-0111) CONDUCT A SCREEN
- (01-6-2042.01-0111) CONDUCT OPERATIONS AS PART OF A GUARD FORCE
- (01-6-2043.01-0111) CONDUCT OPERATIONS AS PART OF A COVERING FORCE

MISSION: SPECIAL OPERATIONS**Collective Task(s)**

- (01-6-6101.01-0111) CONDUCT RECONNAISSANCE OPERATIONS

MISSION: STAFF PLANNING SUPERVISION OF BRIGADE OPERATIONS**Collective Task(s)**

- (01-6-0001.01-0111) CONDUCT INTELLIGENCE FUNCTIONS FOR DEPLOYMENT
- (01-6-0002.01-0111) INTEGRATE THE STAFF IN INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)
- (01-6-0003.01-0111) PRODUCE INTELLIGENCE PRODUCTS
- (01-6-0004.01-0111) COORDINATE COUNTERINTELLIGENCE MEASURES FOR OPERATION SECURITY (OPSEC) WITH THE S3
- (01-6-0005.01-0111) MAINTAIN THE BRIGADE INTELLIGENCE DATABASE
- (01-6-0006.01-0111) ESTABLISH SECURITY MEASURES
- (01-6-0007.01-0111) PROCESS ENEMY PRISONERS OF WAR (EPW)
- (01-6-0008.01-0111) ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
- (01-6-0009.01-0111) PROCESS INFORMATION INTO INTELLIGENCE
- (01-6-0010.01-0111) SYNCHRONIZE DEEP, CLOSE, SECURITY, RESERVE, AND REAR OPERATIONS
- (01-6-0012.01-0111) SUPERVISE TACTICAL AIR CONTROL PARTY FUNCTIONS
- (01-6-0013.01-0111) PLAN, COORDINATE, AND CONTROL TACTICAL OPERATIONS
- (01-6-0014.01-0111) COORDINATE TACTICAL AIR SUPPORT WITH AVIATION FORCES
- (01-6-0015.01-0111) ADVISE THE COMMANDER AND STAFF ON THE CAPABILITIES, LIMITATIONS, AND EMPLOYMENT OF TACTICAL AIR SUPPORT
- (01-6-0016.01-0111) INTEGRATE AIRCRAFT SURVIVABILITY MEASURES
- (01-6-0018.01-0111) ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
- (01-6-0019.01-0111) DEVELOP RECONNAISSANCE AND SURVEILLANCE PLAN
- (01-6-0020.01-0111) EMPLOY OPERATIONS SECURITY (OPSEC) MEASURES
- (01-6-0022.01-0111) CONDUCT DEPLOYMENT ALERT ACTIVITIES
- (01-6-0025.01-0111) DEVELOP BRIGADE ORDERS
- (01-6-0026.01-0111) PERFORM LIAISON OPERATIONS
- (01-6-0029.01-0111) MAINTAIN THE CURRENT SITUATION
- (01-6-0030.01-0111) CONDUCT BATTLE TRACKING
- (01-6-0031.01-0111) COORDINATE THE RECONNAISSANCE AND SURVEILLANCE (R&S) PLAN

(01-6-0033.01-0111) COORDINATE FIRE SUPPORT
(01-6-0036.01-0111) PREPARE FOR A CHEMICAL/BIOLOGICAL AGENT ATTACK
(01-6-0038.01-0111) PREPARE FOR A NUCLEAR ATTACK
(01-6-0040.01-0111) EVALUATE NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) CONTAMINATION INFORMATION
(01-6-0044.01-0111) PROCESS NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) REPORTS
(01-6-0046.01-0111) PERFORM PUBLIC AFFAIRS FUNCTIONS
(01-6-0047.01-0111) ESTABLISH AND COORDINATE SECURITY OF TEMPORARY ENEMY PRISONERS OF WAR (EPW) COLLECTION POINT
(01-6-0048.01-0111) PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S1)
(01-6-0049.01-0111) PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
(01-6-0050.01-0111) PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
(01-6-0051.01-0111) PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S4)
(01-6-0053.01-0111) PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (CHEMICAL)
(01-6-0055.01-0111) PROVIDE OTHER LOGISTIC SERVICES
(01-6-0060.01-0111) COORDINATE DEPLOYMENT LOGISTICS SUPPORT
(01-6-0061.01-0111) COORDINATE DEPLOYMENT ADVANCE PARTY ACTIVITIES
(01-6-0062.01-0111) COORDINATE PRE-DEPLOYMENT ACTIVITIES
(01-6-0064.01-0111) PERFORM PORT OF EMBARKATION ACTIVITIES FOR DEPLOYMENT
(01-6-0065.01-0111) PERFORM PORT OF DEBARKATION ACTIVITIES FOR DEPLOYMENT
(01-6-0068.01-0111) COORDINATE TRANSPORTATION AND MOVEMENT
(01-6-0069.01-0111) MONITOR LOGISTICS OPERATIONS
(01-6-0070.01-0111) PERFORM STRENGTH MANAGEMENT
(01-6-0071.01-0111) CONDUCT REPLACEMENT OPERATIONS
(01-6-0072.01-0111) CONDUCT CASUALTY REPORTING
(01-6-0073.01-0111) COORDINATE MORALE, WELFARE, AND RECREATION SERVICES
(01-6-0075.01-0111) PROVIDE PERSONNEL AND ADMINISTRATIVE SERVICES
(01-6-0211.01-0111) CONDUCT DELIBERATE ATTACK
(01-6-0412) CONDUCT TARGETING PROCESS
(01-6-0413) CONDUCT AN EXPLOITATION
(01-6-0414) CONDUCT A PURSUIT
(01-6-0415) CONDUCT OPERATIONS AS PART OF A MOBILE DEFENSE
(01-6-0416) CONDUCT OPERATIONS AS PART OF AN AREA DEFENSE
(01-6-0417) PARTICIPATE IN THE DEEP OPERATIONS COORDINATION CELL (DOCC) (LIAISON OFFICER)
(01-6-0418) ESTABLISH THE AVIATION DEEP OPERATIONS PLANNING CELL
(01-6-0419) CONDUCT MISSION REHEARSAL
(01-6-0420) PARTICIPATE IN THE DEEP OPERATIONS COORDINATION CELL (DOCC) (S1)
(01-6-0421) PARTICIPATE IN THE DEEP OPERATIONS COORDINATION CELL (DOCC) (S2)
(01-6-0422) PARTICIPATE IN THE DEEP OPERATIONS COORDINATION CELL (DOCC) (S3)
(01-6-0423) PARTICIPATE IN THE DEEP OPERATIONS COORDINATION CELL (DOCC) (S4)
(01-6-1014.01-0111) PROCESS NONCOMBATANTS
(01-6-1342.01-0111) CONDUCT CIVIL-MILITARY OPERATIONS
(01-6-1343.01-0111) CONDUCT AVIATION URBAN OPERATIONS
(01-6-1344.01-0111) LIMIT LOCAL POPULATION INTERFERENCE WITH U.S. MILITARY OPERATIONS
(01-6-1345.01-0111) PROVIDE ENVIRONMENTAL ASSISTANCE
(01-6-1346.01-0111) PROVIDE HUMANITARIAN SUPPORT
(01-6-1347.01-0111) CONDUCT AREA SECURITY OPERATIONS
(01-6-1348.01-0111) ESTABLISH BASE OPERATIONS
(01-6-1349.01-0111) CONTROL A CIVIL DISTURBANCE
(01-6-1350.01-0111) CONDUCT OPERATIONS AS A SHOW OF FORCE
(01-6-1351.01-0111) DEVELOP A MEDIA PLAN
(01-6-1354.01-0111) CONDUCT MEDIATION AND NEGOTIATION

(01-6-1358.01-0111) ENFORCE PEACE AGREEMENTS
(01-6-1359.01-0111) EMPLOY A QUICK REACTION FORCE
(01-6-2032.01-0111) CONDUCT AIR MOVEMENT
(01-6-2039.01-0111) CONDUCT A SCREEN
(01-6-2042.01-0111) CONDUCT OPERATIONS AS PART OF A GUARD FORCE
(01-6-2043.01-0111) CONDUCT OPERATIONS AS PART OF A COVERING FORCE
(01-6-2044.01-0111) CONDUCT BATTLE HANDOVER/RELIEF IN PLACE
(01-6-2045.01-0111) CONDUCT COMBAT SEARCH AND RESCUE (CSAR) OPERATIONS
(01-6-5105.01-0111) CONDUCT AIR ASSAULT OPERATIONS
(01-6-6101.01-0111) CONDUCT RECONNAISSANCE OPERATIONS
(01-6-6107.01-0111) CONDUCT HASTY ATTACK
(01-6-6109.01-0111) CONDUCT MOVEMENT TO CONTACT
(01-6-7105.01-0111) PERFORM PASSAGE OF LINES

MISSION: SUSTAIN THE FORCE

Collective Task(s)

(01-4-0320.01-0111) PROVIDE UNIT SUPPLY SUPPORT
(01-6-0066.01-0111) SUSTAIN THE BRIGADE
(01-6-0080.01-0111) SUPERVISE KEY OPERATIONAL AND SUPPORT FUNCTIONS
(01-6-7726.01-0111) CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

Chapter 3

TRAINING PLANS

3-1. General. This chapter describes the use of the MTP to develop brigade-level training plans and also provides mission outlines. It assists commanders in preparing training plans for critical wartime missions. FM 25-100 and FM 25-101 provide detailed information on training management and should be used along with this MTP.

a. Training Management Cycle. Figure 3-1 depicts the stages of the training management cycle. The training management cycle is METL-based and depends on continuous feedback. This cycle is a common thread throughout chapter 3.

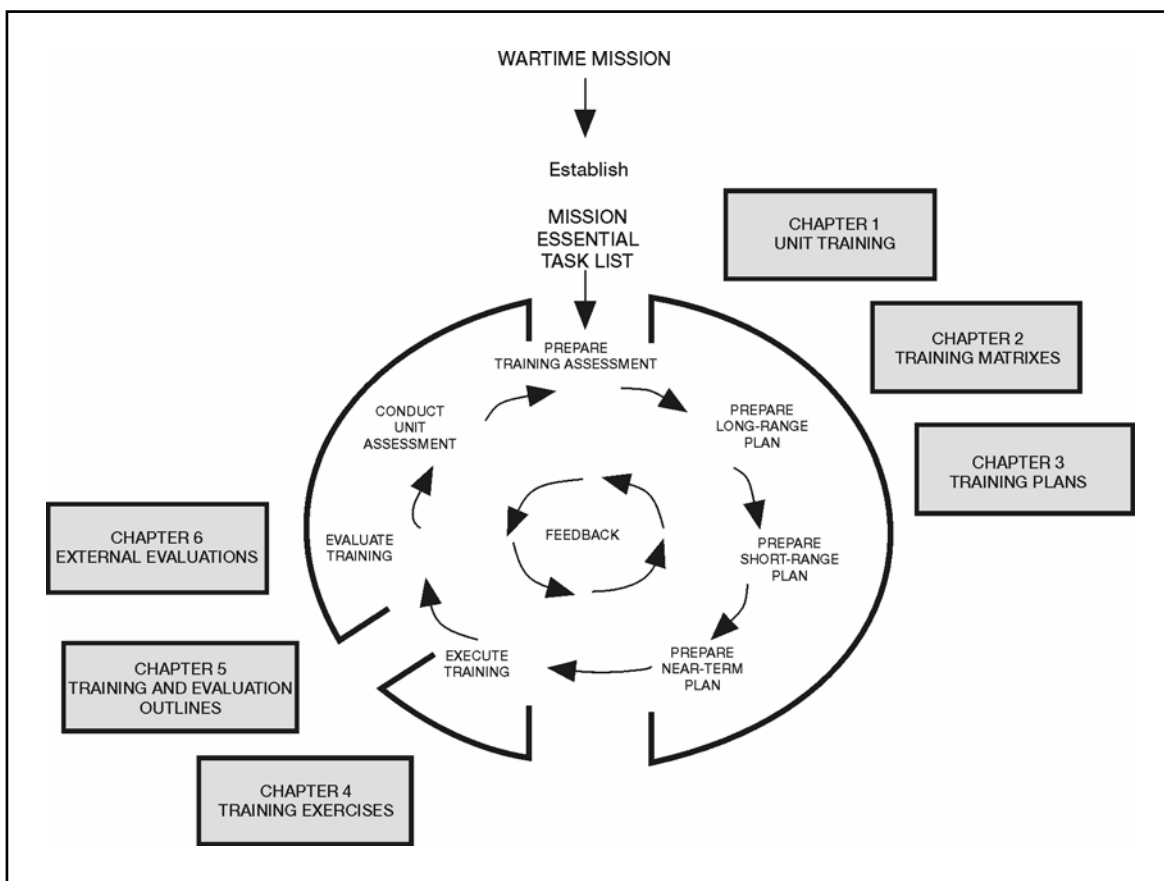


Figure 3-1. Training Management Cycle.

b. Training Management Automation. Successful accomplishment of Army Training XXI training management automation objectives will support unit training.

(1) Standard Army Training System. The SATS program combines training doctrine with automated information management technologies to help commanders plan, manage, develop, execute, record, and report on training programs. It supports active component (AC) and RC units from squad to Army level. It automates training management doctrine found in FM 3-0, FM 25-100, and FM 25-101. Through the use of SATS, units are able to download current doctrine for use in

training and training development. Information on how to obtain SATS software and a user's guide for the database is available through the SATS project manager at the U.S. Army Training Support Center, Fort Eustis, VA 23604. The Internet address for SATS is <http://www.sats.army.mil>. See paragraphs 1-6b, 3-2h, and 3-4i for more information about SATS capabilities to assist units with long- and near-term training plans.

(2) Training Support Packages. Warfighter TSPs provide unit-tailored training scenarios for live, virtual, and constructive simulation training. Warrior TSPs and WarMod TSPs provide scenarios, courses, and materials for individual and systems training, respectively. TSPs minimize unit preparation time and increase actual training time. TSPs are available on the General Dennis J. Reimer Digital Library (RDL) Web site at <http://www.adtdl.army.mil/atdls.htm>.

(3) Training Aids, Devices, Simulators, and Simulations. TADSS is a set of training tools to offset the financial, safety, environmental, and technological constraints associated with training. TADSS also provides enhanced realism through the synthetic application of all BOSSs, related units, and diverse training environments. It includes physical devices for institutional training, collective training, and synthetic environment (SE) tools.

(4) Standard Army After Action Review System. The Standard Army After Action Review System (STAARS) is a system of after-action systems that provide standardized and automated data/information storage, distribution, and retrieval. It supports trainers, doctrine writers, testers, analysts, materiel developers, combat developers, and training developers. It provides doctrine, training, leader development, organization, materiel, and soldier (DTLOMS)-based data.

(5) General Dennis J. Reimer Digital Library. The RDL is an information repository that allows trainers, trainees, training developers, and doctrine writers to store and retrieve training and doctrine products and materials via the Internet. See paragraph 1-6b for more information about the RDL and SATS. The Internet address of the RDL is <http://www.adtdl.army.mil/atdls.htm>. The Internet address for the RDL data repository (DR) is <http://155.217.58.100>.

c. Battle Focus Planning. As in tactical operations, planning lays the foundation for successful execution of any training plan. Planning involves leaders at all levels of the organization. It is an extension of the battle-focus concept that links organizational METL with the execution and evaluation of training. Battle focus allows the commander to narrow his scope of planning to wartime mission essential tasks. All training planned and conducted must be linked to the METL and support collective battle tasks. It includes improving proficiency on some tasks and sustaining performance on others. When planning training, aviation commanders should include the senior warrant officer and the senior NCO at each level of command as the senior trainers in their unit. Commanders are responsible for three types of training plans: long-range, short-range, and near-term.

3-2. Long-Range Planning.

a. Command Training Guidance. The command training guidance (CTG) is published at division, brigade, and battalion levels. It documents the organization's long-range—sometimes called annual—training plan. It is the training analogue to the organization's operational war plan. Every commander must read and understand it because it is used as a ready reference to plan, execute, and assess training throughout the long-range planning period.

b. Unit METL Development. METL development is the initial process in developing a battle-focused, long-range training plan. The METL is an unconstrained statement of tasks required to accomplish wartime missions. It must be continuously reviewed and crosswalked with the unit modified table of organization and equipment (MTOE), CATS, and this MTP. It must support and complement the METL of the next higher headquarters and be based on the wartime mission. All members of the organization must understand their unit METL. The process for METL development is listed below.

(1) The division commander provides a restated wartime mission and approved METL to the brigade commander.

(2) The brigade commander identifies specified and implied tasks.

(3) Collective tasks that support critical wartime missions, and other tasks required to execute war plans, are identified using the mission-to-collective-task matrix found in chapter 2 of this MTP.

(4) All collective tasks are compiled in a list sequenced as they are expected to occur during the execution of the wartime mission.

(5) The restated mission is analyzed; only those tasks essential to accomplish the wartime mission are selected from the task list. Subordinate commanders, key warrant officers, and key NCOs participate in selecting the tasks. When the tasks are approved, these mission essential tasks compose the brigade’s METL and battle tasks (not to be confused with the all-inclusive collective task list found in this document).

(6) The division commander then approves the brigade’s METL. A unit’s METL is stabilized when approved; it is normally modified only if changes occur in wartime missions. FM 25-101 covers METL development in detail.

(7) The brigade’s restated mission and approved METL are provided to the subordinate chain of command. Figure 3-2 depicts a METL development crosswalk for an aviation brigade in a heavy division.

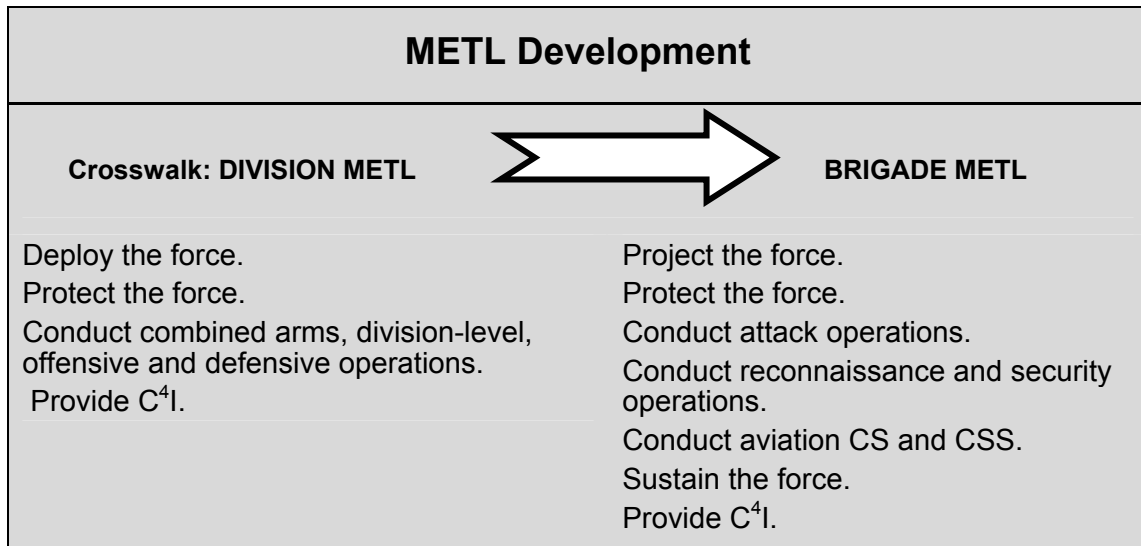


Figure 3-2. METL Development Crosswalk, Aviation Brigade, Heavy Division.

c. Training Objectives Established. After the METL is approved, the commander establishes training objectives. The training objectives are conditions and standards that describe the situation or environment and ultimate outcome criteria the unit must meet to successfully perform the tasks. Training objectives and standards for METL can be obtained from this MTP, the STP, higher headquarters command guidance, and the local SOP. It is important that every task have a condition and a standard so that all training can be evaluated and critiqued to the standard.

d. Commander’s Training Assessment. Every commander has specific training goals. These goals are based on his vision, guidance from higher commanders, and guidance in appropriate doctrinal manuals. An initial METL assessment is the starting point for developing the brigade training strategy. An ongoing evaluation process must ensure that the brigade continues to be focused on preparing for its wartime missions. Aviation commanders must always include, in their assessment, the proficiency of individual aviators and aircrews. The training assessment is the commander’s continuous comparison of the unit’s current proficiency with the proficiency required to fight and win on the battlefield. The commander, his staff, and subordinate commanders assess the organization’s current proficiency on mission essential tasks against the required standard. The

commander then indicates the current proficiency by rating each task as “T” (Trained), “P” (Needs Practice), or “U” (Untrained). The outcome of the training assessment identifies the unit’s training requirements. The METL assessment compares current levels of training with the Army standard and is used to update unit goals and objectives. Figure 3-3 summarizes the METL assessment process. Table 3-1 depicts a sample commander’s training assessment for an aviation brigade in a heavy division. Notice the overall rating compared to the subordinate units’ ratings.

Training Assessment	
<ul style="list-style-type: none"> • Is made by the commander. • Compares current level of training with the Army standard. • Is the cornerstone of the long-range planning process. • Is based on firsthand observations and input from all leaders. • Is a continuous process. • Is used to set or update unit goals and objectives. • Is influenced by future events. 	

Figure 3-3. Training Assessment Summary.

Table 3-1. Sample Brigade Commander’s Training Assessment.

MISSION ESSENTIAL TASKS	CAVALRY SQUADRON	ATTACK HELICOPTER BATTALION	GENERAL SUPPORT AVIATION BATTALION	AVIATION SUPPORT BATTALION	OVERALL
Project the Force	T	T	T	P	T
Protect the Force	P	P	T	P	P
Conduct Attack Operations	P	T	N/A	N/A	P
Conduct Recon and Security Operations	P	T	N/A	N/A	P
Conduct Aviation CS and CSS	N/A	N/A	T	N/A	T
Sustain the Force	P	P	T	T	P
Provide C ⁴ I	P	P	T	P	P

Tips for conducting the commander’s training assessment are listed below:

- (1) Review all formal and informal (internal/external) evaluations, such as CTC after action reports, command inspection program (CIP) results, and Aviation Resource Management Survey (ARMS) inspection trends. Pay particular attention to recurring deficiencies.
- (2) Review past QTBs to determine how the previous commander assessed the unit with respect to the METL and his training strategy.
- (3) Review all equipment availability and readiness reports to detect deficiencies.
- (4) Talk to the headquarters and headquarters company (HHC) commander, aviation maintenance officer, motor officer, and aviation support battalion commander.

- (5) Review past USR data for readiness information.
- (6) Review command information system (CIS) reports on individual training records; check weapons qualification, common task training (CTT), and physical training (PT) scores.
- (7) Talk with commanders, review individual aircrew-training folders for overall correctness, the commander's task list, and minimum training requirements. Discuss aviation training with the aviation standardization officer. Have the standardization officer give you a review of the aircrew training program, pilot in command (PC) status, no-notice evaluation program, and a report of who is on-track, behind, and ahead with respect to ATM progression.
- (8) Army National Guard commanders face additional challenges in the training assessment process. Sources that may offer training insight include the brigade final exercise report (FER) if the unit has recently completed a brigade command and battle staff training (BCBST) rotation, and the training assessment module (TAM) after an annual training (AT) exercise.
- (9) Review selected individual flight records to ensure that pilots maintain medical qualification and have current (commander-signed) "up-slips" (DA Form 4186 (Medical Recommendation for Flying Duty)) on file for annual exams and all temporary groundings. Discuss training with the flight surgeon.
- (10) Review the unit's gunnery programs.
- (11) Talk to key leaders within the organization (staff, commanders at all levels, senior warrant officers, and NCOs) for their assessment of unit training.
- (12) Review the personnel status report for critical personnel shortages. Note personnel turnover trends. Pay particular attention to low-density MOS turnover.
- (13) Take part in several unit-level training exercises.
- (14) Talk to the soldiers.
- (15) Determine operator proficiency on newly fielded equipment, i.e., a new series of cargo vehicles, new generators, and new or updated personal weapons.
- (16) Consult with the aviation safety officer. Review the unit safety record, paying particular attention to trends in accidents and incidents.
- (17) Consult with the division commander, G3, and command sergeant major (CSM). The perceptions of the brigade's training status by these three individuals will have tremendous impact on the commander's training assessment.

e. Develop Training Strategy and Commander's Guidance. The training strategy is developed using the outcome of the training assessment. With the training strategy, the commander and his staff establish training priorities by determining the minimum frequency each mission essential task will be trained during the upcoming planning period. It includes the commander's guidance, which includes the commander's training vision. To develop unit goals, the commander must—

- (1) Review higher commanders' goals.
- (2) Spell out, in real-world terms, what his unit will do to comply with the goals of higher commanders.
- (3) List in broad terms his goals for the unit. Figure 3-4 provides a sample of the commander's guidance with training goals, objectives, and priorities.

Commander's Guidance	
Training Goals:	<ul style="list-style-type: none"> • All battalion METL proficiencies trained to standard. • Battle staff proficiencies and TOC/ALOC battle tracking procedures refined. • Brigade ready to conduct a well-planned and precisely executed FTX during next quarter.
Training Objectives:	<ul style="list-style-type: none"> • Newly assigned soldiers/leaders trained and confident on SOPs/TTPs. • Newly assigned aviators incorporated into the commander's ATP within 10 days of arrival in the unit. • One hundred percent of crews Qualified Table VIII (Day/Night). • Battalions and brigade staff trained for upcoming brigade FTX.
Training Priorities:	<ul style="list-style-type: none"> • Individual/crew proficiency sustainment. • Mission collective training. • Gunnery skills. • Staff battle tracking procedures. • NBC training.

Figure 3-4. Sample Commander's Guidance.

f. Establish Training Priorities. Priorities are established for training METL tasks based on training status, the criticality of the task, and the relative training emphasis the task should receive.

g. Long-Range Planning Calendar. Long-range planning is the process of integrating the brigade's training strategy into the division's long-range training calendar. This process ensures that resources—such as major training areas, ammunition, and fuel—are allocated and shortfalls are identified. It synchronizes supporting units and agencies so that training events can be executed properly. The tools used to develop a long-range training plan are the brigade training strategy, the division and corps CTG, and the division and corps long-range training calendar (12 to 18 months out). Included below are some basic steps to follow in developing the brigade long-range planning calendar.

(1) Required Training Events on the Calendar. These are requirements directed by the division or higher headquarters. These events provide excellent training opportunities. Evaluate the training strategy and determine what areas the brigade can train on during these events.

(2) Other Requirements. Identify other requirements that affect training such as announced inspections, weekly sergeants' time, new equipment fielding, community and installation support events such as post cleanup and parades.

(3) Time Management. Highlight prime time training periods available to the unit and support periods. Focus resources and training exercise planning to take advantage of prime-time training. Account for holiday periods.

(4) Training Cycle Management. Many headquarters use a training cycle system to insulate units from training distracters during peak training periods. Capitalize on training opportunities during these peak periods. However, the nature of support in an aviation brigade often mandates some level of continuous support to other combat units, even during peak training cycles.

Alignment of aviation units in habitual support relationships will significantly impact training management.

(5) Integrate Unit Exercises and Other Training. Schedule events that will improve or sustain METL proficiency in conjunction with the higher headquarters directed training requirements.

(6) Aircrew Training Program. A major consideration in developing the long-range training plan for any aviation unit is the ATP and factors that impact it. Consideration must be given to:

- (a) Individual pilot proficiency.
- (b) Aircrew proficiency (battle roster).
- (c) The unit maintenance program.
- (d) Flight hour allocation to supported units where aviation training is conducted in conjunction with supported unit missions.
- (e) Individual and aircrew training that is usually accomplished while not in a support role, i.e., emergency procedure training, flight evaluations, instrument proficiency training.
- (f) Pilot training accomplished in the crew and collective simulators such as the AVCATT.
- (g) Training accomplished with the ASET system.

h. Use of SATS during Long-Range Planning. Using SATS, the commander and S3 automate many of the long-range planning steps.

(1) METL Development. During METL development, SATS can be used to download the MTOE for the brigade. By selecting the RDL icon and following the instructions, one can download a generic mission statement for the brigade in the MTOE. At the SATS terminal, one can obtain the brigade's official mission as approved by the division commander, together with the division's approved METL. With this information, and the commander's guidance, the S3 prepares a strawman METL to discuss with the battalion commanders. After incorporating the results of these discussions and examining implied battle tasks, informal coordination can be made with the division G3. The brigade commander then approves the unit's proposed METL and sends it to the division commander for approval.

(2) Commander's Training Assessment. The commander, or the S3, uses SATS to access the RDL and download the brigade's MTP and other appropriate publications, such as FM 25-100. Either of the two may examine the previous commander's training assessment. In coordination with the CSM, battalion commanders, senior warrant officers, SGMs, and the staff, the commander updates the commander's training assessment based on training evaluations, personal observations of leaders, and the new METL. From this process, the brigade commander develops his training vision, goals, and priorities that he issues as the commander's guidance. Face-to-face coordination occurs throughout this process. The assessment documentation is shared electronically via SATS.

(3) Long-Range Planning Calendar. For the new annual training calendar, the S3 carefully studies the division CTG and the key training events requiring participation of his unit. The TSPs that relate to these events can be found in SATS via the RDL. Based on the commander's training assessment, the S3 tailors the T&EOs or STXs for each event to emphasize the METL tasks that need practice. The METL tasks that must be trained will be the focus of brigade-directed training. The S3 selects appropriate training scenarios with supporting operation plans (OPLANs) from the TSPs in the SATS database. OPLAN annexes provide details on resources, sequences, and duration of training. In coordination with the division, corps, and military community, the S3 chooses training event dates that do not conflict with other key calendar events. The proposed annual training calendar is now ready to be published. It is completely coordinated, has been approved by the brigade commander, meets the requirements of the CTG, and is resourced. The S3 includes the newly approved METL and establishes training objectives for each mission essential task. The S3 also identifies long-lead-time resources and long-term coordination requirements for CTC rotations.

Note: See paragraphs 1-6b, 3-1b(1), and 3-4i for more information about SATS capabilities to assist units with long- and near-term training plans.

3-3. Short-Range Planning. A short-range training plan defines in greater detail the broad guidance on training events and other activities contained in the long-range training guidance and on the long-range calendar. It begins with a review of the commander's training assessment and the division QTG. It results in the quarterly training calendar and the QTB. The short-range plan is prepared using the following steps:

a. Review the Training Program. The commander reviews the training program described in the long-range planning process to determine whether assessments made during long-range planning are still valid. The commander reviews—

(1) The QTG. Each level of command publishes short-range (quarterly) training guidance. The QTG enables commanders and staffs to prioritize and refine mission essential training guidance contained in the long-range CTG. Brigade commanders publish their QTG after receiving the division QTG, usually about 90 days prior to the start of each quarter. The roles of the CSM and standardization officer are important aspects of the QTG development process. They help identify the individual and crew training tasks that must be integrated into the collective mission training during the short-range planning period.

(2) Training Goals and Priorities. This review determines whether goals are still valid. Established priorities must support these goals. To update priorities during the short-range planning process, the commander uses the same process used in establishing priorities during the long-range planning process.

(3) Long-Range Planning Calendars of the Unit and Higher Headquarters. This review identifies entries that affect short-range planning. Changes to the long-range planning calendar may affect the unit's ability to accomplish its training program.

(4) Previous Short-Range Planning Calendars. This review looks for training accomplished, training pre-empted, and lessons learned (reserve components review monthly training schedules).

b. Review Current Unit Proficiency. The commander reviews unit proficiency to update priorities. The commander's training assessment provides a snapshot of the unit's current soldier, leader, and collective task proficiency. Individual and crew training sustainment must be included in the plan.

c. Review Resources. The commander reviews resources to determine if it is still possible to execute the program described on the long-range planning calendar.

d. Review the Training Environment. The commander reviews the training environment a second time. This review takes on added importance as training events and activities approach. Factors that affect the training environment and that collectively impact on the training program are—

- (1)** Personnel assigned.
- (2)** Personnel turbulence.
- (3)** Morale.
- (4)** Education programs.
- (5)** Mandatory training.
- (6)** Visits, inspections, and tests.
- (7)** Supplies and equipment.
- (8)** Nonmission-related activities.
- (9)** Other programs.

e. Develop a Detailed Plan of Action. Develop a detailed plan for the duration of the short-range plan. To develop the detailed plan of action, the commander—

- (1) Validates the need for scheduled events. He examines the events identified on the long-range training plan to determine whether they are still valid.
- (2) Transfers valid events to a quarterly training calendar.
- (3) Determines desired outcomes for scheduled events. He determines what he expects to accomplish with each event and then plans backward to achieve the desired outcome.
- (4) Analyzes supporting missions to determine the related individual, leader, and collective tasks. The success of collective training is a function of the training achievement of crews and of individuals. Figure 3-5 depicts the relationships among training levels and exercises that support that training.
- (5) Selects specific training objectives for missions and tasks to be trained. The T&EOs in chapter 5 provide the commander with conditions, standards, task steps, and performance measures for the collective tasks that support the unit's missions.
- (6) Prepares a quarterly training calendar. When preparing the quarterly training calendar, the S3 studies the division CTG and the brigade annual training calendar. He refines and expands the annual calendar, as appropriate; he identifies, allocates, and coordinates short lead-time resources such as local training facilities. The S3 pays particular attention to CTC lessons learned—obtained from STAARS and the RDL on the SATS terminal—as he begins to develop training objectives and tasks for inclusion in an FTX OPOD. He allocates time on the AVCATT and other critical training resources. The S3 cross-references each event with specific training objectives and coordinates with all supporting agencies, the brigade staff, and unit commanders.

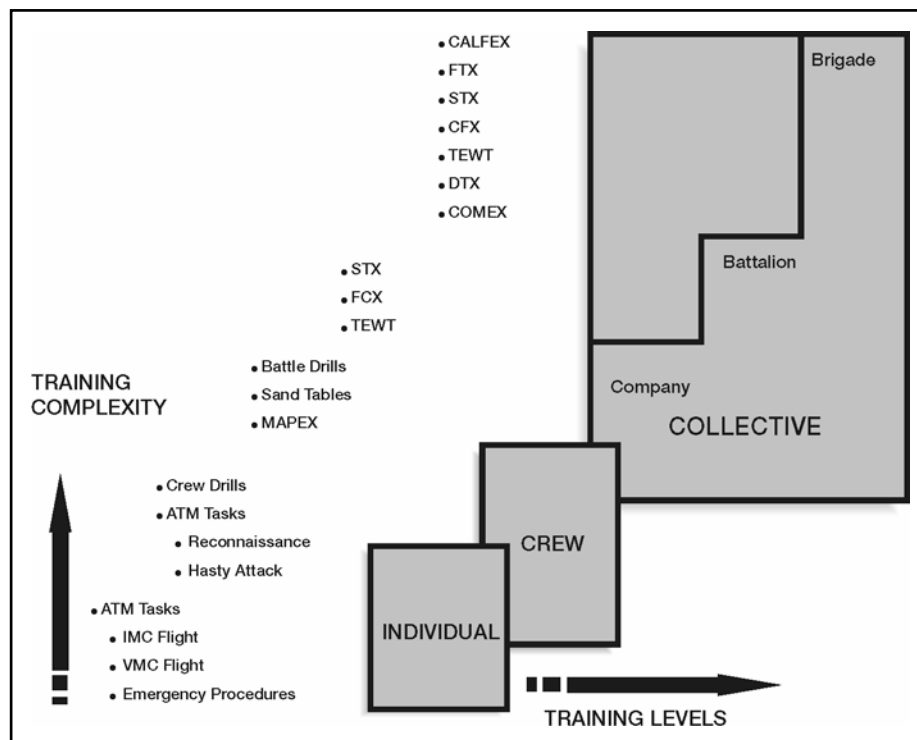


Figure 3-5. Training Exercises and Training Levels.

(7) Reviews short-range plans with higher headquarters.

(8) Issues guidance that specifically addresses how training will be accomplished.

Commanders may pass guidance to lower echelons in many ways, including—

(a) Memorandums of instruction.

(b) Training meetings.

(c) Command and staff calls.

(d) Published S3 notes.

(e) QTG.

3-4. Near-Term Planning. Near-term planning covers a 6- to 8-week period before training. It defines specific actions required to execute the short-range plan. It is the final phase of planning before training execution.

a. Battalion-Level Planning.

(1) The brigade staff uses the training plan to define responsibilities and assist the battalion commanders to plan and execute training for their units. In preparation for training, the battalion commander may execute his own training strategy. Flight commanders focus on individual pilot and aircrew training; they take maximum advantage of training opportunities afforded by flight hours allocated to supported units. Maintenance commanders focus on individual soldier/maintainer development and maintenance team development.

(2) Flight leaders focus on individual pilot proficiency training and on collective training of aircrews. The unit should be able to perform all of its collective tasks and battle drills according to standards and guidelines provided by the appropriate ATM, MTP, FMs, and unit SOPs. To accomplish this, units can plan and execute limited STXs before taking part in higher-level training. These exercises can increase the confidence level of individual aircrews and provide valuable operational experience. In addition, leaders can use sand table exercises, rock drills, and OPOD drills to ensure subordinates have a basic understanding of the tasks and drills they must execute. In developing the training plan, leaders at all levels should adhere to the principles outlined in FM 25-100 and FM 25-101, as well as using this MTP as a guide. Leaders should crosswalk-training references to identify the collective tasks and the crew, leader, and individual tasks used during training exercises.

b. Tips for Commanders. In near-term planning, commanders—

(1) Conduct brigade and battalion training meetings to coordinate and finalize all training events, activities, and resources.

(2) Provide specific guidance to trainers.

(3) Prepare training objectives.

(4) Prepare T&EOs.

(5) Ensure attached or operational control (OPCON) units have been integrated.

(6) Determine time for pre-execution checks.

(7) Prepare detailed training schedules.

(8) Crosswalk aircraft requirements with aircraft maintenance.

(9) Review AARs from previous training.

c. Training Meetings. Training meetings should be held at the brigade level. At the battalion and below levels they are non-negotiable: they must be held. During training meetings, commanders provide guidance on forming training schedules, conduct near-term planning, and resource long-range planning. At the brigade level, the primary focus of training meetings is management issues for the next 6 weeks. At the battalion level, training meetings focus on the specifics of training to be conducted. Well-structured, well-organized, and recurring training meetings result in training events that are exciting, demanding, and directly related to the unit's mission. Training meetings are conducted in three phases: Phase I—assessment of completed training; Phase II—coordination; and

Phase III—future planning. They produce coordinated and locked-in training schedules. Training meetings are—

- (1) Run and conducted by the commander.
- (2) Focused on training issues only.
- (3) Conducted weekly.
- (4) Routinely scheduled on the same day and time.
- (5) Posted on the training schedule.
- (6) Agenda oriented.
- (7) Attended by all necessary participants to include all commanders.
- (8) Focused on training that is METL oriented.
- (9) Designed to ensure that risk management is integrated.
- (10) Forums to identify and overcome problems or distracters.

d. Training Schedules. The training schedule is the primary management tool to ensure that training is conducted on time, by qualified trainers, and with the necessary resources. Draft training schedules must be initiated at least 6 to 8 weeks out to ensure that resources are coordinated and external support is requested. Once it has been approved and signed, the training schedule constitutes an official order. Training schedules must be living documents; however, the S3 should approve all changes. He ensures that they are up-to-date and posted where every soldier in the unit can read them. Training schedules ensure that information is disseminated and that every soldier knows who is to be at the scheduled training, with what equipment, and the date/time/place where the training will take place.

e. Preparation for Training. As with any tactical unit, aviation units must be proficient at the myriad of tasks necessary to deploy, establish assembly areas, and conduct operations, perform maintenance, and defend organizational assets from a field site. Additionally, aviation units must maintain extremely high standards of crewmember proficiency. The following discussion covers preparation for training for both ground oriented tasks and aircrew tasks.

(1) Train and Certify Leaders. This important step covers all trainers, evaluators, and unit leaders involved in unit training. The proficiency and preparedness of the evaluation team directly affects the quality of training and the proficiency units gain at the training site. Before execution of training, senior leaders must certify all trainers and leaders to ensure their technical and tactical proficiency in relation to the unit they will train and evaluate. Trainers and leaders can be certified using a series of officer professional development (OPD) and NCO professional development (NCOPD) sessions, followed by certification exercises or examinations. These can take many forms, e.g., written exams and sand table evaluations. The trainers should have held the position of the individuals they are selected to evaluate. Leaders must also undergo training before the unit takes part in a collective training exercise. Commanders at each level must ensure that subordinate leaders are able to perform the required leader tasks to support the collective tasks to be trained. In turn, the leadership will train subordinate leaders on the individual and crew tasks supporting the collective tasks.

(2) Reconnoiter the Site. After trainers, evaluators, and leaders are certified, the commander and evaluation team must make a site reconnaissance of the area where the training will be conducted. At this point, they can begin to develop graphic control measures for the exercise. They also conduct a terrain analysis to identify all key terrain as well as the following locations:

- (a) STX lanes.
- (b) OPFOR positions.
- (c) Assembly areas.
- (d) Leader training sites.
- (e) AAR sites.
- (f) Logistical support locations.

(g) Command post locations.

(h) Retraining areas.

(3) Conduct Risk Management. Risk management can be a great asset to training realistically and safely. Identifying hazards, assessing hazards, making decisions, implementing controls, and supervising execution—whether formal or informal—is the commander’s business. Training realistically for war requires commanders to properly manage the risks that are inherent in the business. This means eliminating all unacceptable risks and properly dealing with the acceptable calculated risks that remain. Risk management is covered in detail in appendix C of this MTP.

(4) Issue the Plan. After planning and coordination are completed, the training event begins. The leader receives the OPORD and begins his troop-leading procedures. While he formulates his plan, the rest of the unit conducts the various activities of troop-leading procedures, including crew training, in preparation for the exercise. The trainer and/or commander evaluate(s) the leader on his understanding of the OPORD, requiring him to back-brief the order. This ensures that the leader is ready to issue the OPORD. It also tests his ability to understand oral orders and build his confidence before stepping in front of his team leaders, pilots, and vehicle commanders to issue the order.

(5) Brief the Mission. The mission briefing communicates mission specifics—specified and implied tasks and intent—to the aircrew or flight. Communicating information and intent is the commander’s business. The mission briefing is an indicator of the amount of preparation that has gone into a given mission. An incomplete, poor briefing sheet may be a false indicator of adequate or better planning, or it may be a true indicator of less than-adequate planning.

(6) Rehearse. The key to successful execution is practice. No matter what its level of proficiency, a unit will benefit from rehearsals. Rehearsals ensure understanding of the mission, the concept of the operation, the commander’s intent, the specific responsibilities and timing of actions, and the backup procedures. Though time may be critical, some form of rehearsal must be done before mission execution. Try not to be redundant unless necessary. Know the desired outcome of the rehearsal and establish standards. In accordance with FM 101-5, rehearsal techniques are full dress, reduced force, terrain model, sketch map, map and radio. A well-thought-out and executed rehearsal results in synchronized, successful execution of combat actions. The rehearsal should cover the mission from start to finish, concentrating on actions in the objective area. If time is limited, the commander must decide which are the critical events of the mission and rehearse them first.

(a) Minimize changes at the rehearsal. Rehearsals generally occur at the eleventh hour; major changes at this point can be disastrous. Instill in the members of the unit that, if they see a potential conflict, they should not wait until the rehearsal to voice it—the more time to implement a change, the better.

(b) Insist that members of each participating crew attend the rehearsal. There is no more important duty than this critical preparation task. Think risk management!

(c) Build and use an easily transportable rehearsal box/kit. Contents may include engineer tape, paint, chalk, string, rope, tent stakes, 3x5 cards, and model threat and friendly vehicles and aircraft.

(d) Reinforce earlier training and increase proficiency in the critical tasks to be evaluated.

(e) Synchronize the actions of team leaders, vehicle commanders, aircraft crews, and other subordinate elements.

(f) Confirm coordination requirements between adjacent units.

(g) Improve each soldier’s understanding of the concept of the operation, the fire support plan, anticipated contingencies, and possible actions and reactions for various situations that may arise during the operation.

f. Training Execution. Execution of a training exercise should be attempted only when the unit/crew/individual has a clear understanding of how to execute the mission. The trainer makes this determination at the conclusion of the rehearsals. At that point, he either allows the unit to execute

the task or continues with additional rehearsals, focusing on leader training. During the execution phase, the trainer conducts a detailed evaluation for use during the AAR, which is conducted immediately following the exercise.

g. Properly Conducted AAR. A properly conducted AAR is the key to assessing your training program. There are two types of AARs: formal and informal. Formal AARs normally are scheduled and conducted as part of an external or internal evaluation. Informal AARs require less planning and the focus is on-the-spot reviews of soldier and collective training performance. AARs should take the format of issues, discussion, and recommendations. They should identify the fix, who is responsible for the fix, and when to make the fix, if appropriate. They analyze the training event through the planning, preparation, and execution phases of the operation. The AAR is a professional discussion that requires the active participation of those being trained. This structured review process allows training participants to discover for themselves what happened, why it happened, and how the unit can improve its performance. Crews should conduct informal AARs after every training flight. These lessons learned should be captured and shared at the next pilot briefing. AARs should always—

- (1) Be standards-based and capture the good and bad aspects of the training.
- (2) Provide the participants with a rating for each task trained during the exercise.
- (3) Tell a story about what was planned, what happened, why it happened, and what could be done differently to improve performance.
- (4) Tell what was good and needs to stay the same.
- (5) Reinforce and increase the learning that took place.
- (6) Increase soldier and leader interest and motivation.
- (7) Identify and analyze both strengths and weaknesses.
- (8) Involve all participants.
- (9) Guide the training unit toward achieving learning objectives.
- (10) Link lessons learned to subsequent training.

h. Task Retraining. Based on the evaluation results, the unit should undergo retraining on each task for which it receives a No-Go rating. Trainers and leaders must develop a training program to meet these specific requirements. The unit can then be reevaluated at a later date.

i. Automated Near-Term Planning. To do the monthly training schedule using automated tools, the S3 calls up TADSS on the SATS terminal and allocates training resources to specific trainers. He uses the STAARS to ensure appropriate AARs are included in training and that lessons learned from other units are studied before training begins. He also uses STAARS to ensure that new lessons learned are captured when the event ends. The S3 must supervise to ensure that all training events are presented as scheduled—that they are accurate, well-structured, efficient, realistic, safe, and effective. He must ensure that informal evaluation and feedback by trainers and senior leaders is continuous, and that formal evaluations are included in training plans. Evaluation documentation can range from annotated T&EOs to CTC take-home packages. The STAARS can be accessed to provide simple, codified methods to capture and disseminate the results of formal evaluations as well as lessons learned using standard Center for Army Lessons Learned (CALL) formats. Using the command assessment program established earlier by the brigade commander, the S3 gathers all the related reports, results, feedback, scores, evaluations, and related data used to assist in the commander's organizational assessment. This assessment appraises the brigade's overall go-to-war readiness in every area, not just training. The commander uses the assessment results to update the unit files in STAARS. The information is then available for input to the Unit Level Logistics System (ULLS), for the Standard Installation/Division Personnel System (SIDPERS) to update the resource database, to update the RDL, and to link to the Status of Resource and Training System (SORTS).

Note: See paragraphs 1-6b, 3-1b(1), and 3-2h for more information about SATS capabilities to assist units with long-range and near-term training plans.

3-5. Training the Headquarters.

a. Training at the Brigade Level. Planning training for the brigade staff presents the commander with unique challenges. The staff and headquarters are involved in day-to-day priority operations and support of subordinate unit training. It is difficult to find the time to address the training needs of these elements; however, they must be capable of fulfilling their roles in order for the unit to perform its wartime missions. The brigade executive officer (XO)/deputy commander must drive the training and assist the commander to ensure that staff tasks are mastered while still accomplishing the day-to-day priorities.

b. Training the Coordinating Staff. Chapter 5 of this MTP identifies the training tasks for the brigade staff. The strategy used to train the staff varies based on the considerations used in planning training (such as level of proficiency and training support available). FM 25-101 contains detailed information on the conduct of exercises. Methods of training the staff are discussed below.

(1) Tactical Exercise without Troops.

(a) General. The tactical exercise without troops (TEWT) is a low-cost, low-overhead exercise conducted in the field on actual terrain suitable for training units for specific missions. It is used to train subordinate leaders and battle staffs on terrain analysis and unit and weapons emplacement. The TEWT also provides training to plan the execution of a unit mission, which may include employing CS and CSS assets. A TEWT can be used to train personnel to—

- 1** Analyze terrain.
- 2** Employ units according to terrain analysis.
- 3** Emplace weapon systems to best support the unit's mission.
- 4** Plan conduct of the unit's mission.
- 5** Plan and place CS and CSS assets.
- 6** Coach subordinates on the best use of terrain.

(b) Planning Phase. TEWTs require limited resources—maps, graphic materials, and organic vehicles for transportation during the exercise. Commanders and staffs begin planning using the following steps: operations, tasks, objectives, personnel trained, and resources.

1 When conducting reconnaissance of the terrain, inspect the area for all military aspects. Take detailed notes about the area, and select rendezvous points, briefing or AAR sites, parking areas, and routes.

2 In developing the scenario, include the general situation, initial situation, requirements, and time schedule. Check the scenario to ensure it fits the terrain. During this check, wargame likely responses by the staff to various situations and requirements.

3 Ensure narratives for the scenario (situations) are short and create a realistic battlefield picture.

4 Finalize plans and the scenario. The starting point for a TEWT can be either the issuance of an OPORD or the commander's concept of the operation and intent; then reconnaissance, planning, coordination, and preparation can begin. The higher headquarters staff should assist in preparation of the OPORDs.

(c) Preparation Phase. Conduct a rehearsal by wargaming with the staff.

(d) Execution Phase. Ensure all participants are present, to include staff, subordinate commanders, attached or OPCON commanders, and CS and CSS personnel. If the staff and commander are initially preparing an OPORD, only the planning staff need be present. The execution phase should include—

- 1** Explain the purpose and objectives of the exercise.
- 2** Present the general situation. (This may be given earlier.)
- 3** Orient personnel on the terrain and identify prominent features.

4 Present the initial situation and requirements. Include the location and time of rendezvous for briefing the plan. Solutions or plans can be briefed at the same point, depending on the similarity of missions.

5 Form personnel into groups and release groups to conduct reconnaissance. Maintain combat organization (battalion commanders with company commanders; staff with special elements).

6 Move through the area to observe personnel conducting reconnaissance and formulating plans.

7 Ensure all personnel meet at designated time and place.

8 Select the order and personnel to brief.

9 Ensure briefers use sand tables or map boards with graphics and walk the terrain.

10 Personnel may listen to each briefing or may brief the commander on their plan separately and then move to the next position.

11 Ask specific questions or provide a format for the briefer. For example, the commander may want leaders to brief on organization and employment of CS and CSS elements.

12 At the end of subordinate back-briefs, the commander may conduct a sand table or terrain board rehearsal of the operation.

13 Conduct TEWTs using the same procedures and techniques as for planning and preparing an actual operation.

(e) After Action Review. At the conclusion of each plan or after all solutions have been presented, conduct an AAR, covering solutions, employment of forces, and the seven BOSs. Conduct the final AAR using the same steps and procedures as an FTX.

(2) Map Exercise.

(a) General. The map exercise (MAPEX) is a low-cost, low-overhead training exercise. It requires a minimum number of support personnel and portrays military situations on maps and overlays. It may be supplemented with training aids such as terrain models and sand tables.

A MAPEX enables a commander to train the staff and leaders to plan, coordinate, and execute operations under simulated wartime conditions. The commander uses a MAPEX to train his staff and leaders to—

- Function as an effective team.
- Exchange information.
- Prepare estimates.
- Give appraisals.
- Make recommendations and decisions.
- Prepare plans.
- Issue orders.
- Coordinate execution of orders.

1 MAPEXs can be conducted internally or with higher headquarters MAPEXs. They should include all leadership of attached and supporting elements.

2 MAPEXs can be conducted several ways. One method involves only the staff and commander. The commander issues a higher headquarters order to his staff and then wargames, plans, and develops an OPORD. Another method involves staff and subordinate commanders. The commander and staff plan as in the first method and present the OPORD to the orders group. The subordinate commanders and leaders then prepare orders and position forces on sand tables, map boards, or overlays. The orders group wargames through the operation. The commander presents different “what-if” situations to test the participants. In these MAPEXs, the commander acts as the primary trainer, but participation from higher headquarters and supporting CS and CSS elements increases the value of the exercise.

(b) Planning Phase. The commander uses the following sequence to plan and conduct a MAPEX for his unit:

1 As part of short-range planning, determine the tasks, operations, and objectives to be evaluated. Normally, tasks on which staff performance is weak, as identified during FTXs, have priority.

2 Determine who will be trained. The first MAPEX may involve commander and staff; follow-on exercises can include leaders down to company level. Staff planning should involve all CS and CSS leaders: air defense artillery (ADA); aviation support battalion (ASB); engineers; forward air controller (FAC); nuclear, biological, chemical (NBC); military intelligence (MI); and organic elements. The higher headquarters staff should provide the OPORD and representatives during the exercise.

3 Develop an outline plan (scenario).

4 Determine the location of the exercise and resources required (classroom, tents, map boards, sand tables, butcher paper).

(c) Preparation Phase. The XO/deputy commander performs the following actions in preparing for a MAPEX:

1 Conducts training on staff coordination, estimates, recommendations, or orders preparation.

2 Sets up the MAPEX site.

3 Writes orders. This is normally done by the higher headquarters staff to promote coordination and teamwork between the headquarters and the subordinate units.

(d) Execution Phase. The XO/deputy commander explains to his staff and leaders the objectives, sequence of events, and procedures, as outlined below:

1 Begin the exercise when the higher headquarters OPORD is received by the staff.

2 Give initial guidance and start the military decisionmaking process (MDMP).

3 Using FM 101-5, develop the plan or order.

4 Stop the sequence of events at any time to conduct an AAR or provide guidance to the staff.

5 After the staff completes the plan, issue the OPORD to the staff, battalion commanders, and other attached or OPCON unit commanders. Commanders plan and position their forces on a map board or sand table.

6 OPFOR may be used to drive a MAPEX, depicting various enemy actions and allowing the commander and staff to practice their own reactions and execution procedures. Simulations (discussed below) can also be used to make MAPEXs more execution-oriented and to assist evaluation planning.

(e) After Action Review. AARs are conducted throughout the exercise, with a final AAR at the end of the MAPEX. Because there are no assessed results of the battle, the need for an in-depth discussion of what happened, why, and how to improve is even more critical.

(3) Command Post Exercise.

(a) General. The command post exercise (CPX) is a medium-cost, medium-overhead exercise that may be conducted from garrison locations or between participating headquarters, and in which the forces are simulated. At a minimum, it requires the establishment of unit command posts with their necessary communications equipment. However, normal battlefield distances between CPs may be reduced. The CPX trains commanders and staff to prepare and transmit estimates, plans, and orders, as well as establish and use communications equipment. CPX trains commanders and staffs to:

- Execute the MDMP.
- Refine SOPs.
- Build teamwork and cohesion.

- Exchange information correctly using tactical SOPs.
- Prepare estimates, plans, and orders.
- Establish and use tactical communications.
- Displace headquarters and CPs.
- Integrate synchronized BOSSs.

1 Brigades often conduct either a STAFFEX or a tactical operations center exercise (TOCEX), or they may conduct both before conducting a CPX. In a STAFFEX, principal and special staff's practice organizing for war (such as establishing CPs and conducting staff calls) and conduct training of wartime missions. In a TOCEX, the command group and staff practice setting up their command posts.

2 Brigades may participate in a CPX as part of a larger force, and they may also conduct internal CPXs. Simulation systems (as discussed below) assist in conducting realistic CPXs.

(b) Planning Phase. The CPX requires most of the senior leadership and staff elements to conduct extensive battlefield planning, preparation, and command and control while using their tactical communications equipment and tactical command posts (TAC CPs). In addition to the following considerations, see the sections on MAPEXs and TEWTs above for more planning considerations.

1 Normal battlefield distances between CPs may be reduced.

2 CPXs should be conducted under battlefield conditions to validate staff and unit procedures. Tactical exercises integrate nuclear and chemical weapons employment; NBC warning and reporting; reconnaissance; mission-oriented protective posture (MOPP), logistical, and decontamination operations; and perimeter defense.

3 Electronic warfare (EW) should be portrayed to show its importance to all elements and to illustrate how it hinders commanders and staff who are not prepared.

4 CPXs require controllers and evaluators. The controllers, directed by the chief controller, manage the exercise and cause play to flow to a logical conclusion. The evaluators observe player activities to determine if tasks are performed to established standards at each echelon.

5 Brigade produces a letter of instruction (LOI) that provides the basis for sub-unit planning as well as for briefing controllers and evaluators.

(c) Preparation Phase. Controllers and players require training in certain basic subjects before starting the exercise. Subjects that planners should consider include—

- Purpose and scope of the exercise.
- Training objectives.
- Controller duties.
- Casualty and damage assessment.
- Controller records and reports.
- Intelligence play.
- Wargame procedures.
- AARs.
- Rules of engagement (ROE).

(d) Execution Phase. This phase begins with the chief controller and staff giving the player commander and staff a commander's update briefing. The briefing covers any changes to the LOI or other items that must be addressed. Immediately following the commander's update briefing, the chief controller assumes the role of the players' higher commander and is briefed by controllers representing the higher staff. The chief controller converts the OPLAN to an OPORD, and announces the staff is available for coordination with player counterparts. This marks the start of exercise (STARTEX).

(4) Field Training Exercises and Situational Training Exercises. FTXs and STXs are high-cost, high-overhead exercises conducted under simulated combat conditions in the field. They exercise command and control of all echelons in battle functions against actual or simulated opposing

forces. They are both discussed in detail in chapter 4. The commander can combine a number of STXs to create an FTX that meets his unit's specific training needs. Also, smaller exercises can be used to progressively train up portions of the staff, or the entire staff, for the STX/FTX. This technique is discussed in more detail below, and in chapter 4.

(5) Progressive Exercises. For subordinate units, a method to optimize staff and unit training is to integrate TEWTs, MAPEXs, and CPXs to prepare the orders and plans for upcoming brigade FTXs. This technique exercises the entire spectrum of the staff effectively and also makes optimum use of unit field training time. The AVCATT (see below) provides an excellent medium to conduct battalion level command and staff training. The bottom line: each unit is different and only the commander can determine the best method of training his staff.

(6) Staff Training Using TADSS. Constructive and virtual simulation systems are making staff and unit training easier as these TADSS become accessible to units. The following simulations may contribute to training the brigade and battalion staffs.

(a) Brigade and Battalion Simulation. This constructive simulation system trains officers and NCO leaders at brigade and battalion levels in all facets of combat, CS, and CSS operations in a CPX or STAFFEX mode. Brigade and battalion simulation (BBS) is a training tool that exercises the full spectrum of battle command and staff execution orders. The virtual combat environment remains transparent to the training audiences, who conduct operations from their normal tactical configurations. Workcells within the simulation center replicate units fighting on the battlefield and provide realistic battle events derived from the BBS through SOP-based reports to their higher headquarters. BBS aids in building effective teams by causing participants to coordinate tasks, refine and standardize processes, and exchange information. BBS can be exercised from within a local simulation center, or deployed to remote locations. Exercises may run from 2 to 36 hours, depending on training objectives. AARs may be formal or informal and generally last two hours.

(b) Janus Army. This constructive, two-sided, interactive combat simulation model employs a dynamic graphical representation to simulate force-on-force engagements. Janus Army (A) focuses on individual fighting system engagements and assessments, with aggregation capability up to company-size elements. Command and control of the individual systems can be exercised; however, simulation of CS and CSS is limited. Janus trains officers and NCO leaders at the platoon and company level in an educational setting. Simulation supports training of tactical leadership skills and is excellent for evaluating OPORDs and battle synchronization. Leaders can experiment and receive immediate individual feedback. It is relatively easy to set up an exercise, but setup requires approximately 8 hours. A typical exercise takes approximately 4 hours, followed by an AAR lasting about an hour and a half.

(c) Aviation Combined Arms Tactical Trainer. The AVCATT aviation reconfigurable manned simulator is the centerpiece of Army aviation's collective training strategy and will train up to six crews simultaneously in a virtual simulation environment. It is a modular suite of reconfigurable helicopter platforms. It will provide individual, crew, combined arms, joint task force, brigade and battalion staff training for attack, reconnaissance, assault, and heavy helicopter units in both the ACs and RCs worldwide. Included in the AVCATT are friendly and opposing semi-automated forces, environmental conditions, terrain databases, and realistic depiction of communication, navigation, weapons, aircraft survivability equipment, and sensor systems.

3-6. Developing Training Exercises. Chapter 4 provides sample exercises for the unit to use or modify to meet specific training needs. Units may also use TSPs in developing their training exercises. TSPs are task-based and provide structured situational training scenarios for live, virtual, or constructive training. TSPs include all needed training products and subsequently simplify the commander's tasks of planning, executing, and assessing training. This section provides general procedures for the staff to use for FTX preparation and for the unit supporting STXs. Exercise plans are normally prepared as part of the short-range plan. The following topics should help in preparing your unit exercise:

a. Selection of Missions and Tasks for Training. Select missions and tasks for training during the development of the long-range plan; refine them during the development of the short-range plan.

b. Training Site Selection. Confirm selection of a training maneuver area.

c. Scenario Development. After missions and tasks are selected, prepare a detailed scenario for the exercise as follows:

(1) List the missions, tasks, and events in the preferred sequence of occurrence.

(2) Identify events necessary for the control of the exercise. These activities would normally include the issuance of orders, AARs, and any other administrative or logistical actions necessary to conduct the exercise.

(3) Prepare the exercise overlays that show the sequence of actions and the terrain to be used for each event.

(4) Determine the estimated time for each event using the overlay and scenario. The total time is determined to ensure the scenario can be completed in the time allocated for the exercise.

d. Selection of Observer/Controllers and Opposing Forces. OCs and OPFOR are normally desired for every FTX and STX. Ideally, higher headquarters or sister units should provide OCs and OPFOR. It is difficult for a unit to provide these from its own resources. When OCs and OPFOR must be provided from within the unit, leaders may have to serve as the OCs for their units. The OPFOR may be selected from personnel or units not essential for attainment of the exercise objectives.

e. Preparation of the Control Plan. Control plans are developed to coordinate the actions of the training units, OPFOR, and OCs. The scenario is used and a detailed control plan is prepared. The control plan includes—

(1) Detailed schedules of OPFOR actions.

(2) Detailed instructions for the OPFOR, to include ROE.

(3) Detailed schedule of activities for units.

(4) OPORDs and FRAGOs for friendly units. Normally, friendly unit actions are controlled through the issuance of OPORDs and FRAGOs.

(5) Administrative preparation instructions.

(6) AAR schedule and instructions.

f. Preparation of the Evaluation Plan. All training is evaluated by someone, either internally or externally. The evaluation plan identifies the tasks to be evaluated, by whom, and at what time. The evaluation plan includes—

(1) Specific instructions for the OCs.

(2) A sequential list of T&EOs to be evaluated by each OC.

(3) Detailed time schedules for evaluation of tasks and AARs.

3-7. Mission Outlines. The mission outline is designed to provide a graphic portrayal of the relationship of the critical wartime missions to FTXs and STXs, and to illustrate the relationship between the missions and their collective supporting tasks. An outline provides the trainer a diagram of the unit missions and the supporting collective tasks. Because unit training is mission oriented, mission outlines show how task training contributes to the ability of the unit to perform its missions. The mission outline assists the commander and staff in the preparation of training. An example mission outline, leading to an FTX/STX, is shown in figure 3-6.

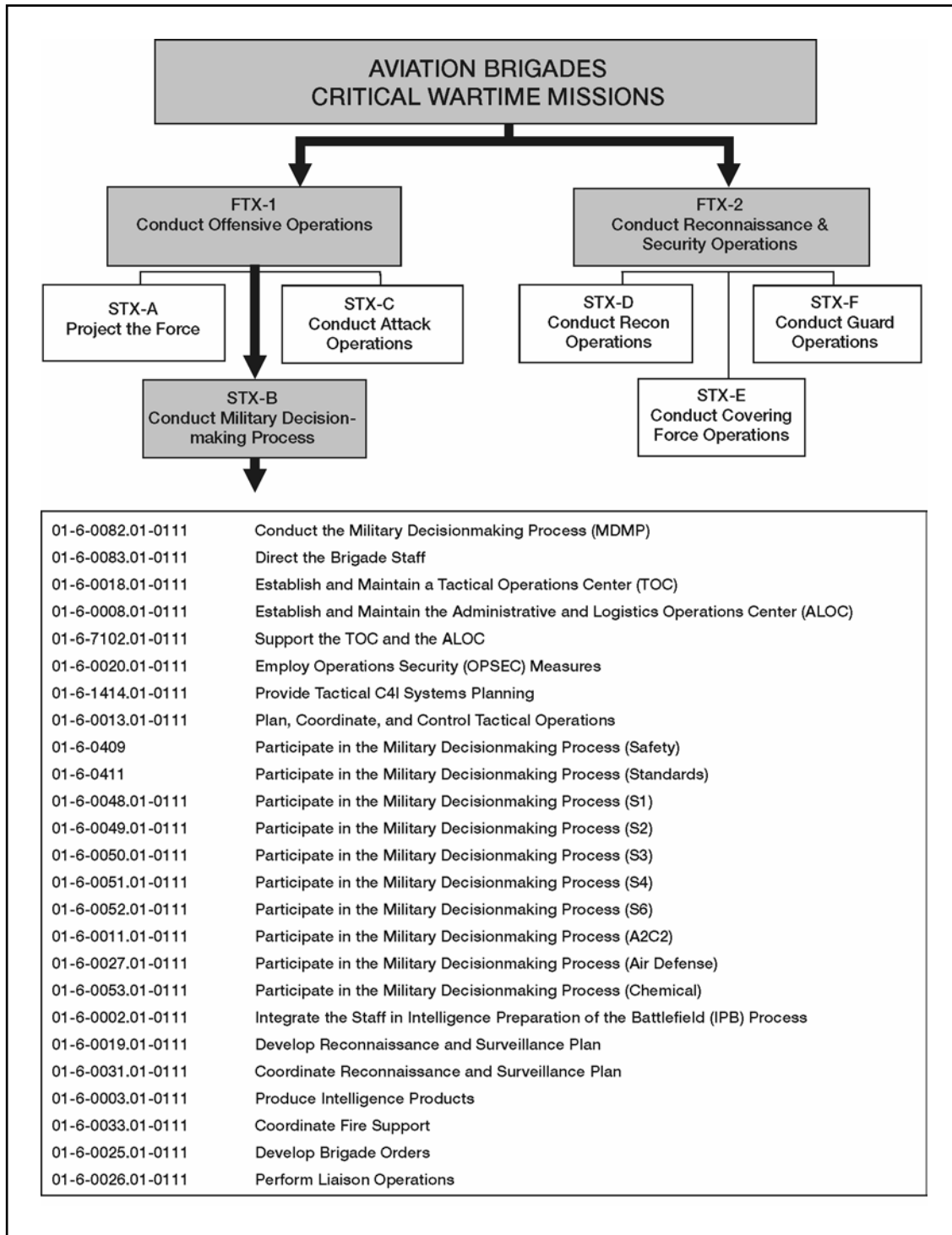


Figure 3-6. Example Mission Outline to FTX/STX.

Chapter 4

TRAINING EXERCISES

4-1. General. Collective training exercises help trainers at all levels to develop, sustain, and evaluate units performing collective tasks that constitute critical wartime tasks and special mission requirements. The ultimate purpose of these exercises is to prepare units to execute combat, CS, or CSS missions. The commander has several types of exercises available to use in conducting collective training. They vary from simple to complex, inexpensive to resource-intensive, and simulations to hands-on. Table 4-1 shows examples of two of these exercise types: FTXs and STXs. They are developed later in this chapter.

Table 4-1. Training Exercises.

Exercise Number	Title	Page
FTX-1	Conduct Offensive Operations	4-3
STX-A	Project the Force	4-10
STX-B	Conduct Military Decisionmaking Process (MDMP)	4-15
STX-C	Conduct Attack Operations	N/A

4-2. Field Training Exercise. The FTX is a high-cost, high-overhead exercise conducted under simulated combat conditions in the field. It exercises command and control of all echelons in battle functions against actual or simulated opposing forces. An FTX should be oriented toward the unit's METL. It provides a method for training major portions of a brigade's METL and a means to perform the tasks practiced in an STX. The FTX outlined in this chapter is developed only to the extent necessary to link it to the example supporting STXs. The commander can combine a number of STXs to create an FTX that meets his unit's specific training needs.

4-3. Situational Training Exercise. The STX is a mission-related, limited exercise designed to train a group of collective tasks. It is characterized by distinct start and stop points, representing a segment of battle. The STXs in this chapter are mission-oriented exercises covering a group of closely related tasks that collectively compose a tactical brigade function. The STXs can be used to train a separate unit or as part of the parent unit's training. These STXs support the referenced FTX, and should involve the unit's full complement of external combat, CS, and CSS assets.

4-4. Other Training Exercises. Listed below are brief descriptions of other recognized exercises. Exercises that are conducive to staff training are discussed in chapter 3.

a. Battle Simulation Exercise. The battle simulation exercise (BSX) is a military wargame that recreates combat situations on a map or terrain model. Pieces or markers represent units. Specific rules govern movement, fire, losses, and other aspects of actual combat. The BSX is best suited for leader training, especially in terms of fire and maneuver.

b. Combined Arms Live Fire Exercise. The CALFEX is a high-cost, resource-intensive exercise in which player units' maneuver, employing organic and supporting weapons systems with full-service ammunition. This exercise integrates all combat, combat support, and CSS functions.

c. Computer Assisted Exercise. The computer assisted exercise (CAX) is a command post exercise in which a computer driver provides force simulation.

d. Command Field Exercise. The command field exercise (CFX) is a field training exercise with reduced troop and vehicle density, but with full command and control, CS, and CSS elements; for example, a platoon leader in his aircraft, representing the entire platoon. The CFX lies between

the CPX and FTX in terms of resources; it may serve as a backup for an FTX if maneuver damage, weather, or other factors prohibit FTX execution. The CFX is less expensive and exercises intersystem linkages and actual distances.

e. Communications Exercise. The communications exercise (COMEX) is a low-cost, low-overhead exercise whose primary purpose is to ensure the operational abilities of communications systems as well as the training status of operators, staffs, and leaders. The COMEX should include proper use of the signal operation instructions (SOI); the establishment of, entry into, and exit from the radio net; and communications discipline, at a minimum.

f. Command Post Exercise. The CPX is a medium-cost, medium-overhead exercise that may be conducted from garrison locations or between participating headquarters. The forces in the exercise are simulated. At a minimum, this exercise requires the establishment of unit command posts with their necessary communications equipment. However, normal battlefield distances between CPs may be reduced. The CPX trains commanders and staff to prepare and transmit estimates, plans, and orders, as well as set up and use communications equipment.

g. Combined Training Exercise. The CTX is a training exercise jointly conducted by military forces of more than one nation. It is also referred to as “multi-national training.”

h. Deployment Exercise. The deployment exercise (DEPEX) is an exercise that provides training for soldiers, units, and support agencies in the tasks and procedures used to deploy from home stations or installations to areas of potential employment.

i. Decisionmaking Exercise. The decisionmaking exercise (DMX) is a low-cost, low-overhead exercise that assesses how a unit’s key leadership reviews and performs case study analysis of wargaming decisions previously made. A DMX usually incorporates a MAPEX.

j. Digital Training Exercise. The digital training exercise (DTX) is an exercise conducted on a simulated battlefield. It is used to train battalion- and brigade-level staffs, and subordinate elements. It can involve a constructive simulation-based MAPEX linked to collective virtual simulators (such as the AVCATT) or aircraft virtual simulators (such as the AH-64 Combat Mission Simulator), with both ground and air forces participating from remote locations.

k. Emergency Deployment Readiness Exercise. The EDRE is a minimum-notice exercise to test unit deployment capabilities for contingency operations.

l. Fire Coordination Exercise. The fire coordination exercise (FCX) is a medium-cost, reduced-scale exercise that can be conducted at the platoon, company team, or battalion task force level. It exercises command and control skills through the integration and synchronization of organic weapon systems, indirect fires, supporting fires, and maneuver. Targets, ranges, and weapon densities may be reduced for participating units, and subcaliber devices substituted for service ammunition.

m. Joint Training Exercise. The joint training exercise (JTX) involves forces of more than one Service. A joint/combined exercise is an exercise that involves forces of more than one Service, from more than one nation.

n. Logistical Coordination Exercise. The logistical coordination exercise (LCX) is a medium-cost, medium-overhead exercise where leaders train to conduct unit sustainment operations such as supply, transportation, medical, personnel replacement, maintenance, and graves registration. The LCX clarifies the key elements of the unit’s logistics apparatus, as well as their relationships; it incorporates a tactical wargame that produces a wide variety of logistical requirements, while exercising the flow of logistical information.

o. Live Fire Exercise. The live fire exercise (LFX) is a resource-intensive exercise wherein player units maneuver and employ organic and supporting weapons systems using full service ammunition. Extensive range and resource requirements limit unit sizes to platoon and company team level, resulting in a focus on small units and their integration of weapon systems.

p. Logistics Exercise. The logistics exercise (LOGEX) is a training exercise that concentrates on tasks associated with the CSS battlefield operating system.

q. Lane Training Exercise. The lane training exercise (LTX) is a technique for training company/team-level and smaller units on a series of selected soldier, leader, and collective tasks using specific terrain.

r. Map Exercise. The map exercise (MAPEX) is a low-cost, low-overhead training exercise that requires a minimum number of support personnel and portrays military situations on maps and overlays. It may be supplemented with training aids, such as terrain models and sand tables. A MAPEX enables a commander to train the staff, and leaders to plan, coordinate, and execute operations under simulated wartime conditions.

s. Mobilization Exercise. The mobilization exercise (MOBEX) is a major-scale exercise conducted by Forces Command (FORSCOM), usually as part of an Army-wide involvement in a JCS or Headquarters, Department of the Army (HQDA) exercise. It involves actions necessary to deploy Active and Reserve components on short notice up to the point of actually moving to the proposed deployment location. The MOBEX is used to test plans, procedures, and systems for mobilization, deployment, sustainment, redeployment, and demobilization. All or parts of this exercise can be executed, depending on the commander's assessment.

t. Partnership for Peace Exercise. The Partnership for Peace exercise (PFPX) is a NATO exercise conducted as one of a series of training events to enhance the coordination of military forces for peacekeeping, humanitarian assistance, and search and rescue operations. Based on non-lethal scenarios, the PFPX program seeks to expand and intensify military and political cooperation throughout Europe.

u. Staff Exercise. The STAFFEX is a training exercise in which the principal and special staffs organize CPs and cells to progressively train up for MTP wartime missions.

v. Sealift Emergency Deployment Readiness Exercise. The sealift emergency deployment readiness exercise (SEDRE) is a minimum-notice exercise to test surface deployment capabilities of the unit, installation, and transportation-operating agency for contingency operations.

w. Tactical Exercise without Troops. The TEWT is a low-cost, low-overhead exercise conducted in the field on actual terrain suitable for training units for specific missions. It is used to train subordinate leaders and battle staffs on terrain analysis and unit and weapons emplacement. The TEWT also provides training on planning the execution of a unit mission, which may include the employment of CS and CSS assets.

FTX-1: CONDUCT OFFENSIVE OPERATIONS

Note. The critical training gates depicted in the combined arms training strategy (CATS) are discussed in appendix A, and should be conducted before executing the field training exercise (FTX). Current CATS, in rich text format, are posted on the RDL at <http://www.adtdl.army.mil>. From the RDL home page, click on documents, Combined Arms Training Strategy, and select the CATS for the headquarters and headquarters company (HHC), aviation brigade.

1. Objective. This sample FTX (FTX-1) provides training for the aviation brigade to conduct offensive operations. It is designed to train the brigade staff in deployment operations, moving to an assembly area, conducting the tactical military decisionmaking process (MDMP), and conducting subsequent attack operations. During the exercise, the unit will practice deployment tasks and tactical operational staff planning tasks. Prior to the FTX, the unit may conduct staff exercises (STAFFEXs), command post exercises (CPXs), and/or tactical exercises without troops (TEWTs). Within the FTX, the unit should incorporate situational training exercises (STXs) to train unit deficiencies or to take advantage of training resources not usually available, such as integration of new constructive or virtual simulation systems before and/or during live training. The brigade staff may train with brigade units, as a separate staff, or a combination of both. All exercises may or may not be conducted with division staff support. The success of the exercise will depend on the unit's ability to conduct timely staff planning and sustain tactical operations.

2. Interface. STX-A, Project the Force, STX-B, Conduct Military Decisionmaking Process, and STX-C, Conduct Attack Operations support this FTX. Figure 4–1 depicts the general relationship between this FTX and the supporting STXs.

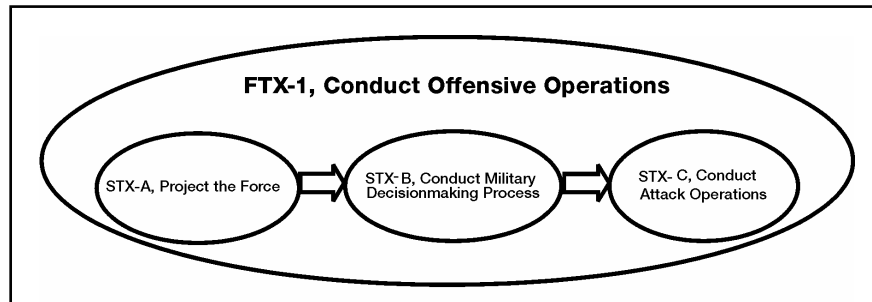


Figure 4-1. FTX/STX Relationship.

3. Training Enhancers. Chapter 2 shows the collective tasks that must be mastered to perform this critical wartime mission. Training events that will enhance the unit's ability to perform the missions are—

(a) Staff training. The emergency deployment readiness exercise (EDRE) and sealift emergency deployment readiness exercise (SEDRE) can be used to train up for STX-A, Project the Force. After the commander's assessment is completed, the executive officer (XO)/deputy commander/coordinating staff officer may use the crawl, walk, run concept to progressively train up portions of the staff, or the entire staff, using one or a combination of the STAFFEX-CPX-TEWT-tactical operations center exercise (TOCEX). These are exercises that can be used to progressively train up portions of the staff in preparation for STX-B, Conduct Military Decisionmaking Process. These staff exercises are discussed in more detail in chapter 3, paragraph 3-5 of this MTP.

(b) The MAPEX and sand table exercises used to train key leaders, officers, and NCOs.

(c) Classes on threat force capabilities, tactics, and doctrine, and how to counter them (all soldiers to a varying degree).

(d) Adventure training to increase morale and confidence, such as escape and evasion exercises, land navigation, and orienteering.

(e) Reverse-cycle training.

(f) Review of tables of organization and equipment (T&EOs) (all key leaders).

(g) Review of FTX training objectives (all key leaders).

(h) Review of STX training objectives (all key leaders).

(i) Review of field tactical standing operating procedures (TACSOP), to include load plans (all key leaders).

(j) Exercises with artillery simulation, fire support, and close air support.

4. Condition Options. After the unit has demonstrated proficiency in the tasks for this FTX and the leaders are trained in the leader tasks, this FTX may be conducted under several condition options:

(a) With opposing forces (OPFORs).

(b) With night tactical movement and assembly area establishment.

(c) Within a nuclear, biological, chemical (NBC) environment.

5. Complex Situations. The exercise should be tailored to the appropriate level of unit proficiency. As the unit becomes increasingly proficient, trainers may add more complex situations such as:

- (a) Ground attack.
- (b) Ambush.
- (c) Decontamination operations.

6. Task Standards in the T&EOs. During training, leaders must enforce the task standards in the T&EOs. As training progresses and more realistic conditions are added, the unit must be able to maintain those standards or retrain on the particular task steps and procedures or entire tasks that were performed below standard.

7. Conduct of FTX-1.

(a) This exercise must be tailored to the specific requirements of the brigade with defined training goals. It should be based on mission priorities, TOE structure, and tactical proficiency. This sample FTX begins with an alert or recall exercise, preliminary to the receipt of an operation order (OPORD), and assumes the maximum application of unit deployment standing operating procedures (SOPs) prior to the start. The FTX ends after all stated training objectives are satisfactorily demonstrated.

(b) An after action review (AAR) should be conducted during the FTX, after major events, after completing each STX, and following the end of the FTX.

(c) Figure 4-2 graphically portrays the general scenario performed for FTX-1.

(d) Table 4-2 shows a suggested time allocation for FTX-1. The table provides a sample of the thought process trainers must use when planning an FTX rather than exact times for planning. Many training tasks listed may be part of a STX. It has approximate times required to perform tasks. Many factors, such as the location of and distance to training areas, may cause actual times to vary. It is imperative that leaders and trainers identify all relevant training objectives and that they collectively establish an FTX schedule that accomplishes all training goals. The schedule should include flexible events and timetables to allow for weather variables. It may also provide time for a second iteration of a particular task to ensure proper training.

8. T&EO Sequence. Table 4-3 lists the T&EOs in chapter 5 to be used for this FTX.

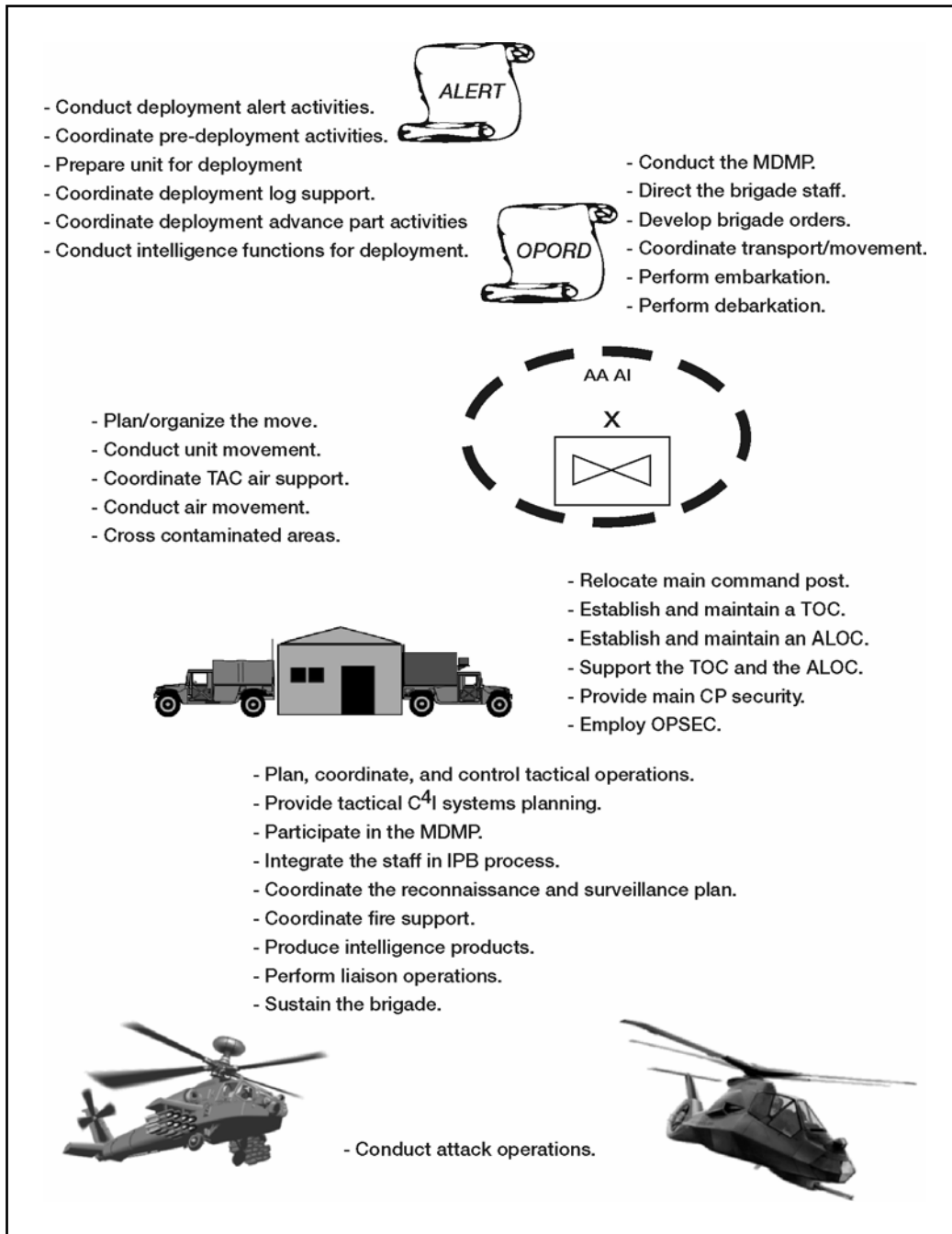


Figure 4-2. General Scenario for FTX-1.

Table 4–2. Time Allocation.

FTX-1—Conduct Offensive Operations		
Number	Task or Event	Time Required
1	Administrative preparations.	Pre-FTX
2	Brigade executes STX-A: Project the Force (after receiving alert notification).	Start STX-A
3	Brigade initiates personnel recall and issues warning order/FRAGO.	2 hours
4	Brigade prepares for and conducts deployment.	72 hours
*5	Brigade prepares for and conducts tactical movement.	4 hours (AAR if required)
6	Brigade staff executes STX-B: Conduct MDMP.	50 hours
*7	Coordinate required assistance during movement.	6 hours
8	Brigade issues OPORD to subordinate elements.	1 hour
*9	Monitor movement of subordinate elements.	6 hours
*10	Conduct advance party operations.	2 hours
11	Main body conducts tactical move.	2 hours
*12	Advance party secures assembly area (AA) and establishes hasty defense.	1 hour
13	Main body crosses a contaminated area (decontamination is not performed; crossing is to train or evaluate crossing procedures only).	1 hour (AAR if required)
14	Main body continues tactical move to AA.	N/A
15	Main body reacts to hostile aircraft.	1 hour (AAR if required)
16	Main body continues tactical move to AA.	N/A
17	Main body closes on and occupies AA.	1 hour (per unit SOP)
*18	Brigade establishes perimeter defense.	1 hour
19	Brigade headquarters establishes tactical operations center (TOC).	1 hour
*20	Brigade establishes communications with higher HQ (may be simulated).	1 hour
*21	Brigade establishes internal communications.	1 hour
22	Conduct AAR.	2 hours
23	Brigade conducts tactical sustainment.	41 hours
*24	Brigade executes STX-C: Conduct Attack Operations.	12 hours (AAR if required)
25	Brigade receives FRAGO to redeploy to home station.	1 hour
26	Brigade prepares for redeployment.	3 hours
27	Brigade issues redeployment OPORD.	1 hour

Table 4–2. Time Allocation.

FTX-1—Conduct Offensive Operations		
Number	Task or Event	Time Required
*28	Conduct advance party operations.	2 hours
29	Main body conducts tactical move.	2 hours
30	Main body closes on and occupies AA home station.	3 hours (May be extended for equipment servicing and storage)
31	Conduct final AAR.	2 hours
Total Time		183 hours
<p>*Indicates time is not added to the total time because tasks are performed simultaneously with other tasks.</p> <p>Notes.</p> <ul style="list-style-type: none"> • Additional time is required if large portions of the exercise are conducted at night, under limited visibility, or under MOPP conditions. • Train events to standard, not time limitations. The time required to train an event will vary, based on the factors of METT-TC and the proficiency of the staff. • AARs are not time-constrained. 		

Table 4-3. T&EOs Supporting the FTX.

Task Number	Task Title
01-6-0022.01-0111	Conduct Deployment Alert Activities
01-6-0062.01-0111	Coordinate Pre-Deployment Activities
01-2-0702.01-0111	Prepare Unit for Deployment
01-6-0063.01-0111	Supervise Deployment/Redeployment Activities
01-6-0060.01-0111	Coordinate Deployment Logistics Support
01-6-0061.01-0111	Coordinate Deployment Advance Party Activities
01-6-0001.01-0111	Conduct Intelligence Functions for Deployment
01-6-0068.01-0111	Coordinate Transportation and Movement
01-6-0064.01-0111	Perform Port of Embarkation Activities for Deployment
01-6-0065.01-0111	Perform Port of Debarkation Activities for Deployment
01-2-0001.01-0111	Plan/Organize the Move
01-2-2048.01-0111	Conduct Unit Movement
01-6-2032.01-0111	Conduct Air Movement
01-2-2052.01-0111	Employ Active Air Defense Measures
01-2-0201.01-0111	Prepare for Operations under Nuclear, Biological, and Chemical (NBC) Conditions
01-2-0280.01-0111	Cross a Radiologically Contaminated Area
01-2-0101.01-0111	Occupy an Assembly Area
01-2-0102.01-0111	Secure and Defend Unit Position

Table 4-3. T&EOs Supporting the FTX.

Task Number	Task Title
01-6-0042.01-0111	Relocate Main Command Post (CP)
01-6-0059.01-0111	Provide Main CP Security
01-6-0082.01-0111	Conduct Military Decisionmaking Process (MDMP)
01-6-0083.01-0111	Direct the Brigade Staff
01-6-0018.01-0111	Establish and Maintain a Tactical Operations Center (TOC)
01-6-0008.01-0111	Establish and Maintain the Administrative and Logistics Operations Center (ALOC)
01-6-7102.01-0111	Support the TOC and the ALOC
01-6-0014.01-0111	Coordinate Tactical Air Support with Aviation Forces
01-6-0020.01-0111	Employ Operations Security (OPSEC) Measures
01-6-1414.01-0111	Provide Tactical C ⁴ I Systems Planning
01-6-0013.01-0111	Plan, Coordinate, and Control Tactical Operations
01-6-0048.01-0111	Participate in the Military Decisionmaking Process (S1)
01-6-0049.01-0111	Participate in the Military Decisionmaking Process (S2)
01-6-0050.01-0111	Participate in the Military Decisionmaking Process (S3)
01-6-0051.01-0111	Participate in the Military Decisionmaking Process (S4)
01-6-0052.01-0111	Participate in the Military Decisionmaking Process (S6)
01-6-0011.01-0111	Participate in the Military Decisionmaking Process (A ² C ²)
01-6-0027.01-0111	Participate in the Military Decisionmaking Process (Air Defense)
01-6-0053.01-0111	Participate in the Military Decisionmaking Process (Chemical)
01-6-0409	Participate in the Military Decisionmaking Process (Safety)
01-6-0411	Participate in the Military Decisionmaking Process (Standards)
01-6-0002.01-0111	Integrate the Staff in Intelligence Preparation of the Battlefield (IPB) Process
01-6-0019.01-0111	Develop Reconnaissance and Surveillance Plan
01-6-0031.01-0111	Coordinate Reconnaissance and Surveillance Plan
01-6-0003.01-0111	Produce Intelligence Products
01-6-0033.01-0111	Coordinate Fire Support
01-6-0025.01-0111	Develop Brigade Orders
01-6-0026.01-0111	Perform Liaison Operations
01-6-0058.01-0111	Advise the Commander on Risk Management
01-6-0057.01-0111	Coordinate the Safety Program
01-6-0079.01-0111	Monitor the Status of Brigade Personnel
01-6-0016.01-0111	Integrate Aircraft Survivability Measures
01-6-0412	Conduct Targeting Process
01-6-0028.01-0111	Execute Army Airspace Command and Control (A ² C ²) Measures in the Division Area
01-6-0070.01-0111	Perform Strength Management
01-6-0071.01-0111	Conduct Replacement Operations

Table 4-3. T&EOs Supporting the FTX.

Task Number	Task Title
01-6-0072.01-0111	Conduct Casualty Reporting
01-6-0066.01-0111	Sustain the Brigade
01-6-7105.01-0111	Perform Passage of Lines
01-6-6107.01-0111	Conduct Hasty Attack
01-6-0211.01-0111	Conduct Deliberate Attack
01-6-0029.01-0111	Maintain the Current Situation
01-6-0030.01-0111	Conduct Battle Tracking
01-6-2044.01-0111	Conduct Battle Handover/Relief in Place
01-6-7726.01-0111	Conduct Forward Arming and Refueling Point (FARP) Operations
01-4-0320.01-0111	Provide Unit Supply Support
01-6-0074.01-0111	Provide Legal Support
01-6-0045.01-0111	Advise the Commander and Staff on Weather Forecasts, Observations, and Climatology
01-4-7708.01-0111	Provide Food Service Support
01-6-0039.01-0111	Supervise Medical Support Services
01-4-1029.01-0111	Perform Vehicle Recovery Operations
01-4-7723.01-0111	Perform Unit-Level Maintenance
01-6-0056.01-0111	Conduct the Command Religious Support Program

STX-A: PROJECT THE FORCE

- 1. Objective.** This sample situational training exercise (STX) trains the organization to conduct deployment activities. During the exercise, the unit will deploy from a home station in reaction to a threat situation. This STX will help the unit develop, test, and improve standing operating procedures (SOPs) as well as maintain operational efficiency.
- 2. Interface.** This STX supports FTX-1, Conduct Offensive Operations, and is not supported by drills.
- 3. Preliminary Leader Training.** Before the unit conducts this STX, unit leaders must be proficient in the collective tasks to be trained. Leader training may include the following:
 - (a) After the commander's assessment is completed, the executive officer (XO)/deputy commander/coordinating staff officer may use the crawl, walk, run concept to progressively train up portions of the staff, or the entire staff, using one or a combination of the emergency deployment readiness exercise (EDRE) and sealift emergency deployment readiness exercise (SEDRE) to train up for STX-A, Project the Force.
 - (b) Classroom discussion on how to plan the exercise and implement unit SOPs.
 - (c) Conduct a map exercise (MAPEX) using the exact area where the STX is to be conducted.
- 4. Leader Training Tips.**
 - (a) Know the fundamentals of deployment as discussed in FM 1-111.
 - (b) Review the training and evaluation outline (T&EO) requirements for conducting deployment.

STX-A: PROJECT THE FORCE

- (c) Become familiar with the other T&EOs listed in Table 4-5 that support this exercise.
- (d) If possible, personally conduct a reconnaissance of the training area before the MAPEX or training exercise without troops (TEWT).
- (e) Develop a plan based on mission, enemy, terrain, troops, time, and civilian considerations (METT-TC). Some general questions to consider are:
 - (1) How large is the area and how long must the brigade conduct deployment activities?
 - (2) What is the likelihood of a ground, air, or nuclear, biological, and chemical (NBC) attack?
 - (3) What effect will adverse weather have on the mission?
 - (4) What is the condition of unit personnel and equipment?
 - (5) How many aircraft are required?
 - (6) How many aircraft are available?
 - (7) How are they to be organized?
 - (8) What aircraft and crew configurations are required?
 - (9) What is required of the supported unit(s)?
 - (10) What intelligence is available for mission planning?
 - (11) What supporting fires are required?
 - (12) What are the combat search and rescue (CSAR) and downed aircraft/aircrews recovery team (DART) arrangements?
 - (13) How much time is needed to prepare?
 - (14) How long will it take to complete the operation?
 - (15) How much planning time is available?

5. Training Enhancers.

- (a) After the unit has demonstrated proficiency in the tasks for this STX and the leaders are trained in the leader tasks, this STX may be conducted under several condition options:
 - (1) With opposing forces (OPFOR).
 - (2) At night, using night vision devices.
 - (3) Within an NBC environment.
- (b) The exercise should be tailored to the appropriate level of unit proficiency. As the unit becomes increasingly proficient, trainers may add more complex situations such as:
 - (1) Threat air defense artillery (ADA).
 - (2) Downed aircrew recovery and/or escape and evasion.
 - (3) Simulated loss of a leader (pre- or mid-mission).
 - (4) Incidents of meaconing, interference, jamming, and intrusion (MIJI).
 - (5) En route change/modification of mission.

STX-A: PROJECT THE FORCE

(c) During training, leaders must enforce the task standards in the T&EOs. As training progresses and more realistic conditions are added, the unit must be able to maintain those standards or retrain on the particular task steps and procedures or entire tasks that were performed below standard.

(d) The OPFOR is a vital element in the training process. In the early stages of training, the leadership should discuss OPFOR tactics and ways to defeat them. As training progresses, walk-through training can be conducted to show the unit how to defeat the threat. When the unit can perform all tasks at an acceptable level, the OPFOR should be employed to enhance and reinforce training. An OPFOR evaluator or observer must monitor OPFOR actions.

(e) During the exercise, leaders should take advantage of any information on suspected OPFOR activity or adverse conditions. Alternate flight routes should be reconnoitered, planned, and briefed for each mission.

(f) When the unit has demonstrated proficiency in this STX as a stand-alone event, the unit sustains proficiency by executing the STX as part of the field training exercise (FTX). Personnel turnover will require leaders to assess the need for additional training to maintain proficiency.

6. Conduct of STX-A.

(a) This exercise must be tailored to the specific requirements of the brigade with defined training goals. It should be based on mission priorities, table(s) of organization and equipment (TOE) structure, and tactical proficiency. This sample STX begins with an alert or recall exercise preliminary to the receipt of an operation order (OPORD). The STX ends after all stated training objectives are satisfactorily demonstrated.

(b) An after action review (AAR) should be conducted during and at the end of the STX.

(c) Figure 4-3 graphically portrays the general scenario performed for STX-A.

(d) Table 4-4 shows the estimated time needed for each part of this exercise as a training event during this STX. This table provides a sample of the thought process trainers must use when planning an STX rather than exact times for planning.

7. Support Requirements.

(a) Minimum trainers or observer/controllers. The commander is the primary trainer. One observer/controller (OC) is the minimum required to conduct this exercise. For internal evaluations, the commander is also the primary OC. At least one other OC is required if OPFOR is used.

(b) Opposing forces. Use opposing forces (OPFORs) in this exercise after the troop has demonstrated basic proficiency and is at the "run" phase of training. If used, the OPFOR should be familiar with area reconnaissance operations, and employ thoroughly planned tactics to disrupt mission execution. Such tactics may affect assembly area occupation, aircraft availability and employment, and other aspects of the operation.

(c) Vehicles and communications. Every attempt should be made to use only vehicles and communications equipment that are organic and on hand. When OPFORs are employed, additional vehicles and communications equipment will be required for the OPFOR and the OC. These additional vehicles and equipment should come from outside the unit.

(d) Maneuver area. The training area should be large enough to allow for tactical displacement of all required organic aircraft and equipment.

(e) General information on pyrotechnic and ammunition support requirements.

STX-A: PROJECT THE FORCE

(1) Pyrotechnics and ammunition are not required to conduct this STX. If used, pyrotechnic training aids and ammunition authorizations are found in DA Pam 350–38. It is the proponent publication for their authorization and is subject to change. DA Pamphlet 350–38 is available via the Internet from the Army Electronic Library Online at <http://books.army.mil/cgi-bin/bookmgr/BOOKS>. Training managers should verify the currency of their information when preparing yearly forecasts and when ordering these training aids, devices, simulators, and simulations (TADSS) for a particular exercise.

(2) Ammunition requirements for aerial gunnery training are found in FM 1-140. This publication is available from the General Dennis J. Reimer Digital Library (RDL) at <http://155.217.58.58/>.

(3) Unit trainers must divide these resources among their subordinate units as the training situation dictates. Commanders may desire to use more or fewer pyrotechnics for a particular exercise. However, units cannot exceed their annual allocation.

(4) Pyrotechnic requirements for combat training centers (CTCs) are resourced separately and are not part of the unit's annual allocation.

8. T&EO Sequence. Table 4-5 lists the T&EOs in chapter 5 to be used for this STX.

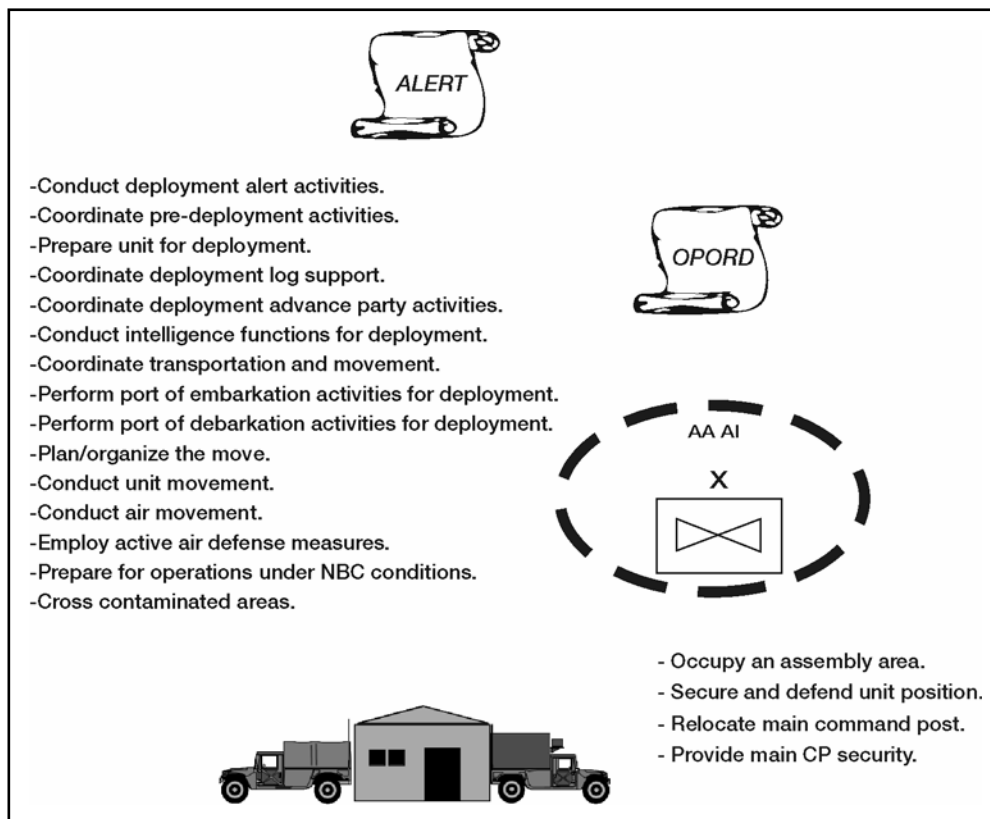


Figure 4-3. General Scenario for STX-A.

Table 4-4. Suggested Time Allocation.

STX-A—PROJECT THE FORCE		
Event	Action	Time Required
1	Administrative preparations.	Pre STX
2	Brigade executes STX-A: Project the Force (after receiving alert notification).	Start STX-A
3	Brigade initiates personnel recall and issues warning order/FRAGO.	2 hours
4	Brigade prepares for deployment.	72 hours
*5	Brigade prepares for tactical movement.	4 hours
6	Conduct AARs.	N/A
*7	Units conduct sustainment operations.	N/A
Total Time		74 hours
<p>*Indicates time is not added to the total time because tasks are performed simultaneously with other tasks.</p> <p>Notes.</p> <ul style="list-style-type: none"> • Additional time is required if large portions of the exercise are conducted at night, under limited visibility, or under MOPP conditions. • Events will be trained to standards, not time limitations. The time required to train an event will vary based on METT-TC factors and the proficiency of the staff. • AARs are not time-constrained. 		

Table 4-5. T&EOs Supporting STX-A.

Task Number	Task Title
01-6-0022.01-0111	Conduct Deployment Alert Activities
01-6-0062.01-0111	Coordinate Pre-Deployment Activities
01-2-0702.01-0111	Prepare Unit for Deployment
01-6-0063.01-0111	Supervise Deployment/Redeployment Activities
01-6-0060.01-0111	Coordinate Deployment Logistics Support
01-6-0061.01-0111	Coordinate Deployment Advance Party Activities
01-6-0001.01-0111	Conduct Intelligence Functions for Deployment
01-6-0068.01-0111	Coordinate Transportation and Movement
01-6-0064.01-0111	Perform Port of Embarkation Activities for Deployment
01-6-0065.01-0111	Perform Port of Debarkation Activities for Deployment
01-2-0001.01-0111	Plan/Organize the Move
01-2-2048.01-0111	Conduct Unit Movement
01-6-2032.01-0111	Conduct Air Movement
01-2-2052.01-0111	Employ Active Air Defense Measures
01-2-0201.01-0111	Prepare for Operations Under Nuclear, Biological, and Chemical (NBC) Conditions

Table 4-5. T&EOs Supporting STX-A.

Task Number	Task Title
01-2-0280.01-0111	Cross a Radiologically Contaminated Area
01-2-0101.01-0111	Occupy an Assembly Area
01-2-0102.01-0111	Secure and Defend Unit Position
01-6-0042.01-0111	Relocate Main Command Post (CP)
01-6-0059.01-0111	Provide Main CP Security

STX-B: CONDUCT MILITARY DECISIONMAKING PROCESS

1. Objective. This sample STX trains the brigade staff in conducting the military decisionmaking process (MDMP). The unit will begin in an assembly area, having received an operation order (OPORD) to conduct offensive operations, after deploying to a threat area. This STX will help the brigade staff develop cohesiveness and maintain operational efficiency.

2. Interface. This STX supports FTX-1, Conduct Offensive Operations, and is not supported by drills.

3. Preliminary Leader Training. Before the unit conducts this STX, unit leaders must be proficient in the required tasks. Leader training includes the following:

(a) After the commander's assessment is completed, the executive officer (XO)/deputy commander/coordinating staff officer may use the crawl, walk, run concept to progressively train up portions of the staff, or the entire staff, using one or a combination of the staff exercise (STAFFEX)-command post exercise (CPX)-training exercise without troops (TEWT)-tactical operations center exercise (TOCEX). These are exercises that can be used to progressively train up portions of the staff in preparation for STX-B, Conduct Military Decisionmaking Process. During a TEWT, emphasis may be given to threat capabilities, active and passive defensive techniques, movement techniques, visual signals, reorganization following enemy contact, risk management, and safety.

(b) Classroom discussion on how to plan the exercise implement the unit standing operating procedure (SOP).

(c) Map exercise (MAPEX) using the exact area where the STX is to be conducted.

(d) Terrain board or sand table exercises that permit the use of simulations or miniatures to gain a three-dimensional perspective while rehearsing the exercise.

4. Leader Training Tips.

(a) Know the aviation brigade staff functions as discussed in FM 1-111 and FM 101-5.

(b) Review the T&EO requirements for conducting and participating in the military decisionmaking process.

(c) Become familiar with the other tables of organization and equipment (TOEs) listed in table 4-7 that support this exercise.

(d) If possible, personally conduct a reconnaissance of the training area before the MAPEX or TEWT.

(e) Develop a plan based on mission, enemy, terrain, troops, time, and civilian considerations (METT-TC). Some general questions to consider are:

(1) How large is the area and how long must the brigade conduct the exercise?

(2) What is the likelihood of a ground, air, or nuclear, biological, and chemical (NBC) attack?

(3) What effect will adverse weather have on the mission?

STX-B: CONDUCT MILITARY DECISIONMAKING PROCESS

- (4) What is the condition of unit personnel and equipment?
- (5) How many aircraft are required?
- (6) How many aircraft are available?
- (7) How are they to be organized?
- (8) What aircraft and crew configurations are required?
- (9) What is required of the supported unit(s)?
- (10) What intelligence is available for mission planning?
- (11) What supporting fires are required?
- (12) What are the combat search and rescue (CSAR) and downed aircraft/aircrews recovery team (DART) arrangements?
- (13) How much time is needed to prepare?
- (14) How long will it take to complete the operation?
- (15) How much planning time is available?

5. Training Enhancers.

(a) After the unit has demonstrated proficiency in the tasks for this STX and the leaders are trained in the leader tasks, this STX may be conducted under several condition options:

- (1) With opposing forces (OPFORs).
- (2) At night, using night vision devices.
- (3) Within an NBC environment.

(b) The exercise should be tailored to the appropriate level of unit proficiency. As the unit becomes increasingly proficient, trainers may add more complex situations such as:

- (1) Threat air defense artillery (ADA).
- (2) Downed aircrew recovery and/or escape and evasion.
- (3) Simulated loss of a leader (pre- or mid-mission).
- (4) Incidents of meaconing, interference, jamming, and intrusion (MIJI).
- (5) En route change/modification of mission.

(c) During training, leaders must enforce the task standards in the T&EOs. As training progresses and more realistic conditions are added, the unit must be able to maintain those standards or retrain on the particular task steps and procedures or entire tasks that were performed below standard.

(d) The OPFOR is a vital element in the training process. In the early stages of training, the leadership should discuss OPFOR tactics and ways to defeat them. As training progresses, walk-through training can be conducted to show the unit how to defeat the threat. When the unit can perform all tasks at an acceptable level, the OPFOR should be employed to enhance and reinforce training. An OPFOR evaluator or observer must monitor OPFOR actions.

(e) During the exercise, leaders should take advantage of any information regarding suspected OPFOR activity or adverse conditions. Alternate flight routes should be reconnoitered, planned, and briefed for each mission.

(f) When the unit has demonstrated proficiency in this STX as a stand-alone event, the unit

STX-B: CONDUCT MILITARY DECISIONMAKING PROCESS

sustains proficiency by executing the STX as part of the field training exercise (FTX). Personnel turnover will require leaders to assess the need for additional training to maintain proficiency.

6. Conduct of STX-B.

(a) This exercise must be tailored to the specific requirements of the brigade with defined training goals. It should be based on mission priorities, TOE structure, and tactical proficiency. This sample STX begins with the brigade staff in an assembly area in receipt of an operation order (OPORD). The STX ends after all stated training objectives are satisfactorily demonstrated.

(b) An after action review (AAR) should be conducted during and at the end of the STX.

(c) Figure 4-4 graphically portrays the general scenario performed for STX-B.

(d) Table 4-6 shows the estimated time needed for each part of this exercise as a training event during this STX. This table provides a sample of the thought process trainers must use when planning an STX rather than exact times for planning.

7. Support Requirements.

(a) Minimum trainers or observer/controllers (OCs). The commander is the primary trainer. One OC is the minimum required to conduct this exercise. For internal evaluations, the commander is also the primary OC. At least one other OC is required if OPFOR is used.

(b) Opposing forces. Use OPFOR in this exercise after the troop has demonstrated basic proficiency and is at the "run" phase of training. If used, the OPFOR should be familiar with area reconnaissance operations, and employ thoroughly planned tactics to disrupt mission execution. Such tactics may affect assembly area occupation, aircraft availability and employment, and other aspects of the operation.

(c) Vehicles and communications. Every attempt should be made to use only vehicles and communications equipment that are organic and on hand. When OPFORs are employed, additional vehicles and communications equipment will be required for the OPFOR and the OC. These additional vehicles and equipment should come from outside the unit.

(d) Maneuver area. The training area should be large enough to allow for tactical displacement of all required organic aircraft and equipment.

(e) General information on pyrotechnic and ammunition support requirements.

(1) Pyrotechnics and ammunition are not required to conduct this STX. If used, pyrotechnic training aids and ammunition authorizations are found DA Pam 350-38. It is the proponent publication for their authorization and is subject to change. DA Pam 350-38 is available via the Internet from the Army Electronic Library Online, at <http://books.army.mil/cgi-bin/bookmgr/BOOKS>. Training managers should verify the currency of their information when preparing yearly forecasts and when ordering these training aids, devices, simulators, and simulations (TADSS) for a particular exercise.

(2) Ammunition requirements for aerial gunnery training are found in FM 1-140. This publication is available from the General Dennis J. Reimer Digital Library (RDL) at <http://155.217.58.58/>.

(3) Unit trainers must divide these resources among their subordinate units as the training situation dictates. Commanders may desire to use more or fewer pyrotechnics for a particular exercise. However, units cannot exceed their annual allocation.

(4) Pyrotechnic requirements for combat training centers (CTCs) are resourced separately and are not part of the unit's annual allocation.

8. T&EO Sequence. Table 4-7 lists the T&EOs in chapter 5 to be used for this STX.

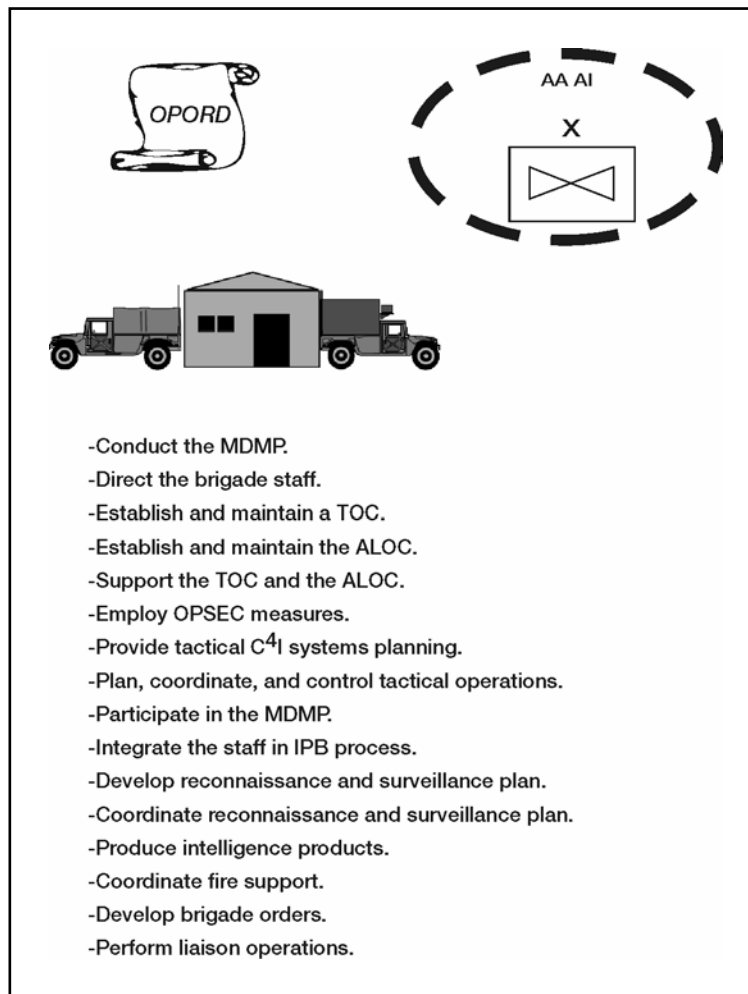


Figure 4-4. General Scenario for STX-B.

Table 4-6. Suggested Time Allocation.

STX-B: Conduct Military Decisionmaking Process		
Event	Action	Time Required
1	Administrative preparations.	Pre-STX
2	Brigade executes STX-B: Conduct Military Decisionmaking Process (MDMP) after receiving higher OPORD.	Start STX-B
3	Brigade issues warning order/FRAGO.	1 hour
4	Commander initiates MDMP.	1 hour
5	Brigade staff participates in the MDMP.	48 hours
*6	XO/deputy commander directs the staff.	4 hours
7	Conduct AARs.	N/A
	Total Time	50 hours
<p>*Indicates time is not added to the total time because tasks are performed simultaneously with other tasks.</p> <p>Notes.</p> <ul style="list-style-type: none"> • Additional time is required if large portions of the exercise are conducted at night, under limited visibility, or under MOPP conditions. • Events will be trained to standards, not time limitations. The time required to train an event will vary based on METT-TC factors and the proficiency of the staff. • AARs are not time-constrained. 		

Table 4-7. T&EOs Supporting STX-B.

Task Number	Task Title
01-6-0082.01-0111	Conduct Military Decisionmaking Process (MDMP)
01-6-0083.01-0111	Direct the Brigade Staff
01-6-0018.01-0111	Establish and Maintain a Tactical Operations Center (TOC)
01-6-0008.01-0111	Establish and Maintain the Administrative and Logistics Operations Center (ALOC)
01-6-7102.01-0111	Support the TOC and the ALOC
01-6-0014.01-0111	Coordinate Tactical Air Support with Aviation Forces
01-6-0020.01-0111	Employ Operations Security (OPSEC) Measures
01-6-1414.01-0111	Provide Tactical C ⁴ I Systems Planning
01-6-0013.01-0111	Plan, Coordinate, and Control Tactical Operations
01-6-0048.01-0111	Participate in the Military Decisionmaking Process (S1)
01-6-0049.01-0111	Participate in the Military Decisionmaking Process (S2)
01-6-0050.01-0111	Participate in the Military Decisionmaking Process (S3)
01-6-0051.01-0111	Participate in the Military Decisionmaking Process (S4)
01-6-0052.01-0111	Participate in the Military Decisionmaking Process (S6)
01-6-0011.01-0111	Participate in the Military Decisionmaking Process (A ² C ²)

Table 4–7. T&EOs Supporting STX-B.

<i>Task Number</i>	<i>Task Title</i>
01-6-0027.01-0111	Participate in the Military Decisionmaking Process (Air Defense)
01-6-0053.01-0111	Participate in the Military Decisionmaking Process (Chemical)
01-6-0409	Participate in the Military Decisionmaking Process (Safety)
01-6-0411	Participate in the Military Decisionmaking Process (Standards)
01-6-0002.01-0111	Integrate the Staff in Intelligence Preparation of the Battlefield (IPB) Process
01-6-0019.01-0111	Develop Reconnaissance and Surveillance Plan
01-6-0031.01-0111	Coordinate Reconnaissance and Surveillance Plan
01-6-0003.01-0111	Produce Intelligence Products
01-6-0033.01-0111	Coordinate Fire Support
01-6-0025.01-0111	Develop Brigade Orders
01-6-0026.01-0111	Perform Liaison Operations

Chapter 5

TRAINING AND EVALUATION OUTLINES

5-1. Introduction. This chapter contains the training and evaluation outlines (T&EOs) for the aviation brigade. T&EOs are the foundation of the MTP and the collective training of the units. T&EOs are training objectives (task, conditions, and standards) for the collective tasks that support critical wartime operations. The unit must master designated collective tasks to perform its critical wartime operations. T&EOs may be trained separately, in a situational training exercise (STX), in a field training exercise (FTX), or in other exercises. For collective live-fire standards, the trainer needs to refer to the applicable gunnery manual for the appropriate course of fire. Those standards and courses of fire need to be integrated into the training exercise.

5-2. Structure. Tables 5-1 and 5-2 in this chapter list the T&EOs for the aviation brigade. The Mission-to-Collective Task listing in chapter 2 outlines the T&EOs required to train aviation brigade critical wartime missions.

5-3. Format. The T&EOs are prepared for every collective task that supports critical wartime operation accomplishment. Each T&EO contains the following items:

a. Element. This identifies the unit or unit element(s) that perform the task.

b. Task. This is a description of the action to be performed by the unit, and provides the task number.

c. References. These are in parenthesis following the task number. The reference, which contains the most information (primary reference) about the task, is listed first and underlined.

d. Iteration. Used to identify how many times the task is performed and evaluated during training. The "M" identifies when the task is performed in mission-oriented protective posture 4 (MOPP4).

e. Commander/Leader Assessment. The commander's assessment of the unit's ability to perform a task to standard is subjective in nature. The leader uses all available evaluation data and subordinate leader input to develop an assessment of the organization's overall capability to accomplish the task. The following ratings may be used:

(1) T - Trained. The unit is trained and has demonstrated its proficiency in accomplishing the task to wartime standards.

(2) P - Needs practice. The unit needs to practice the task. Performance has demonstrated that the unit does not achieve standard without some difficulty or has failed to perform some task steps to standard.

(3) U - Untrained. The unit cannot demonstrate an ability to achieve wartime proficiency.

f. Condition. A statement of the situation or environment in which the unit is to do the collective task.

g. Task Standard.

(1) The task standard states the performance criteria that a unit must achieve to successfully execute the task. This overall standard should be the focus of training. Every soldier should understand it.

(2) The trainer or evaluator determines the unit's training status using performance observation measurements (where applicable) and his judgment. The unit must be evaluated under the factors of mission, enemy, terrain, troops, time, and civilian considerations (METT-TC). These conditions should be as similar as possible for all evaluated elements. This will establish a common baseline for unit performance.

h. Task Steps and Performance Measures. This is a listing of actions required to complete the task. These actions are stated in terms of observable performance for evaluating training proficiency. The task steps are arranged sequentially along with supporting individual tasks and their reference. An asterisk indicates leader tasks within each T&EO (*). Under each task step are listed the performance measures that must be accomplished to correctly perform the task step. If the unit fails to correctly perform one of these task steps to standard, it has failed to achieve the overall task standard.

i. GO/NO-GO Column. This column is provided for annotating the unit's performance of the task steps. Evaluate each performance measure for a task step and place an "X" in the appropriate column. A major portion of the performance measures must be marked a "GO" for the task step to be successfully performed.

j. Task Performance/Evaluation Summary Block. This block provides the trainer a means of recording the total number of task steps and performance measures evaluated and those evaluated as "GO." It also provides the evaluator a means to rate the units demonstrated performance as a "GO" or "NO-GO." It also provides the leader with a historical record for five training iterations.

k. Supporting Individual Tasks. This is a listing of all supporting individual tasks required to correctly perform the task. Listed are the reference, task number, and task title.

l. OPFOR Standards. These standards specify overall OPFOR performance for each collective task. These standards ensure that OPFOR soldiers accomplish meaningful training and force the training unit to perform its task to standard or "lose" to the OPFOR. The OPFOR standards specify what must be accomplished—not how it must be accomplished. The OPFOR must always attain its task standards, using tactics consistent with the type of enemy they are portraying.

5-4. Use. The T&EOs can be used to train or evaluate a single task. Several T&EOs can be used to train or evaluate a group of tasks such as an STX or FTX. Table 5-1 below lists the T&EOs by element; table 5-2 lists the T&EOs by battlefield operating systems (BOSs), and includes a hyperlink to the T&EO for that task.

Table 5-1. List of T&EOs by Element.

	Page
COMMAND SECTION	
Brigade Commander	
Conduct Military Decisionmaking Process (MDMP) (1-6-0082.01-0111)	5-345
Brigade Executive Officer/Deputy Brigade Commander	
Relocate Main Command Post (CP) (1-6-0042.01-0111).....	5-321
Supervise Deployment/Redeployment Activities (1-6-0063.01-0111).....	5-54

Sustain the Brigade (1-6-0066.01-0111) 5-261
 Direct the Brigade Staff (1-6-0083.01-0111) 5-350
 Execute Contingency Plans (1-6-0087.01-0111)..... 5-354

Command Sergeant Major

Monitor the Status of Brigade Personnel (1-6-0079.01-0111)..... 5-341
 Supervise Key Operational and Support Functions (1-6-0080.01-0111)..... 5-343

Aviation Safety Officer

Coordinate the Safety Program (1-6-0057.01-0111)..... 5-207
 Advise the Commander on Risk Management (1-6-0058.01-0111)..... 5-210
 Participate in the Military Decisionmaking Process (MDMP)(Safety) (1-6-0409)..... 5-356

Aviation Standardization Officer

Participate in the Military Decisionmaking Process (MDMP) (Standardization) (1-6-0411)..... 5-358

BRIGADE S1

Perform Public Affairs Functions (1-6-0046.01-0111) 5-247
 Participate in the Military Decisionmaking Process (MDMP) (S1) (1-6-0048.01-0111) 5-324
 Coordinate Pre-Deployment Activities (1-6-0062.01-0111)..... 5-51
 Perform Strength Management (1-6-0070.01-0111)..... 5-268
 Conduct Replacement Operations (1-6-0071.01-0111) 5-270
 Conduct Casualty Reporting (1-6-0072.01-0111)..... 5-272
 Coordinate Morale, Welfare, and Recreation Services (1-6-0073.01-0111)..... 5-274
 Provide Personnel and Administrative Services (1-6-0075.01-0111)..... 5-276

BRIGADE S2

Conduct Intelligence Functions for Deployment (1-6-0001.01-0111) 5-12
 Integrate the Staff in IPB Process (1-6-0002.01-0111) 5-14
 Produce Intelligence Products (1-6-0003.01-0111)..... 5-17
 Coordinate Counterintelligence Measures for OPSEC with the S3 (1-6-0004.01-0111) 5-21
 Maintain the Brigade Intelligence Database (1-6-0005.01-0111) 5-23
 Establish Security Measures (1-6-0006.01-0111) 5-25
 Process Enemy Prisoners of War (EPW) (1-6-0007.01-0111)..... 5-27
 Process Information into Intelligence (1-6-0009.01-0111)..... 5-29
 Develop Reconnaissance and Surveillance Plan (1-6-0019.01-0111) 5-31
 Coordinate Reconnaissance and Surveillance Plan (1-6-0031.01-0111)..... 5-34
 Participate in the Military Decisionmaking Process (MDMP) (S2) (1-6-0049.01-0111) 5-326

BRIGADE S3

Supervise Tactical Air Control Party Functions (1-6-0012.01-0111) 5-290
 Plan, Coordinate, and Control Tactical Operations (1-6-0013.01-0111) 5-292
 Coordinate Tactical Air Support with Aviation Forces (1-6-0014.01-0111)..... 5-295
 Advise the Commander and Staff on the Capabilities, Limitations, and Employment of
 Tactical Air Support (1-6-0015.01-0111)..... 5-298
 Integrate Aircraft Survivability Measures (1-6-0016.01-0111)..... 5-190
 Establish and Maintain a Tactical Operations Center (TOC) (1-6-0018.01-0111)..... 5-300
 Employ Operations Security (OPSEC) Measures (1-6-0020.01-0111)..... 5-192
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ELEMENT: COMPANY HEADQUARTERS

TASK: REPORT INFORMATION (01-2-2036.01-0111)
(FM 21-75)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. Spot report (SPOTREP) formats and procedures are defined in the unit SOP. Enemy activity has been observed. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: All observations of enemy activity are reported immediately. All reports contained essential information.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. HHC personnel submit SPOTREP to next higher HQ. <ol style="list-style-type: none"> a. Observed enemy activity and reported information in the format for reporting enemy (SALUTE—size, activity, location, unit identification, time, and equipment). <ol style="list-style-type: none"> (1) Described the size of the enemy unit. (2) Described the enemy activity. (3) Provided grid coordinates of enemy or reference from a known point. (4) Described distinctive uniforms, patches, signs, or symbols. Provided vehicle identification markings or numbers. (5) Provided the time the activity was observed. b. Included available maps, photos, overlays, sketches, captured documents, enemy material, and other supporting material with oral or written SPOTREP. c. Dispatched SPOTREPs by the most expeditious means available. d. Submitted reports even if the information was incomplete or "negative activity." e. Information was relayed to the S2/S3 expeditiously. 2. HHC personnel report bombing, shelling, and mortar, rocket, and aircraft fire. <ol style="list-style-type: none"> a. Sent a SPOTREP that included: <ol style="list-style-type: none"> (1) Unit of origin. (2) Position of the observer. (3) Direction. (4) Duration of the attack. (5) Area receiving fire. (6) Number, type, and caliber of fires (if known). (7) Flash-to-bang time. (8) Damage. (9) Angle of fall (if known). b. Submitted the reports by the most expeditious means. c. Submitted the report even if information was incomplete. d. Information was relayed to the S2/S3 expeditiously. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 3. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-237-1032	Perform Radio Communications Procedures (UH-60)	
011-251-1032	Perform Radio Communications Procedures (AH-64D)	
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3 MOS W 153D 3
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-1-1203.01-0NRC	PROCESS INFORMATION INTO INTELLIGENCE
01-2-0101.01-0NRC	OCCUPY AN ASSEMBLY AREA
01-2-0102.01-0NRC	SECURE AND DEFEND UNIT POSITION
01-2-2047.01-0111	CONDUCT TROOP-LEADING PROCEDURES
01-2-2048.01-0111	CONDUCT UNIT MOVEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2 SECTION

TASK: CONDUCT INTELLIGENCE FUNCTIONS FOR DEPLOYMENT (01-6-0001.01-0111)
 (FM 101-5) (FM 1-111) (FM 34-1)
 (FM 34-10) (FM 34-130) (FM 34-25)
 (FM 34-3) (FM 71-100)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade staff is in a simulated (live, virtual, or constructive) environment. The brigade has received a deployment OPORD/OPLAN. The commander has issued his deployment guidance to the brigade staff. The division OPORD/OPLAN and SOP are available. The intelligence preparation of the battlefield (IPB) has been conducted. The brigade continuously receives messages from the appropriate headquarters and subordinate units. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Intelligence products were collected and analyzed. Gaps in the intelligence database were identified, the commander's critical information requirements (CCIR) were recommended, and the intelligence estimate was produced to support deployment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. S2 analyzes the area of operations (AO). * 2. S2 coordinates with division/corps G2 to obtain required information. * 3. S2 noncommissioned officer in charge (NCOIC) identifies organic personnel and system shortfalls and requests support/augmentation. * 4. Battlefield information collection coordinator collects intelligence products. <ul style="list-style-type: none"> a. Collected and distributed maps. b. Collected imagery. c. Collected area studies (terrain and weather). d. Created/updated intelligence data base. e. Developed enemy order of battle (OB). * 5. S2 identifies gaps in intelligence database. * 6. S2 prepares intelligence estimate and annex and develops threat models prior to deployment. * 7. S2 recommends CCIR to support the concept of operation. * 8. S2/MI company commander implements counterespionage and physical security measures, as required. * 9. S2 identifies and control hazards IAW risk management procedures. 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0028	Plan Aviation Deployment	MOS W 152H 3 MOS W 153D 3 MOS W 154C 3
011-510-0304	Conduct Battalion / Brigade Rehearsal	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0062.01-0111	COORDINATE PRE-DEPLOYMENT ACTIVITIES
01-6-0064.01-0111	PERFORM PORT OF EMBARKATION ACTIVITIES FOR DEPLOYMENT
01-6-0065.01-0111	PERFORM PORT OF DEBARKATION ACTIVITIES FOR DEPLOYMENT

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> (1) Coordinated with the staff weather officer. (2) Evaluated the effects of visibility within the AO and AI. (3) Evaluated the effects of wind. (4) Evaluated the effects of precipitation. (5) Evaluated the effects of cloud cover. (6) Evaluated the effects of temperature and humidity. c. S2 determined other characteristics of the battlefield that could affect operations. <ul style="list-style-type: none"> (1) Identified demographic, political, and socioeconomic factors. (2) Identified infrastructures (transportation and telecommunications, etc.). 3. S2 section prepares a modified combined obstacle overlay (MCOO) if not already prepared by the engineer terrain team. 4. S2 section creates or updates threat doctrine or patterns of operation to doctrinal templates. <ul style="list-style-type: none"> a. Analysis and control team described threat tactics and options. b. Analysis and control team identified those high-value targets (HVTs) critical to the completion of the threat commander's mission. c. Analysis and control team identified threat capabilities, vulnerabilities, COAs, supporting missions, and other actions that can influence friendly operations. d. Developed situation templates (FM 34-130) that graphically depict doctrinal threat dispositions given terrain constraints in the AO and AI should the threat adopt a particular COA. e. Developed event templates (FM 34-130) which depict where and when to collect information that will indicate which COA the threat has adopted. <ul style="list-style-type: none"> (1) Developed new named areas of interest (NAIs) at specific points, routes, or areas within the AO and AI that can match natural terrain features, arbitrary features such as time phase lines, or engagement areas. Also includes collection targets that exist in the electromagnetic spectrum. (2) Developed an event matrix that provides details on the type of threat activity expected in each NAI, when the NAI is expected to be active, and its relationship to other battlefield events. * 5. S2 identifies the threat's likely objectives and desired end state beginning with the threat command one level above and repeating the process through two levels below. <ul style="list-style-type: none"> a. Identified and analyzed the full set of COAs available to the threat. <ul style="list-style-type: none"> (1) Analyzed the feasibility of each threat COA in terms of time, space, resources, and the force ratios required to accomplish its objective(s). (2) Identified the uniqueness and suitability of each threat COA. (3) Determined the acceptability of risk to threat forces for each COA. (4) Determined whether the COAs are consistent with threat doctrine. (5) Determined if the threat COA effectively supports the perceived objective and task/purpose of its higher echelons, two echelons up if possible (i.e., will a regiment's COA support its division and army's objectives?). b. Developed each COA in the amount of detail that time allows. c. Evaluated and prioritized each COA. <ul style="list-style-type: none"> (1) Determined the most dangerous threat COA. (2) Determined the most likely threat COA. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 6. S2 assists the battle staff in the production of the decision support template (DST) through the wargaming process and other IPB products already developed.		
* 7. S2 confirms or denies the existing estimate of the enemy's COA and updates the estimate based on current intelligence, weather, and terrain data.		
* 8. S2 recommends changes to commander's critical information requirements CCIR and HVTs based on the most current assessment of threat.		
* 9. S2 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0017	Plan Cavalry Operations	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0307	Perform IEW Staff Duties / Responsibilities	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-0083.01-0111	DIRECT THE BRIGADE STAFF
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> b. Provided taboo, restricted, and guarded frequency lists. c. Provided high-value target/high-payoff target lists. d. Provided target criteria list. e. Provided attack guidance matrix. f. Provided target spread sheets. g. Provided target sheets. h. Provided fire support, electronic warfare, and intelligence annexes of the OPORD. <p>3. S2 Section dynamically establishes and terminates sensor-to-shooter links prior to expected high-payoff target events.</p> <p>4. S2 Section produces the intelligence annex to the brigade OPORD in accordance with the format in FM 101-5.</p> <ul style="list-style-type: none"> a. Produced summary of enemy situation. b. Produced intelligence acquisition tasks. <ul style="list-style-type: none"> (1) Produced orders to subordinate and attached units. (2) Produced requests to higher, adjacent, and cooperating units. c. Produced measures for handling captured personnel and materials in conjunction with military police. <ul style="list-style-type: none"> (1) Produced measures for handling enemy prisoners of war (EPWs), deserters, repatriates, inhabitants, and other persons. (2) Produced measures for handling captured documents. (3) Produced measures for handling captured material and equipment. d. Produced counterintelligence. e. Produced miscellaneous instructions. f. Produced documents and/or equipment required. <p>Note: This paragraph is covered largely by the brigade TACSOP. Many special operational instructions having counterintelligence aspects are listed in the OPORD or in other annexes. Certain instructions and procedures on the conduct of special personnel in the operation may require limited distribution on a need-to-know basis; therefore, it may be necessary to prepare a special appendix for a limited and specified number of addressees.</p> <ul style="list-style-type: none"> g. Produced reports, conducts briefings, and makes distribution. <ul style="list-style-type: none"> (1) Included period to be covered by routine reports and distribution. (2) Produced routine and special reports that differ from SOP required from subordinate unit. (3) Conducted periodic or special conferences for intelligence officers. (4) Made distribution of special intelligence studies such as defense overprints, imagery intelligence reports, and electronic order of battle overlays. (5) Made special intelligence liaison when indicated. h. Processed and disseminated the intelligence annex. <ul style="list-style-type: none"> (1) Processed input received from the tasked elements. (2) Reviewed input and made appropriate changes. (3) Submitted the intelligence annex to the S3 for incorporation into the OPORD. (4) Ensured intelligence acquisition tasks to answer the commander's priority intelligence requirements/information requirements are placed in the "tasks to units" in the base order. <p>5. S2 Section produces the INTSUM to answer the commander's priority intelligence requirements/information requirements.</p> <ul style="list-style-type: none"> a. Stated the issuing unit. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Stated the date/time of issue. c. Addressed the summary of enemy activity for period. (1) Included enemy ground activity. (2) Included trace of forward enemy elements. (3) Included enemy nuclear, biological, and chemical activity. (4) Included enemy air activity. (5) Included other enemy activity (new tactics, counterintelligence). d. Addressed enemy personnel and equipment losses. (1) Included personnel killed-in-action. (2) Included EPW. (3) Included equipment destroyed or captured. e. Addressed new enemy obstacles and barriers. f. Addressed enemy administrative activities. g. Addressed identification of new enemy units, equipment, and personalities. h. Addressed enemy movements. i. Addressed estimated number and type of enemy vehicles. j. Addressed current and projected weather and terrain conditions. k. Briefly discussed enemy capabilities and vulnerabilities. l. Stated conclusions. (1) Included most likely enemy courses of action for selected future periods or events (i.e., 6, 12, 24 hours). (2) Included new effects of terrain, weather, or other factors on friendly operations. (3) Included current and emerging enemy vulnerabilities. * 6. S2 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0017	Plan Cavalry Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0307	Perform IEW Staff Duties / Responsibilities	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	INTEGRATE THE STAFF IN INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)
01-6-0083.01-0111	DIRECT THE BRIGADE STAFF
01-6-6101.01-0111	CONDUCT RECONNAISSANCE OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
f. Supervised the threat management and collection management effort, and maintained a current estimate of the enemy situation. g. Reviewed subordinate unit plans, orders, and SOPs for collection management and surveillance operations. * 4. S2 coordinates counterintelligence force protection source operations. * 5. S2 coordinates ground surveillance radar support for force protection. * 6. S2 integrates analysis and control team into tactical operations center operations. * 7. S2 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0001	Employ Ground Maneuver Forces	
011-510-0002	Employ IEW	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0307	Perform IEW Staff Duties / Responsibilities	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0019.01-0111	DEVELOP RECONNAISSANCE AND SURVEILLANCE PLAN
01-6-0020.01-0111	EMPLOY OPERATIONS SECURITY (OPSEC) MEASURES
01-6-0031.01-0111	COORDINATE THE RECONNAISSANCE AND SURVEILLANCE (R&S) PLAN

OPFOR TASKS AND STANDARDS: NONE

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-500-0001	Conduct Intelligence Preparation of the Battlefield to Support Aviation Operations	
011-510-0002	Employ IEW	
011-510-0307	Perform IEW Staff Duties / Responsibilities	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2 SECTION

TASK: ESTABLISH SECURITY MEASURES (01-6-0006.01-0111)

(FM 34-10)
(FM 101-5)

(AR 381-10)
(FM 1-111)

(AR 381-12)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade staff is in a simulated (live, virtual, or constructive) environment. The brigade is committed to an area of operations (AO) and operations security (OPSEC) considerations must be fulfilled. The S2 is located in the main CP and the S2 section is operational. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The security plan ensured that physical security for vital areas, classified material, security investigations, and OPSEC procedures are not compromised by the enemy.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>1. S2 section develops the security plan.</p> <ul style="list-style-type: none"> a. Developed physical security requirements to support brigade elements, including water points, brigade support area (BSA), communications, and main CP access (personnel access rosters) with the brigade S1. b. Developed, in conjunction with all staff sections, a security program for handling, storing, safeguarding, and destroying classified material including emergency and day-to-day operations (ensures program is manageable). c. Incorporated appropriate portions of the security plan in the brigade OPORD/OPLAN. d. Ensured the plan includes applicable brigade SOP requirements and procedures. <p>* 2. S2 provides intelligence input to the brigade OPSEC plan.</p> <ul style="list-style-type: none"> a. Coordinated with the division G2 to obtain enemy collection threat against brigade assets. b. Obtained the current location of friendly maneuver elements from the S3. c. Presented the S3 with an assessment of the vulnerability of brigade assets. <p>3. S2 section processes requests for security investigations for brigade personnel requiring access to classified material.</p> <ul style="list-style-type: none"> a. Processed clearance requirements. b. Prepared appropriate clearance paperwork. c. Forwarded clearance paperwork to higher headquarters. <p>* 4. S2 identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0031	Conduct Intelligence Operations in an Electronic Warfare Environment	MOS W 152H 3 MOS W 153D 3
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3 MOS W 152H 3
011-510-0001	Employ Ground Maneuver Forces	
011-510-0002	Employ IEW	
011-510-0006	Employ Fire Support	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0023	Conduct Assembly Area Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	SECURE AND DEFEND UNIT POSITION
01-6-0009.01-0111	PROCESS INFORMATION INTO INTELLIGENCE
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-0059.01-0111	PROVIDE MAIN COMMAND POST (CP) SECURITY
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2 SECTION

TASK: PROCESS ENEMY PRISONERS OF WAR (EPW) (01-6-0007.01-0111)
(FM 3-19.40)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade staff is in a simulated (live, virtual, or constructive) environment. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. Enemy soldiers have surrendered or have been captured. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: EPWs were processed immediately using the five Ss (search, segregate, silence, safeguard, and speed evacuation to the rear). EPWs were evacuated to holding areas within 12 hours of capture or surrender. All materials of military intelligence value were forwarded immediately. There were no violations of prisoner rights under international law. No prisoners escaped because of improper handling procedures.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2 Section, with security force augmentation, SEARCHES captured personnel. <ol style="list-style-type: none"> a. Coordinated EPW issues with the staff judge advocate (SJA) section. b. Removed all weapons, equipment, and documents. c. Returned personal items of no military intelligence value. d. Gave prisoners a written receipt for personal property taken from them. e. Tagged each prisoner and each item removed from the prisoner with required information. <ol style="list-style-type: none"> (1) Personnel tags included place, date/time, capturing unit, and circumstances. (2) Inventory item tags included type of document/material, place, date/time, capturing unit, enemy unit and circumstances. 2. Security force SEGREGATES EPWs. <ol style="list-style-type: none"> a. Segregated EPWs by rank, sex, nationality, and ideology; also segregated deserters and civilians. b. Located EPWs at temporary collection points in coordination with the S1/S4. c. Turned over wounded EPWs to medical personnel for evacuation through medical channels. 3. Security force maintains SILENCE and all means of communication among EPWs. <ol style="list-style-type: none"> a. Prevented EPW leaders from giving orders. b. Prevented EPWs from planning escape. c. Did not talk in front of EPWs except to issue orders and maintain discipline. 4. Security force SAFEGUARDS captured enemy personnel. <ol style="list-style-type: none"> a. Removed EPWs from the dangers of the battlefield. b. Did not allow anyone to abuse EPWs. c. Treated EPWs humanely. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Provided EPWs with food, water, and available medical attention as required. 5. Security force SPEEDS evacuation of EPWs. a. Notified higher headquarters that enemy personnel had been captured. b. Coordinated transportation and accompanying security for EPWs with the S1/S4. c. Exploited intelligence information. d. Processed EPWs as fast as possible. e. Quickly removed EPWs to the rear. f. Advised the EPW collection point of prisoners en route. * 6. S2 identifies and controls hazards IAW risk management procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0004	Employ Combat Service Support	
011-510-0307	Perform IEW Staff Duties / Responsibilities	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0009.01-0111	PROCESS INFORMATION INTO INTELLIGENCE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2 SECTION

TASK: PROCESS INFORMATION INTO INTELLIGENCE (01-6-0009.01-0111)
 (FM 101-5) (FM 101-5-1) (FM 1-111)
 (FM 34-1) (FM 34-25-3)
 (FM 34-3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade staff is in a simulated (live, virtual, or constructive) environment. The brigade is in a simulated (live, virtual, or constructive) combat environment. The staff has received an OPORD/FRAGO and the commander's guidance. The S2 is located at the main CP. The S2 section is operational and is receiving intelligence information. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: No mission failures were due to inadequate processing of information into intelligence. Information was processed and immediately passed on to higher headquarters by the most expeditious means available.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. S2 determines the validity of incoming information by comparing it to the current database. <ul style="list-style-type: none"> a. Determined enemy capabilities. b. Analyzed the effects of weather on the operation. c. Analyzed the effects of terrain on the operation. d. Analyzed historical precedence of the enemy. e. Determined the types of equipment present. f. Determined the disposition of enemy forces. g. Analyzed the personalities of key personnel. h. Determined the consistency of the action with previous indicators. i. Determined the enemy perception of friendly capabilities and courses of action. j. Determined the enemy capability to conduct deception operations. 2. S2 section analyzes incoming intelligence and combat information. <ul style="list-style-type: none"> a. Identified highly perishable combat information. b. Compared information with the commander's critical information requirements (CCIR). c. Compared information with commander's list of high priority targets. d. Compared information with the situation map. e. Notified the G2 and maneuver units of highly perishable data. f. Passed highly perishable and targeting-quality combat information to the S3, higher headquarters, and subordinate units for immediate action. g. Determined if the information was an indicator of a specific enemy course of action. h. Analyzed data based on predetermined key terrain, avenues of approach, trafficability data, and lines of communication to determine how recent activity affected the entire intelligence situation. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
i. Determined if incoming data met the criteria for a decision point, line, or event. j. Collated incoming information with existing intelligence to determine if new activities were in concert with expected enemy courses of action and current activities. k. Requested additional information from the G2 and subordinate units to fill gaps in intelligence. l. Updated the situation map. m. Projected future enemy dispositions based on the enemy situation template. n. Made appropriate recommendations to the commander based on sound analytical procedures and judgment.		
* 3. S2 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-500-0001	Conduct Intelligence Preparation of the Battlefield to Support Aviation Operations	
011-500-0010	Conduct Operations in Electronic Warfare Environment	
011-500-2300	Operate Communications Security Equipment	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0307	Perform IEW Staff Duties / Responsibilities	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	INTEGRATE THE STAFF IN INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)
01-6-0007.01-0111	PROCESS ENEMY PRISONERS OF WAR (EPW)
01-6-0047.01-0111	ESTABLISH AND COORDINATE SECURITY OF TEMPORARY ENEMY PRISONERS OF WAR (EPW) COLLECTION POINT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2 SECTION

TASK: DEVELOP RECONNAISSANCE AND SURVEILLANCE PLAN (01-6-0019.01-0111)
 (FM 34-130) (FM 101-5) (FM 101-5-1)
 (FM 1-111) (FM 34-2) (FM 34-2-1)
 (FM 3-91.3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The unit has received an OPORD/OPLAN and the commander's guidance. The main CP is operational and the staff sections are functioning. Intelligence preparation of the battlefield (IPB) has been conducted. The commander has issued specific guidance on his reconnaissance and surveillance (R&S) objectives and initial commander's critical information requirements (CCIR). The S2 has coordinated with the XO/Deputy commander who is coordinating the staff. The staff is coordinated and focused on wargaming course of actions (COAs) to meet R&S objectives. The S3 has established limits of responsibility for subordinate units. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The S2 section developed a plan that met the CCIR.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. S2 coordinates with the XO/Deputy Commander who directs the staff to develop the R&S Plan. * 2. S2 ensures subordinate S2s are informed of significant changes since last coordination. <ul style="list-style-type: none"> a. Ensured specific orders and requests (SORs) for each collection asset were tasked out. b. Ensured the intelligence synchronization matrix was prepared to answer CCIR and targeting requirements, and to meet the commander's reconnaissance objectives. c. Ensured SORs for each named area of interest (NAI) were identified for each collection asset. d. Eliminated the redundancy in collection assets and ensured the best mix of assets to support the collection effort were available. e. Ensured the R&S plan addressed the brigade sector/zone in depth (not just the forward areas). * 3. S2/S3 task subordinate units to support the collection plan and identify how to report the information. <ul style="list-style-type: none"> a. Properly portrayed reconnaissance collection assets so that all units were aware of their positioning. b. Managed and controlled terrain so subordinate units did not commit fratricide. c. Collection assets had the proper security. d. Completed decision support template (DST). 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Created R&S overlay with R&S matrix and included air and ground routes, zones of reconnaissance, limits of responsibility, passage points, control points, listening post/observation post, ground surveillance radar positions, sectors of scan for sensors, medical evacuation locations, NAIs, targeted areas of interest (TAls), friendly boundaries, landing zones, and pickup zones. * 4. S2 coordinates with the engineer liaison officer who ensures that all minefield locations (friendly/enemy) are disseminated. 5. S2 coordinates with the fire support element who ensures that proper fire support coordination measures are established, fire support plan is disseminated to subordinate units and collection assets, indirect fire systems are in place to support collection assets, and that no-fire areas are established and planned. * 6. S2 coordinates with the S4 who ensures that collection elements have the proper CSS assets for the time expected to conduct the task, resources to evacuate casualties, and that collection elements are not positioned beyond their support capability. * 7. S2 briefs the R&S concept and outlines the limitations and restrictions * 8. S2 coordinates with the S3 who prepares the final R&S OPORD. * 9. S2 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0016	Employ Air Cavalry Units	MOS W 152H 3 MOS W 153D 3
011-500-0001	Conduct Intelligence Preparation of the Battlefield to Support Aviation Operations	
011-510-0002	Employ IEW	
011-510-0017	Plan Cavalry Operations	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	INTEGRATE THE STAFF IN INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)
01-6-0005.01-0111	MAINTAIN THE BRIGADE INTELLIGENCE DATABASE
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-0083.01-0111	DIRECT THE BRIGADE STAFF

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(b) Considered environmental conditions. (c) Considered signature provided for the target.</p> <p>(3) S2 ensured all collection assets were integrated. (4) S2 ensured specific information requirements (SIR) for each NAI were identified for each collection asset. (5) S2 ensured requests for information were identified for collection by higher headquarters. (6) S2 ensured enemy actions and reactions were doctrinally represented. (7) S2 ensured advantages and disadvantages of enemy COAs were identified. (8) S2 ensured event templates listing enemy high-value targets (HVTs) with associated NAIs and targeted areas of interest were developed. (9) S2 ensured R&S assets were doctrinally employed. (10) S2 ensured CCIR with latest time of intelligence value were finalized for approval.</p> <p>b. S3 ensured that collection assets coordinate with the security force. (1) S3 ensured subordinate units were identified/tasked for collection. (2) S3 ensured terrain was deconflicted between brigade and battalion R&S assets. (3) S3 ensured plans were addressed for the infiltration and exfiltration of collection assets, and resupply routes through friendly force sectors/zones. (4) S3 ensured limit of advance was identified. (5) S3 ensured battle handover line was identified. (6) S3 ensured forward boundaries were identified. (7) S3 ensured plans for reconstitution of collection assets were developed. (8) S3 ensured that a risk assessment was conducted on the employment of assets and fratricide control measures were identified.</p> <p>c. S4 ensured elements had the proper combat service support (CSS), such as classes I, II, III, V, VIII, and IX, to conduct the task. (1) S4 ensured resupply was identified. (2) S4 ensured collection assets had the proper evacuation resources to evacuate casualties. (3) S4 ensured collection assets were reconstituted and their location was identified.</p> <p>d. Air defense officer ensured coverage was provided to collection assets. e. S6 ensured primary and backup communications would support the collection assets throughout the sector/zone. f. Fire support element (FSE) ensured fires and fire support coordination measures (FSCM) were planned and coordinated in support of the R&S plan.</p> <p>* 7. S2 identifies and controls risks IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0020	Plan Employment of Army Aviation in Military Operations on Urban Terrain	MOS W 154C 3 MOS W 152H 3 MOS W 153D 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3 MOS W 153D 3 MOS W 154C 3
011-510-0017	Plan Cavalry Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-0019.01-0111	DEVELOP RECONNAISSANCE AND SURVEILLANCE PLAN
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1347.01-0111	CONDUCT AREA SECURITY OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: PLAN/ORGANIZE THE MOVE (01-2-0001.01-0111)

(FM 55-30)

(FM 100-14)

(FM 1-111)

(FM 55-9)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The staff has received an OPORD/FRAGO and the commander's guidance. The brigade headquarters is relocating. The Brigade XO/Deputy commander has selected a quartering party, performed map and ground reconnaissance, and the quartering party has selected a site. The brigade HHC commander is the brigade quartering party officer-in-charge (OIC). The brigade S3 has conducted movement planning and the HHC has received an OPORD with the movement annex. The HHC commander has designated the HHC XO as company movement OIC. The company tactical SOP and current loading plans are available. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Movement planning allowed subordinate units adequate time to prepare. The brigade HHC occupied the assembly area without delay.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Movement OIC reviews the movement plan and plans the move.</p> <ul style="list-style-type: none"> a. Issued warning order to subordinate company elements. b. Reviewed loading plans. c. Conducted a map reconnaissance to select routes. <ul style="list-style-type: none"> (1) Selected routes that provide cover and concealment. (2) Selected routes that provide trafficable terrain. (3) Conducted risk assessment. (4) Selected and distributed alternate route(s). d. Selected the road march technique. e. Selected the movement order. <ul style="list-style-type: none"> (1) Open column formation during daylight hours. (2) Closed column formation during limited visibility conditions or movement through urban areas. f. Determined distance factors to include: <ul style="list-style-type: none"> (1) Space between vehicles. (2) Column gap. (3) Traffic density. (4) Length of column. (5) Road gap. g. Determined movement rate factors. <ul style="list-style-type: none"> (1) Vehicles column speed and catchup speed. (2) Rate of march. h. Determined time factors. <ul style="list-style-type: none"> (1) Pass time. (2) Start point (SP) time. (3) Time distance. (4) Arrival time. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(5) Completion time. (6) Extra time needed for slower vehicles.</p> <p>i. Determined order of unit movement. (1) Positioned command vehicles where they could best control movement. (2) Organized vehicles by mobility capability. (3) Divided the unit into mixed columns to maintain unit integrity.</p> <p>j. Finalized and issued the march order.</p> <p>k. Designated a convoy commander IAW unit standing operating procedures (SOP).</p> <p>l. Determined and issued communications plan.</p> <p>m. Conducted back-brief to the HHC commander on the movement plan.</p> <p>n. Prepared vehicles and equipment.</p> <p>o. Issued strip maps to drivers, if appropriate.</p> <p>2. Company moves to the assembly area. a. Reconnoitered route and reported condition and trafficability. b. Dismantled current site. c. Conducted premovement inspections. d. Maintained security and air guards. e. Conducted a tactical road march to the assembly area site.</p> <p>3. Company occupies the tentative assembly area. a. Established and maintained security. b. Conducted hasty reconnaissance. c. Established communications. d. Cleared and secured the assembly area. e. Monitored the area for nuclear, biological, and chemical contamination. f. Identified entrances, exits, and internal routes. g. Reconnoitered for drainage, slope, cover, concealment, terrain, dispersion, and trafficability h. Reconnoitered forward area rearming and refueling point (FARP) location. i. Reconnoitered landing zones. j. Identified and marked obstacles and contaminated areas. k. Reported to headquarters.</p> <p>* 4. HHC XO performs the steps in the risk management process for each step in troop-leading procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 154C 3 MOS W 153D 3
011-510-0012	Employ Air Movement Operations	
011-510-0023	Conduct Assembly Area Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0303	Conduct Operations Missions Briefing / Debriefing	
011-510-0504	Prepare a Company-Level Operation Order (OPORD)	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-2048.01-0111	CONDUCT UNIT MOVEMENT
01-2-7039.01-0111	CONDUCT HASTY ASSEMBLY AREA DISPLACEMENT

OPFOR TASKS AND STANDARDS: NONE

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0004	Plan for Aviation and Ground Combat Service Support	MOS W 153A 5
011-420-0008	Conduct Unit Defensive Operations	MOS W 152D 3
011-510-0005	Employ Air Defense	
011-510-0006	Employ Fire Support	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0023	Conduct Assembly Area Operations	
011-510-0504	Prepare a Company-Level Operation Order (OPORD)	
011-510-0505	Conduct Company-Level Rehearsals / After Action Reviews (AARs)	
011-510-0700	Defeat Terrorism	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	
113-596-1068	Install Antenna Group OE-254/GRC (Team Method)	MOS E 31C 1 MOS E 31R 1 STP 1-93P1-SM

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0280.01-0111	CROSS A RADIOLOGICALLY CONTAMINATED AREA
01-2-0609.01-0111	CROSS A CHEMICALLY/BIOLOGICALLY CONTAMINATED AREA
01-2-2048.01-0111	CONDUCT UNIT MOVEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: SECURE AND DEFEND UNIT POSITION (01-2-0102.01-0111)
 (FM 6-20) (FM 7-10) (FM 7-7)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. The HHC has occupied an assembly area (AA), and has been assigned a sector to defend. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The HHC established security in its assigned sector. The AA was not breached as a result of poor security.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>1. HHC implements the brigade security plan. NOTE: Occasionally the tactical situation will require the establishment of a separate AA. The same planning considerations apply to this case.</p> <p>2. HHC organizes security.</p> <ul style="list-style-type: none"> a. Assigned sectors of responsibility to sections. b. Searched the area for mines, boobytraps, or enemy presence. c. Established observation posts/listening posts (OPs/LPs). d. Prepared defensive fighting positions. e. Positioned chemical alarms for nuclear, biological, and chemical defense. f. Positioned crew served weapons on likely avenues of approach. <ul style="list-style-type: none"> (1) Established primary, alternate, and supplementary positions. (2) Ensured that interlocking fires were established, if possible. (3) Prepared range cards. g. Continued to improve fighting positions. h. Established communication between OPs, companies/troops, and the main CP headquarters. i. Established communication between OPs, companies/troops, and the main CP. j. Prepared dismount points where necessary. <p>3. HHC prepares defensive fire plans.</p> <ul style="list-style-type: none"> a. Identified the locations of all defensive positions and OPs/LPs. b. Determined the principle direction of fire and final protective line for all machineguns. c. Ensured overlapping sectors of fire or coverage of dead space with grenade launchers and artillery fire. d. Submitted recommendations for target reference points. e. Forwarded fire plans to battalion and squadron. <p>4. HHC organizes a reaction force.</p> <ul style="list-style-type: none"> a. Conducted periodic reconnaissance patrols to locate and neutralize reported OPFOR. b. Established communications with brigade headquarters. c. Counterattacked intruding OPFOR. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
5. HHC reacts to an OPFOR ground attack. <ul style="list-style-type: none"> a. Alerted the main CP of OPFOR activity. b. Occupied fighting positions. c. Alerted aircraft to activate scatter plan IAW the unit's standing and operating procedures. d. Engaged OPFOR IAW rules of engagement, weapons control status, and the unit SOP. e. Enforced fire discipline within the AA. f. Formed the reaction force at the designated rally point. g. Reported actions to the main CP. * 6. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0004	Plan for Aviation and Ground Combat Service Support	MOS W 153A 5
011-420-0008	Conduct Unit Defensive Operations	MOS W 152D 3
011-510-0005	Employ Air Defense	
011-510-0006	Employ Fire Support	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0023	Conduct Assembly Area Operations	
011-510-0504	Prepare a Company-Level Operation Order (OPORD)	
011-510-0505	Conduct Company-Level Rehearsals / After Action Reviews (AARs)	
011-510-0700	Defeat Terrorism	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0101.01-0111	OCCUPY AN ASSEMBLY AREA
01-2-0203.01-0111	CAMOUFLAGE VEHICLES AND EQUIPMENT
01-2-2048.01-0111	CONDUCT UNIT MOVEMENT
01-2-2051.01-0111	EMPLOY PASSIVE AIR DEFENSE MEASURES
01-2-2052.01-0111	EMPLOY ACTIVE AIR DEFENSE MEASURES

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: CONDUCT UNIT MOVEMENT (01-2-2048.01-0111)
 (FM 55-30) (FM 1-112)
 (FM 1-114)

(FM 1-113)
 (FM 55-9)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The HHC has received an OPORD/FRAGO and the commander's guidance. Troop leading procedures have been completed. All preparations and coordination for the move have been made. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The HHC met all time schedules. All vehicles and personnel moved to the new location without damage to or loss of equipment or personnel. The unit was not observed by enemy forces as a result of poor road march or tactical flight discipline. Downed aircraft and disabled vehicles were recovered without incident.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>1. HHC conducts movement by nontactical road march.</p> <p>NOTE: A nontactical road march is conducted when moving laterally within the division area of operations (AO) or enemy contact is not imminent.</p> <ul style="list-style-type: none"> a. Departed the start point (SP). <ul style="list-style-type: none"> (1) First vehicle departed the SP at the time specified in the order. (2) Convoy commander reported the last vehicle departing the SP. b. Maintained march discipline. <ul style="list-style-type: none"> (1) Vehicles moved at designated speed. (2) Vehicles moved with designated interval between vehicles. (3) Air guards were posted. (4) Personnel maintained 360 degrees surveillance. (5) Convoy commander reported passing critical points or checkpoints. c. Conducted halt(s). <ul style="list-style-type: none"> (1) Column stopped at prescribed time and location. (2) Convoy commander reported halts. (3) Vehicles moved off the road and parked under cover and/or concealed (if terrain permits). (4) Maintained vehicle interval. (5) Drivers performed operator's checks during halts. (6) Maintained security. d. Conducted vehicle recovery. <ul style="list-style-type: none"> (1) Maintenance section: <ul style="list-style-type: none"> (a) Posted guards while operation was ongoing. (b) Inspected disabled vehicle. (c) Repaired vehicle (if possible). (d) Towed disabled vehicle (if necessary). (e) Reported status to convoy commander. e. Conducted convoy through urban area. <ul style="list-style-type: none"> (1) Confirmed weight, height, and width restrictions. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(2) Employed close column formation. (3) Obeyed traffic control directions. f. Crossed the release point (RP). (1) Passed through RP without halting and reported. (2) Convoy commander forwarded closing report to S3. 2. HHC conducts aircraft air movement. a. Departed at the specified time. b. Followed designated air routes using appropriate terrain flight techniques. c. Reported passing the RP and proceeded to the forward area rearming and refueling point IAW the unit SOP. d. Repositioned to assigned location (assembly area or holding area dependent upon mission). * 3. HHC performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0028	Plan Aviation Deployment	MOS W 154C 3 MOS W 153D 3 MOS W 152H 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0012	Employ Air Movement Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-2047.01-0111	CONDUCT TROOP-LEADING PROCEDURES
01-2-2051.01-0111	EMPLOY PASSIVE AIR DEFENSE MEASURES
01-2-7039.01-0111	CONDUCT HASTY ASSEMBLY AREA DISPLACEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT DEPLOYMENT ALERT ACTIVITIES (01-6-0022.01-0111)
 (FM 55-65) (FM 100-17) (FM 100-17-3)
 (FM 1-111)

ITERATION: 1 2 3 4 5
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade staff is in a simulated (live, virtual, or constructive) environment. The brigade headquarters receives a warning order to go to an increased readiness posture to prepare for deployment. The movement plan/order, recall plan, security plan, and SOP are available. All of the brigade's subordinate units are involved in the deployment. This task should not be trained in MOPP4.

TASK STANDARDS: Alert notification activities were performed to recall 100 percent of available personnel.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Staff duty officer executes alert notification procedures. <ul style="list-style-type: none"> a. Authenticated deployment warning order IAW SOP. b. Notified commander, executive officer (XO), command sergeant major (CSM), and plans officer of deployment warning order. c. Initiated recall procedures for subordinate elements IAW commander's guidance and the recall plan. (Plan includes direct support elements.) * 2. S3 supervises alert and recall activities. <ul style="list-style-type: none"> a. Directed implementation of recall plan, as required. b. Directed establishment of the emergency operations center (EOC). c. Tasked staff sections to provide personnel for the EOC IAW SOP and commander's guidance. d. Monitored recall progress for compliance with SOP. e. Coordinated with the S2 for operations security plan. f. Identified present-for-duty status by reviewing recall status reports from subordinate units. g. Coordinated with S1 to determine recall and deployability percentages according to recall plan. h. Coordinated with S1 to determine manifest and battle roster data and identifies critical personnel shortages. i. Coordinated with S4, brigade maintenance officer, and unit commanders to determine equipment and supplies status. j. Coordinated with S4 to identify critical equipment shortages. k. Monitored implementation of physical security of brigade headquarters and subordinate units' areas. l. Briefed commander on the progress of the recall. m. Briefed mission analysis of plan issued from higher headquarters. * 3. S3, in conjunction with the XO, directs staff sections to perform alert functions. <ul style="list-style-type: none"> a. Briefed staff officer/section chiefs on status of recall, as required. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Submitted battle rosters to G3. c. Coordinated with other staff sections and headquarters and headquarters company commander for family support briefings, updates plans for privately owned vehicle parking lots, security of facilities, and secure storage of personal equipment for deploying soldiers.		
* 4. S3 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0028	Plan Aviation Deployment	MOS W 154C 3 MOS W 153D 3 MOS W 152H 3
011-510-0004	Employ Combat Service Support	
011-510-0012	Employ Air Movement Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0060.01-0111	COORDINATE DEPLOYMENT LOGISTICS SUPPORT
01-6-0068.01-0111	COORDINATE TRANSPORTATION AND MOVEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: COORDINATE DEPLOYMENT ADVANCE PARTY ACTIVITIES (01-6-0061.01-0111)
 (FM 100-17) (FM 1-111) (FM 55-65)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade receives a movement warning order for deployment. The emergency operations center is operational. Subordinate units provide personnel and equipment to the advance party. Equipment status reports are being received from subordinate units. The movement directive, movement plan/order, preparation for overseas movement information message, SOP, port call messages, subordinate units' automated unit equipment list, and operation plan/contingency plan (OPLAN/CONPLAN) are available. Continental U.S. logistics and movement support are provided to the advance party by the supporting installation and the military traffic management command. The staff receives messages from the appropriate headquarters and subordinate units. Theater logistics support is provided to the advance party by combatant commander's designated support organization. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Advance party activities were coordinated so that logistics and operational support were available for the main body upon their arrival.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. S3 plans advance party operations. <ul style="list-style-type: none"> a. Identified advance party requirements by reviewing movement plan/order, SOP, and commander's guidance. b. Updated advance party plan according to the commander's guidance. c. Coordinated with staff sections and subordinate units to provide personnel and equipment for the advance party according to advance party plan. d. Selects and briefs advance party officer in charge (OIC) on advance party requirements and operations. e. Coordinated with S1 and S4 to update advance party personnel and equipment information. * 2. Advance party OIC supervises advance party predeployment activities. <ul style="list-style-type: none"> a. Coordinated advance party logistics and transportation support with S4 section. b. Coordinated for movement instructions and documentation support with headquarters and headquarters company (HHC), unit movement officer (UMO). c. Identified brigade organization, movement configuration, movement schedule, and ultimate destination by reviewing movement plan/order, subordinate unit deployment equipment list (DEL), and CONPLAN/OPLAN. d. Identified planned operational locations and mission support requirements by reviewing CONPLANS/OPLANS. e. Revised advance party plan, as required, in coordination with the S3. f. Briefed commander, staff, subordinate unit commanders, and advance party personnel on advance party plan, as required. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>3. Advance party deploys through aerial port of embarkation (APOE) to aerial port of debarkation (APOD).</p> <ul style="list-style-type: none"> a. Prepared vehicles for air movement. b. Deployed according to movement order. c. Performed APOD activities for deployment. <p>4. Advance party coordinates reception of main body.</p> <ul style="list-style-type: none"> a. Coordinated for arrival schedule and reception of the main body with the arrival airfield control group. b. Coordinated for movement of personnel to the marshalling area with the movement control team (MCT). c. Coordinated for ship arrival schedule and movement of equipment to the marshalling area (MA) with port support activity (PSA). d. Provided personnel to port commander for movement of equipment to the MA, as required. e. Provided brigade organization, movement configuration, movement schedule, and ultimate destination information to MCT. f. Coordinated main body logistics and maintenance support requirements with designated supporting organization. g. Briefed commander, staff, and subordinate unit commanders on reception and onward movement plans, as required. <p>5. Advance party coordinates mission operations.</p> <ul style="list-style-type: none"> a. Provided brigade organization, movement configuration, movement schedule, and ultimate destination to appropriate headquarters. b. Coordinated horizontally and vertically for the current operational and tactical situation. c. Identified preliminary liaison requirements with supporting and supported activities. d. Briefed commander, staff, and subordinate unit commanders on operational and tactical situation, as required. <p>* 6. S3 identifies and control hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0028	Plan Aviation Deployment	MOS W 153D 3
011-510-0004	Employ Combat Service Support	MOS W 152H 3
011-510-0012	Employ Air Movement Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0702.01-0111	PREPARE UNIT FOR DEPLOYMENT
01-6-0060.01-0111	COORDINATE DEPLOYMENT LOGISTICS SUPPORT
01-6-0064.01-0111	PERFORM PORT OF EMBARKATION ACTIVITIES FOR DEPLOYMENT
01-6-0065.01-0111	PERFORM PORT OF DEBARKATION ACTIVITIES FOR DEPLOYMENT
01-6-0068.01-0111	COORDINATE TRANSPORTATION AND MOVEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S1 SECTION

TASK: COORDINATE PRE-DEPLOYMENT ACTIVITIES (01-6-0062.01-0111)
 (FM 12-6) (AR 215-1) (AR 220-1)
 (AR 220-10) (AR 25-400-2) (AR 600-8-104)
 (AR 614-185) (AR 614-200) (FM 1-111)

ITERATION: 1 2 3 4 5
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade has received deployment orders. It has the movement directive and preparation for overseas movement (POM) information message and continuously receives messages from the installation emergency operations center (EOC), installation transportation office, deployment support organization, the appropriate headquarters, and subordinate units. This task should not be trained in MOPP4.

TASK STANDARDS: All personnel and administrative support was coordinated and the brigade deployed at authorized strength.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Personnel staff noncommissioned officer (PSNCO) performs personnel screening.</p> <ul style="list-style-type: none"> a. Identified officer and enlisted personnel attending service schools, temporary duty (TDY), and in authorized leave status. b. Recalled personnel on TDY, attending schools, and in authorized leave status according to the S1's guidance. c. Reported all unfilled school quotas to higher echelon G1 according to AR 220-10. d. Identified individual deployability criteria by reviewing program objective memorandum (POM) information message and AR 220-10. e. Identified nondeployable personnel by reviewing personnel records, POM results, and commander's guidance. f. Prepared deployment personnel status report. g. Forwarded list of preparation of replacements for overseas movement (POR) qualified personnel. h. Briefed the S1 on deployment personnel status. <p>* 2. S1 supervises personnel readiness actions.</p> <ul style="list-style-type: none"> a. Directed personnel screening according to AR 220-10. b. Certified personnel qualified for POR. c. Recommended to the commander cross-leveling actions and disposition of personnel on TDY, attending schools, and in authorized leave status. d. Directed cross-leveling of personnel according to commander's guidance. e. Coordinated personnel replacement and disposition of excess and non-deployable personnel with higher echelon G1. f. Reconciled planned manifest against the Standard Installation/Division Personnel System (SIDPERS) database for correctness. g. Briefed commander and executive officer (XO)/deputy commander on personnel readiness status, as required. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>3. SIDPERS section performs cross-leveling of personnel.</p> <ul style="list-style-type: none"> a. Identified personnel overages and shortages by military occupational specialty (MOS) and MOS qualification by reviewing personnel status reports. b. Verified personnel overages and shortages by reviewing subordinate units' personnel status reports. c. Redistributed personnel within the brigade based on S1's and commander's guidance. d. Recalculated personnel overages and shortages by grade, MOS, and MOS qualification. e. Updated SIDPERS records, as required. f. Provided planned manifest data to higher headquarters. <p>4. School's clerk performs personnel disposition functions.</p> <ul style="list-style-type: none"> a. Forwarded copies of movement directive to school commandant(s) for personnel who will join unit in theater upon completion of school. b. Requested disposition instructions for excess and nondeployable personnel from higher echelon G1 section. c. Reassigned excess and nondeployable personnel according to higher echelon G1 section instructions. d. Cleared unavailable, nondeployable personnel according to higher echelon G1 section instructions. <p>* 5. PSNCO performs personnel replacement functions.</p> <ul style="list-style-type: none"> a. Submitted officer requisitions according to AR 614-185. b. Submitted enlisted requisitions according to AR 614-200. c. Assigned filler personnel according to AR 614-185, AR 614-200, and S1 guidance. <p>* 6. S1 provides personnel services support.</p> <ul style="list-style-type: none"> a. Identified personnel service requirements by reviewing the movement directive, movement plan/order, POM information message, and SOP. b. Submitted requests for personnel services support from higher echelon G1, as required. c. Coordinated postal support with supporting Adjutant General. d. Coordinated for recreational equipment and services with installation morale, welfare, and recreation (MWR) representatives in the Directorate of Personnel and Community Activities (DPCA) or Directorate of Community and Family Activities (DCFA). e. Coordinated Red Cross support with the regional Army Red Cross office. f. Coordinated additional religious support with installation chaplain. g. Appointed headquarters company Class A agents in brigade orders, as required. h. Coordinated press and hometown news releases with the installation Public Affairs Officer. i. Provided personnel services input for the movement plan/order to the S3 section. j. Closed out unit funds according to AR 215-1 and SOP. <p>* 7. PSNCO provides records management support.</p> <ul style="list-style-type: none"> a. Identified personnel records to accompany units to theater of operations according to AR 25-400-2. b. Identified records to be transferred to records holding area. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Directed units to prepare and maintain abbreviated records according to AR 600-8-104. d. Provided the S3 with records management input to the rear detachment plan.		
* 8. S1 identifies and control hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0028	Plan Aviation Deployment	MOS W 152H 3 MOS W 153D 3
011-510-0004	Employ Combat Service Support	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0022.01-0111	CONDUCT DEPLOYMENT ALERT ACTIVITIES
01-6-0060.01-0111	COORDINATE DEPLOYMENT LOGISTICS SUPPORT
01-6-0064.01-0111	PERFORM PORT OF EMBARKATION ACTIVITIES FOR DEPLOYMENT
01-6-0065.01-0111	PERFORM PORT OF DEBARKATION ACTIVITIES FOR DEPLOYMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION

TASK: SUPERVISE DEPLOYMENT/REDEPLOYMENT ACTIVITIES (01-6-0063.01-0111)
 (FM 100-17) (AR 220-10) (FM 100-10)
 (FM 101-5) (FM 1-111) (FM 3-0)
 (FM 55-65)

ITERATION: 1 2 3 4 5
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is located at home station or redeployment assembly area. The commander directs the executive officer (XO) to begin deployment/redeployment activities. The emergency operations center/command post (EOC)/CP is established. The gaining theater command has provided a preparation for overseas movement (POM) message indicating ultimate destination and deployability criteria. The SOP, movement plan/order, and tactical SOP are available. The brigade headquarters communicates with the installation EOC, installation transportation office, appropriate headquarters, supporting organizations, and subordinate units. This task should not be trained in MOPP4.

TASK STANDARDS: Support activity teams were identified and established to prepare personnel for deployment and a rear detachment was established to support nondeploying soldiers and families.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. XO identifies requirements and initiates planning. <ul style="list-style-type: none"> a. S3 identified deployment/redeployment mission requirements by reviewing warning order (WARNORD) and appropriate contingency plan. b. XO provided initial planning guidance to the staff and subordinate units. c. XO directed S1 to coordinate soldier readiness program processing. d. XO directed S4 to coordinate for special handling instructions for Class III, Class V, and hazardous material. e. Command sergeant major (CSM) directed personnel and equipment cross-leveling. f. CSM submitted recommendations to appropriate headquarters commander that selected personnel attending formal schools be allowed to complete course work, if appropriate (deployment only). g. XO directed recall of personnel on temporary duty (TDY), attending schools, or in authorized leave status, if appropriate (deployment only). h. Commander directed S3 to issue deployment/redeployment WARNORD and movement plan/order. i. XO directed implementation of physical security and OPSEC plans. j. XO briefed staff and subordinate units on deployment/redeployment mission in accordance with AR 220-10 and FM 55-65. k. S1 conducted overseas orientations in accordance with AR 220-10. l. S1 implemented commander's directives in staff planning and policy making. m. XO assigned staff responsibilities for updating movement plan/order. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>n. XO directed staff sections to provide personnel for deployment/redeployment teams (such as advance party, maintenance service teams, rear detachment).</p> <p>o. XO directed staff sections to provide input for movement plan/order update.</p> <p>p. XO formulated staff operating policies.</p> <p>q. XO monitored all staff actions for conformity to commander's guidance.</p> <p>r. XO coordinated deployment/redeployment mission with subordinate unit commanders.</p> <p>s. XO supervised operations of the EOC/CP.</p> <p>* 2. XO directs the coordinating staff in conducting mission analysis.</p> <p>a. S3 identified all specified and implied tasks that must be accomplished in order to deploy/redeploy by reviewing the movement directive, SOP, movement plan/order, and commander's guidance.</p> <p>b. S3 and other staff sections exchanged pertinent information that is relevant to the deployment/redeployment.</p> <p>c. XO provided the commander and EOC/CP with information update(s) on areas that are critical to the deployment/redeployment mission.</p> <p>d. S3 directed preparation of input to the S3 section for the update of plans, orders, and commander's overseas orientation, as required.</p> <p>e. S3 tasked headquarters and headquarters company (HHC) to provide personnel for deployment/redeployment teams, as required.</p> <p>f. S1 forwarded deployment/redeployment status report to appropriate headquarters, as required.</p> <p>* 3. XO ensures coordinating staff supervises activities of subordinate units.</p> <p>a. XO monitored performance of subordinate elements to ensure required level of proficiency as prescribed in SOP, plans, policies, and directives.</p> <p>b. XO monitored external support to determine overall effectiveness according to SOP.</p> <p>c. XO assigned specific tasks to subordinate units, as required.</p> <p>d. XO monitored implementation of decisions, directives, and instructions to determine subordinate units' compliance.</p> <p>e. S3 issued fragmentary order to implement changes to the movement plan/order and annexes, as required.</p> <p>* 4. XO establishes brigade rear detachment.</p> <p>a. Appointed rear detachment commander.</p> <p>b. Approved rear detachment staffing.</p> <p>c. Approved rear detachment plan.</p> <p>d. Monitored rear detachment activities for compliance with rear detachment plan.</p> <p>* 5. XO identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-218-7002	Manage Individual Aircrew Training Folder (IATF)	
011-420-0028	Plan Aviation Deployment	MOS W 153D 3 MOS W 152H 3 MOS W 154C 3
011-510-0012	Employ Air Movement Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0006.01-0111	ESTABLISH SECURITY MEASURES
01-6-0060.01-0111	COORDINATE DEPLOYMENT LOGISTICS SUPPORT
01-6-0062.01-0111	COORDINATE PRE-DEPLOYMENT ACTIVITIES
01-6-0082.01-0111	CONDUCT MILITARY DECISIONMAKING PROCESS (MDMP)
01-6-0083.01-0111	DIRECT THE BRIGADE STAFF

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> m. Transferred custody of vehicles, equipment, and cargo to SPOE officials. n. Briefed the brigade commander on status of SPOE activities. * 2. S4 directs unit aerial port of embarkation (APOE) activities. <ul style="list-style-type: none"> a. Coordinated with UMC, departure airfield control group (DACG), and/or supporting installation officials to verify APOE movement schedules, procedures, and requirements. b. Briefed units on duties and responsibilities based on UMC, DACG, and/or supporting installation officials' instructions. c. Directed units to conduct final preparation of vehicles and equipment in accordance with deployment SOP and FM 55-12. d. Participated with DACG officials in the acceptance-inspection of aircraft, vehicles, and equipment. e. Transferred custody of equipment and cargo to DACG officials according to deployment SOP. f. Briefed the commander on status of APOE activities. * 3. UMO supervises APOE activities. <ul style="list-style-type: none"> a. Coordinated with DACG and/or supporting installation officials for transportation, maintenance, logistics and other support, as required. b. Coordinated with DACG officials to verify APOE movement schedules, procedures, and requirements. c. Coordinated with DACG to verify loading sequence of aircraft, vehicles and equipment. d. Verified that deficiencies noted during DACG acceptance inspection have been corrected. e. Verified the presence of all manifested personnel by conducting roll call. f. Provided verified personnel and cargo manifest to DACG. * 4. S4 coordinates brigade leaders to supervise final preparation of vehicles, equipment, cargo, and personal gear for deployment. <ul style="list-style-type: none"> a. Inspected vehicles, equipment, cargo, and personal gear for completeness, damage, and compliance with loading plans in accordance with the marshalling area plan. b. Inspected vehicles, equipment, cargo, and personal gear for proper marking and documentation in accordance with marshalling area plan. c. Inspected vehicles and cargo to ensure deficiencies noted during acceptance inspection have been corrected. d. Coordinated with the UMO/NCO for maintenance assistance, as required. e. Enforced safety procedures. f. Coordinated for the transportation and security of ammunition. g. Coordinated for the disposition and security of privately owned weapons. * 5. UMO/NCO directs subordinate units to perform APOE marshalling area activities. <ul style="list-style-type: none"> a. Performed PMCS in accordance with deployment SOP and appropriate TMs. b. Notified supervisor of maintenance problems beyond operator's capability to repair. c. Conducted final preparation of vehicles and equipment in accordance with FM 55-12 and UMO's/NCO's instructions. d. Adjusted vehicle fuel levels in accordance with TM 38-250 and UMO's/NCO's instructions. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>ENVIRONMENTAL NOTE: Dispose of excess fuel in accordance with local regulations. Defuel only in authorized areas.</p> <ul style="list-style-type: none"> e. Turned in excess fuel in accordance with UMO's/NCO's instructions. f. Corrected deficiencies on vehicles, cargo, and personal gear in accordance with brigade's instructions. g. Corrected deficiencies on placement of placards, labels, and certification documents on hazardous material in accordance with deployment SOP, movement plan, TM 38-250, and UMO's/NCO's instructions. h. Moved to APOE alert holding area, as directed. i. Employed safety procedures. <p>* 6. S4 performs APOE alert holding area activities.</p> <ul style="list-style-type: none"> a. Corrected deficiencies in shipping documents, markings, custom labels, and decontamination tags on vehicles and equipment in accordance with deployment SOP and UMO's/NCO's instructions. b. Drove vehicles to call forward area, as directed. <p>* 7. S4 supervises APOE passenger activities.</p> <ul style="list-style-type: none"> a. Ensured passengers received DACG safety and anti-terrorism briefing. b. Completed security screen according to DACG officials' instructions. c. Supervised aircraft boarding. <p>* 8. S4 identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0028	Plan Aviation Deployment	MOS W 153D 3
011-510-0004	Employ Combat Service Support	MOS W 152H 3
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0063.01-0111	SUPERVISE DEPLOYMENT/REDEPLOYMENT ACTIVITIES
01-6-0065.01-0111	PERFORM PORT OF DEBARKATION ACTIVITIES FOR DEPLOYMENT

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>e. Coordinated with S4 representatives for fuel and supplies for road movements. f. Briefed commander on APOD activities.</p> <p>* 3. Unit movement officer/NCO directs subordinate leaders to supervise APOD activities. a. Inspected personnel and weapons for accountability as they exit aircraft. b. Briefed personnel on location of holding area and marshalling area, movement requirements, and special APOD requirements. c. Established security in accordance with commander's instructions. d. Designated personnel to assist in offloading aircraft, as required. e. Inspected personnel and personal gear at the holding area and marshalling area to ensure all personnel have arrived with required personal gear and baggage. f. Briefed commander on APOD activities. g. Enforced safety procedures.</p> <p>* 4. Unit movement officer/NCO directs main body to perform APOD activities. a. Disembarked aircraft in accordance with loadmaster's instructions. b. Assembled in APOD holding area, as directed. c. Assisted with offloading activities according to AACG officials' and loadmaster's instructions. d. Performed security functions, as directed. e. Moved to APOD marshalling area in accordance with commander's instructions. f. Inspected aircraft, vehicles and equipment to ensure all equipment was off-loaded and serviceable. g. Notified unit leaders of aircraft, vehicle, and/or equipment deficiencies that could not be corrected on the spot. h. Configured vehicles and cargo for movement. i. Fueled vehicles for convoy to theater staging area, if appropriate. j. Loaded baggage on transportation for movement to SPOD holding area or theater staging area, as directed. k. Supervised boarding of transportation for movement to theater staging area.</p> <p>* 5. S4 identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number
011-420-0028

Task Title
Plan Aviation Deployment

References
MOS W 152H 3
MOS W 154C 3

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0310	Perform Duties of Aviation Liaison Officer	MOS W 153D 3 MOS W 154C 3 MOS W 153D 3 MOS W 152H 3
011-510-0004	Employ Combat Service Support	
011-510-0012	Employ Air Movement Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0001.01-0111	CONDUCT INTELLIGENCE FUNCTIONS FOR DEPLOYMENT
01-6-0064.01-0111	PERFORM PORT OF EMBARKATION ACTIVITIES FOR DEPLOYMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT DELIBERATE ATTACK (01-6-0211.01-0111)
 (FM 1-111) (FM 1-100) (FM 1-112)
 (FM 1-114)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The brigade has received the division OPORD/FRAGO and the commander's guidance to commit most of the brigade's resources to conduct a deliberate attack. The commander has initiated the MDMP. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: All OPFOR elements were destroyed or forced to withdraw. Tactical information concerning the movement of OPFOR elements was reported in a timely manner. Friendly units were not compromised as a result of improper target handover/relief on station operations. Friendly losses were minimal as a result of proper engagement techniques.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Commander conducts MDMP. 2. Unit moves to tactical positions. <ul style="list-style-type: none"> a. Conducted an aerial passage of lines or crossed the line of departure or line of contact, if required. b. Used appropriate flight and movement techniques. c. Conducted reconnaissance to secure selected attack positions (battle positions (BPs), and attack by fire (ABF) or support by fire (SBF) positions). d. Occupied attack positions and subsequent firing positions. 3. Unit identifies and prepares to attack targets. <ul style="list-style-type: none"> a. Identified high-priority targets. b. Determined method of engagement and control. c. Selected the appropriate weapon systems. d. Submitted a spot report. * 4. S3 synchronizes the attack. <ul style="list-style-type: none"> a. Employed indirect fires. b. Initiated the attack. c. Provided suppressive fires for ground maneuver forces. 5. Unit conducts the attack. <ul style="list-style-type: none"> a. Engaged highest priority targets first. b. Used appropriate engagement techniques. <ul style="list-style-type: none"> (1) Maximized use of terrain for cover/concealment. (2) Masked and unmasked to engage targets with minimal exposure. (3) Repositioned for subsequent engagements. c. Maintained contact with OPFOR elements. * 6. Unit commander controls the attack. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
a. Directed maneuver of attack elements. b. Submitted the following reports: (1) Situation reports. (2) Battle damage assessment. (3) Fuel, ammunition, rockets, and missile report. c. Conducted a battle handover/relief on station, as directed. * 7. The XO/Deputy commander supervises risk management integration across the entire staff (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3 MOS W 154C 3
011-420-0016	Employ Air Cavalry Units	MOS W 153D 3 MOS W 152H 3 MOS W 154C 3
011-510-0004	Employ Combat Service Support	
011-510-0006	Employ Fire Support	
011-510-0303	Conduct Operations Missions Briefing / Debriefing	
011-510-0304	Conduct Battalion / Brigade Rehearsal	
011-510-0703	Defeat Heavy / Light Opposing Forces Defensive Tactics	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-6101.01-0111	CONDUCT RECONNAISSANCE OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT AN EXPLOITATION (01-6-0413)
 (FM 1-111) (FM 101-5) (FM 101-5-1)
 (FM 3-0) (FM 3-91.3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. Division/corps has conducted a successful attack and the enemy is withdrawing in an uncoordinated manner. Advancing friendly forces are encountering decreasing resistance, abandoned enemy equipment, and groups of surrendering enemy. Ground forces are overrunning enemy artillery positions, and command and logistical nodes. The brigade has received an OPORD to commit most of the brigade to conduct an exploitation. A WARNORD has been issued. The S3 is located at the main CP and the S3 section is operational. The executive officer (XO)/deputy commander is coordinating the staff. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The brigade rapidly transitioned to the exploitation. Attacking elements maintained the offensive momentum by conducting deep attacks into the enemy's rear and flanks, destroying their capability to withdraw from the battlefield or execute reinforcing maneuver. Hasty attacks and air assaults were conducted to destroy command and control facilities, interdict lines of communication, and destroy logistic capabilities.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Staff prepares to conduct the exploitation as a part of a larger force. <ol style="list-style-type: none"> a. Considered hasty attack planning to destroy enemy forces. b. Considered air assault operation planning to secure key objectives. c. Conducted reconnaissance operations to continue developing the intelligence estimate. d. Planned to destroy enemy forces within the area of operations when assigned a force-oriented objective. e. Planned to bypass enemy forces to dominate or secure the objective when assigned a terrain-oriented objective. * 2. S2, in coordination with the staff, continues the IPB process. <ol style="list-style-type: none"> a. Identified the conditions leading to the exploitation. b. Assessed the enemy situation throughout the depth of the battlefield. c. Contacted higher headquarters for— <ol style="list-style-type: none"> (1) Future area of interest. (2) Templated information. (3) Confirmed enemy locations in depth especially reserve forces. d. Made a timely assessment of all available intelligence reports. e. Disseminated updated situational templates. <ol style="list-style-type: none"> (1) Provided enemy situation with the impact on enemy COAs and CCIR collection status. (2) Provided R&S plan status tracking, adjustments to the plan, and subsequent fragmentary orders (FRAGOs). 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(3) Placed emphasis on the enemy's repositioning of weapons systems and positioning of antitank reserves, air defense systems, and the counterattacking force.</p> <p>(4) Integrated available signal intelligence, unmanned aerial vehicle, and other assets from higher.</p> <p>3. Reconnaissance assets are used to maintain contact with the enemy and, if required, for security operations.</p> <p>* 4. Commander and staff begin the MDMP and address key considerations in planning and executing the exploitation.</p> <ol style="list-style-type: none"> a. Addressed time management. b. Addressed maintaining contact with the enemy. c. Established control measures and liaison with higher and supported units to prevent fratricide. d. Centralized planning and decentralized execution. e. Planned for the exploitation to transition into a pursuit. <p>* 5. Commander and staff execute functions for the exploitation.</p> <ol style="list-style-type: none"> a. Commander addressed staff and issued guidance. b. XO coordinated and supervised staff. <ol style="list-style-type: none"> (1) Directed the planning process. (2) Planned and supervised combat service support (CSS) actions. (3) Coordinated the movement of forward arming and refueling points (FARPs) throughout the execution of the exploitation. c. S3 planned operations. <ol style="list-style-type: none"> (1) Designated objectives. (2) Developed and distributed graphic control measures before the exploitation. (3) Planned fire support with the fire support element (FSE) and the Air Force liaison officer to include integration of fires and close air support. (4) Adjusted the R&S plan. (5) Planned for the movement of the TOC and TAC CP throughout the exploitation . (6) Planned force protection measures. (7) Addressed use of the air Volcano to shape engagement areas. (8) Coordinated with the fire support officer (FSO) for suppression of enemy air defenses (SEAD) throughout the mission. d. S4 planned logistics. <ol style="list-style-type: none"> (1) Forecasted requirements for ammunition and fuel. (2) Coordinated transportation requirements. <p>* 6. FSO and air liaison officer (ALO) plan fires.</p> <ol style="list-style-type: none"> a. Planned for rapid indirect fires. b. Nominated high payoff targets to higher headquarters. c. Planned the suppression of enemy air defense. d. Planned for the employment of close air support (CAS) or airborne intercept (AI). <p>* 7. Chemical officer prepares for exploitation.</p> <ol style="list-style-type: none"> a. Assessed the chemical threat status and recommended a MOPP condition. b. Identified further decontamination sites. c. Coordinated with higher for the location of suspected or actual contaminated sites. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 8. S3 issues FRAGO to subordinate units.		
* 9. S3 rehearses operation with all subordinate units and back briefs are used throughout the planning process to ensure the mission and intent are thoroughly understood.		
*10. Commander terminates exploitation when the enemy has established defensive positions or the exploitation transitions into a pursuit.		
*11. Commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-143-7005	Integrate Airspace Control Measures	STP 1-93C24-SM-TG
011-420-0004	Plan for Aviation and Ground Combat Service Support	MOS W 153A 5
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 152H 3 MOS W 153D 3
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0033	Identify the Current Army Doctrinal Concepts	MOS W 153D 3
011-420-0301	Apply the Military Tactical Decisionmaking Process	MOS W 153D 3 MOS W 152H 3
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0015	Employ Attack Helicopter Operations	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0021	Employ Fundamentals of Army Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0005.01-0111	MAINTAIN THE BRIGADE INTELLIGENCE DATABASE
01-6-0007.01-0111	PROCESS ENEMY PRISONERS OF WAR (EPW)
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0009.01-0111	PROCESS INFORMATION INTO INTELLIGENCE
01-6-0014.01-0111	COORDINATE TACTICAL AIR SUPPORT WITH AVIATION FORCES
01-6-0016.01-0111	INTEGRATE AIRCRAFT SURVIVABILITY MEASURES
01-6-0026.01-0111	PERFORM LIAISON OPERATIONS
01-6-0028.01-0111	EXECUTE ARMY AIRSPACE COMMAND AND CONTROL (A ² C ²) IN THE DIVISION AREA
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0055.01-0111	PROVIDE OTHER LOGISTIC SERVICES
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>b. FSCM were planned in the proximity to the place where the direct pressure force and the encircling force are expected to meet.</p> <p>* 5. S3, in order to synchronize the operation, coordinates with combat support (CS) liaison officers (LNOs) and with the brigade's special staff.</p> <p>a. Implemented control measures throughout the plan to prevent the possibility of fratricide.</p> <p>b. Identified likely locations for the use of Volcano with the S2 and the engineer LNO/S3.</p> <p>c. Discussed suppression of enemy air defenses (SEAD) and force protection measures with the air defense artillery LNO.</p> <p>* 6. Chemical officer (CHEMO) conducts vulnerability analysis and plans locations for decontamination sites.</p> <p>* 7. XO supervises the development of the CSS plan.</p> <p>a. Supported the increase in operating tempo (OPTEMPO).</p> <p>b. Estimated support requirements for when the pursuit is finished.</p> <p>* 8. XO conducts rehearsal and backbriefs of the pursuit because of the limited time to prepare for the operation.</p> <p>9. Brigade conducts pursuit at the time designated in the OPORD.</p> <p>a. Brigade forces maintained contact with the enemy, preventing them from establishing hasty defenses or maneuvering out of the area of operations (AO).</p> <p>b. Hasty attacks were directed against stationary and moving enemy forces.</p> <p>c. Reconnaissance assets screened the flank or identified future engagement areas based on enemy movement.</p> <p>d. Brigade conducted pursuit until the enemy was completely destroyed, the brigade reached a limit of advance or objective, or the brigade was relieved of the mission.</p> <p>10. Brigade conducts command and staff functions throughout the operation.</p> <p>a. Maintained command and control to prevent overextension of the brigade.</p> <p>b. Tracked friendly ground forces advance through the AO to ensure the pursuit was synchronized and to prevent fratricide.</p> <p>c. Reported to higher when the brigade linked up with the direct pressure force, or reached its objective.</p> <p>*11. The XO/deputy commander supervises risk management integration across the entire staff (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0004	Employ Combat Service Support	
011-510-0006	Employ Fire Support	
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0013	Employ Air Assault Operations	
011-510-0015	Employ Attack Helicopter Operations	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0020.01-0111	EMPLOY OPERATIONS SECURITY (OPSEC) MEASURES
01-6-0035.01-0111	ADVISE THE COMMANDER AND STAFF ON HEALTH SERVICES AVAILABLE AND MEDICAL UNIT CAPABILITIES AND READINESS
01-6-0042.01-0111	RELOCATE MAIN COMMAND POST (CP)
01-6-0045.01-0111	ADVISE THE COMMANDER AND STAFF ON WEATHER FORECASTS, OBSERVATIONS, AND CLIMATOLOGY
01-6-0055.01-0111	PROVIDE OTHER LOGISTIC SERVICES
01-6-0057.01-0111	COORDINATE THE SAFETY PROGRAM
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-0082.01-0111	CONDUCT MILITARY DECISIONMAKING PROCESS (MDMP)
01-6-0083.01-0111	DIRECT THE BRIGADE STAFF

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT OPERATIONS AS PART OF A MOBILE DEFENSE (01-6-0415)
 (FM 1-111) (FM 101-5) (FM 101-5-1)
 (FM 3-0) (FM 3-91.3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The brigade has received the OPORD from higher headquarters and will participate in a division mobile defense. The brigade has been designated as the strike force. The attacking enemy has numerical superiority. The commander has issued a WARNORD and is conducting the MDMP. The S3 is located at the main CP. The S3 section is operational; the executive officer (XO)/deputy commander is coordinating the staff. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The brigade strike force counterattacked at the designated time. The enemy force was destroyed or forced to withdraw out of sector. Fratricide did not occur.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Brigade commander and staff plan the mobile defense. Note: The brigade is also capable of performing the mission of the fixing force. In this case, the brigade uses all of its resources to fix the enemy to allow another force to destroy the enemy.</p> <ul style="list-style-type: none"> a. Counterattack plan was force-oriented. b. Strike force was task organized with more combat power than the force it is tasked to destroy. c. Plan integrated the use of artillery and CAS. d. Battle positions were planned in-depth to allow for the complete destruction of the enemy in the engagement area. <p>* 2. S2 and S3 prepare R&S plan.</p> <ul style="list-style-type: none"> a. Identified locations, composition, equipment, strengths, and weaknesses of the enemy. b. Located enemy air defense positions. c. Identified likely withdrawal routes. d. Located C² nodes. <p>* 3. S3 and the engineer liaison officer (LNO) identify likely areas for the use of Volcano minefields to assist in shaping the engagement area or cutting off escape routes.</p> <p>* 4. Fire support officer (FSO) and air liaison officer (ALO) develop a flexible fire support plan that provides for immediate fires.</p> <p>* 5. S3 plans SEAD fires to support the attack.</p> <p>* 6. S3 employs reconnaissance assets.</p> <ul style="list-style-type: none"> a. Recon elements located the enemy, refined engagement areas, and called for indirect fires. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Recon elements were used in the counterreconnaissance fight to deny the enemy reconnaissance forces information on friendly forces. * 7. S3 develops strict fire control measures to prevent fratricide of the fixing force. 8. Brigade strike force elements conduct the counterattack. a. Strike force conducted limited objective counterattacks focused on isolated enemy forces. b. Strike force conducted decisive counterattacks to destroy the enemy and halted their momentum. (1) Strike force avoided the enemy's lead combat elements. (2) Strike force attacked the enemy's rear area. 9. Brigade destroys the enemy and reports strike force mission accomplished. *10. Commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0004	Plan for Aviation and Ground Combat Service Support	MOS W 153A 5
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 153D 3 MOS W 152H 3
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0008	Conduct Unit Defensive Operations	MOS W 152D 3
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 153D 3 MOS W 152H 3
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0015	Employ Attack Helicopter Operations	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0302	Prepare a Battalion OPORD	
011-510-0702	Defeat Heavy / Light Opposing Forces Offensive Tactics	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-4-7708.01-0111	PROVIDE FOOD SERVICE SUPPORT
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT OPERATIONS AS PART OF AN AREA DEFENSE (01-6-0416)
 (FM 1-111) (FM 101-5) (FM 101-5-1)
 (FM 17-95) (FM 3-0) (FM 3-91.3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The division is conducting an area defense. The OPORD has been received and the brigade will be in division reserve. The attacking enemy has a significant numerical advantage. The division has time to prepare its defenses and synchronize its plan. The brigade commander has issued a WARNORD and is conducting the MDMP. The S3 is located at the main CP. The S3 section is operational, and the executive officer (XO)/deputy commander is coordinating the staff. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The brigade accomplished its mission. The enemy was destroyed or forced to withdraw out of sector. No enemy forces penetrated the brigade rear boundary. Fratricide does not occur.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. XO directs the staff to develop a flexible plan for the reserve mission. <ul style="list-style-type: none"> a. Staff identified the triggers for the employment of the reserve forces. b. Plan supported each ground brigade commander's defensive scheme. c. Plan provided for mutual supporting battle positions in depth. d. Plan massed organic fires with ground maneuver forces, artillery, and CAS when available. e. Plan tied into existing obstacle plan and developed likely locations for the use of air Volcano. f. Planned for the defense to transition from counterattack to exploitation and pursuit. * 2. S3 prepares OPORD. <ul style="list-style-type: none"> a. Placed liaison officers at the division and with each maneuver brigade participating in the area defense. b. Ensured strict fire control measures were developed to prevent fratricide. c. Tracked the battle to increase the readiness level as the battle progressed. * 3. S2 continues the IPB process. * 4. FSO and ALO develop a fire support plan that provides immediate fires in support of the area defense. <ul style="list-style-type: none"> a. Fires were planned to disrupt or delay the enemy. b. Fires supported existing obstacle plan. c. FSO considered critical friendly zones, SEAD, and no fire areas. * 5. CHEMO conducts vulnerability analysis. 6. Brigade reserve elements rehearse with the ground maneuver elements. <ul style="list-style-type: none"> a. Rehearsed the triggering events to employ the reserve. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Rehearsed battle handover procedures with ground forces. c. Rehearsed main battle area engagement procedures. d. Rehearsed execution of follow-on contingencies. * 7. S2 updates subordinate units on the enemy and friendly situation before employment of the reserve. 8. Brigade staff assists the commander during the area defense battle. a. S2 continued to update the intelligence estimate, determined the enemy COA, and provided predictive analysis. b. S3 tracked battle information that impacted on decision points. c. Brigade maintained the initiative by recognizing the enemy actions and executing the appropriate response. 9. Brigade prepares for exploitation when enemy forces are destroyed or withdraw. *10. Commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-1047	Process Information During Tactical Operations	STP 1-93P1-SM
011-420-0004	Plan for Aviation and Ground Combat Service Support	MOS W 153A 5
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0008	Conduct Unit Defensive Operations	MOS W 152D 3
011-510-0006	Employ Fire Support	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0015	Employ Attack Helicopter Operations	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0702	Defeat Heavy / Light Opposing Forces Offensive Tactics	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	PLAN, COORDINATE, AND CONTROL TACTICAL OPERATIONS
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-0082.01-0111	CONDUCT MILITARY DECISIONMAKING PROCESS (MDMP)
01-6-0083.01-0111	DIRECT THE BRIGADE STAFF

OPFOR TASKS AND STANDARDS: NONE

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0006	Employ Fire Support	
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0012	Employ Air Movement Operations	
011-510-0013	Employ Air Assault Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0015	Employ Attack Helicopter Operations	
011-510-0017	Plan Cavalry Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0025	Defeat Enemy Threat Using Aircraft Survivability Equipment (ASE)	
011-510-0301	Participate in the Military Decisionmaking Process	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0031.01-0111	COORDINATE THE RECONNAISSANCE AND SURVEILLANCE (R&S) PLAN
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-0051.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S4)
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-0087.01-0111	EXECUTE CONTINGENCY PLANS
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING
01-6-6101.01-0111	CONDUCT RECONNAISSANCE OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7105.01-0111	PERFORM PASSAGE OF LINES

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(6) Continued the screening and administrative processes. (7) Coordinated host-nation support of the assembly area. c. Controlled DC movement. (1) Coordinated MP support for traffic control and convoy security during the movement of DCs. (2) Coordinated logistical support for the movement. (3) Coordinated host-nation support. (4) Accounted for all DCs upon arrival at the new assembly area. 3. Brigade maintains command and control. a. Conducted periodic inspections of all facilities/assembly areas. b. Monitored assembly area operations. c. Directed the activities of subordinate units. d. Develop contingency plans. e. Provided regular status briefings to higher headquarters. * 4. S3 identifies and controls hazards IAW risk management procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0020	Plan Employment of Army Aviation in Military Operations on Urban Terrain	MOS W 152H 3 MOS W 153D 3
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3 MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3 MOS W 152H 3
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0700	Defeat Terrorism	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	INTEGRATE THE STAFF IN INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0047.01-0111	ESTABLISH AND COORDINATE SECURITY OF TEMPORARY ENEMY PRISONERS OF WAR (EPW) COLLECTION POINT

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0051.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S4)
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT CIVIL-MILITARY OPERATIONS (01-6-1342.01-0111)

(FM 41-10)
 (FM 101-5)
 (FM 71-100)

(FM 100-19)
 (FM 1-111)
 (FM 90-29)

(FM 100-20)
 (FM 3-0)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is conducting stability and support operations in a simulated (live, virtual, or constructive) combat environment. The unit has received an OPORD/FRAGO and the commander's guidance. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. Operations will be conducted in an area with civilian population considerations. An S5 has been designated and a civil operations team has been attached. Rules of engagement have been published and the commander has issued his guidance. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The commander's obligation to civil and military authority was defined. Close and continuing relations were established and maintained with all pertinent U.S. Government and nongovernment agencies in the area of operations (AO).

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S3/S5 assists commander and rest of staff on matters relating to civil-military operations (CMO).</p> <ul style="list-style-type: none"> a. Provided analysis on the impact of psychological operations. b. Represented the commander at joint commissions, local government and nongovernment meetings, and civilian gatherings. c. Provided guidance on command policy to subordinate units. d. Recommended civil affairs activities to assist in accomplishing the mission. e. Advised on cultural considerations within the operational area, to include religious, social, political, and economical elements. f. Advised on the location of critical environmental resources, assets, and facilities (such as nuclear power plants, sewage treatment facilities, and oil refineries). As appropriate, indicated which resources might be afforded special protection because of— <ul style="list-style-type: none"> (1) Value to the mission. (2) Effect on public health. (3) Danger of significant regional or global contamination. (4) Potential postconflict cleanup costs. (5) Economic viability of the area. <p>2. S3/S5/civil affairs team conducts mission analysis.</p> <ul style="list-style-type: none"> a. Identified mission essential tasks required for mission accomplishment. b. Prepared estimates of courses of action (COAs) for the civil affairs mission essential tasks identified. c. Prepared a CMO mission statement. d. Briefed the commander on the CMO plan. <p>3. S3/S5/civil affairs team prepares the area assessment.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Determined mission requirements. <ul style="list-style-type: none"> (1) Coordinated with other battalion/squadron staff sections. (2) Coordinated personnel requirements for the area assessment. (3) Planned and coordinated intelligence requirements for the area assessment. (4) Coordinated for linguist support, as required. b. Established liaison with local officials and nongovernmental organizations (NGOs). c. Determined area resources available for the mission. <ul style="list-style-type: none"> (1) Identified civilian requirements. (2) Identified total resources available. d. Briefed the commander and staff on the results of the area assessment and the most supportable COA. e. Completed the host-nation resource estimate. <p>* 4. S3/S5/civil affairs officer prepares the civil affairs annex to the OPORD/FRAGO.</p> <ul style="list-style-type: none"> a. Provided guidance to the tactical support team. b. Supervised preparation of the civil affairs plan in accordance with the selected COA(s) and the commander's guidance. c. Coordinated with the higher headquarters civil affairs cell/headquarters for further civil affairs assets, as needed. d. Developed primary and alternate concept plans (CONPLANS) and emergency plans. e. Included anticipated changes to the CMO mission in appropriate CONPLAN(s). f. Briefed the civil affairs plan to the commander and staff. g. Coordinated for administrative and logistical support of the tactical support team and civil affairs elements. h. Ensured establishment of operational communication between attached civil affairs element and the unit. <p>* 5. S3/S5 executes CMO portions of the OPORD.</p> <ul style="list-style-type: none"> a. Issued a warning order to the tactical support team. b. Briefed the tactical support team leaders and other key personnel on the OPORD. c. Issued maps, overlays, and other materials. d. Ensured the establishment of operational communications and a journal. e. Provided additional guidance, as required. <p>6. S3/S5/civil affairs team maintains an information field (CMO database).</p> <ul style="list-style-type: none"> a. Maintained area assessment and study and resource file database input from the tactical support team. b. Maintained copies and working knowledge of existing treaties, status of forces agreements (SOFAs), international law, and agreements applicable to the AO. c. Requested information necessary to satisfy the commander's critical information requirements (CCIR) from applicable sources, to include foreign nation information through the tactical support team. d. Modified previously developed estimates and plans in accordance with the latest information available. e. Notified the tactical support team leader of modified estimates and plans. f. Updated the CCIR resulting from modified estimates and plans. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 7. S3/S5/civil affairs team maintains operational presence in main CP with updated situation map (foreign national resources, displaced civilian (DC) information, protected targets, unit and incident locations). * 8. S3/S5 establishes a civil-military operations center (CMOC) or a humanitarian assistance coordinating center (HACC). <ul style="list-style-type: none"> a. Coordinated with civil affairs elements to establish a CMOC or an HACC. b. Coordinated administration, logistical, and security support through appropriate military channels. c. Reported any information of operational importance gathered by the tactical support team leader. d. Ensured that operations security (OPSEC) was maintained in a CMOC or an HACC. * 9. S3/S5/civil affairs team establishes relations with other U.S. Government agencies with a responsibility toward the civilian community in the AO. <ul style="list-style-type: none"> a. Secured list of agencies operating in the AO. b. Established points of contact within other agencies. c. Determined mission and area of responsibility of agencies. d. Maintained contact with other pertinent agencies. *10. S3/S5 provides liaison to subordinate units, as required. *11. S3/S5/Staff Judge Advocate (SJA) advises the commander of legal obligations and moral considerations. <ul style="list-style-type: none"> a. Analyzed the impact of the mission on the civilian populace. b. Identified civilian casualty figures, property destruction, and infrastructure dislocation. c. In conjunction with the SJA, reviewed foreign nation/host-nation agreements, international law, applicable treaties, U.S. policies, and the legal and moral limits on military operations. d. Briefed and recommended changes to the commander, if required. *12. S3/S5 validates requests for foreign nation resource or support. <ul style="list-style-type: none"> a. Facilitated foreign nation resource acquisition in coordination with the S4. b. Validated legitimacy by ensuring that the requester had exhausted available resources. c. Requested contracting officer assistance, if needed, and assisted in agreement process and acquisition. *13. S3/S5/civil affairs team assists in disaster relief operations. <ul style="list-style-type: none"> a. Tasked tactical support team to conduct a hasty site survey to identify emergency or disaster relief requirements. b. Assessed the type and amount of welfare supplies needed for emergency relief. c. Planned and coordinated for the use of U.S. military assets, if needed. d. Conducted hand-off to the specialty team, foreign nation/host-nation element or relief organization and continued to monitor. e. Directed a limited operation with tactical support team, if unassisted. f. Monitored the process to completion. *14. S3/S5 assists in civil defense operations. <ul style="list-style-type: none"> a. Tasked tactical support team to assess the existing civil defense structure. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>b. Assessed the possible use of military assets to assist in the shortfalls of the civilian plan.</p> <p>c. Coordinated plans for United States, foreign nation/host-nation, or nongovernmental organization/private volunteer organization (NGO/PVO) support.</p> <p>d. Coordinated for military assets in accomplishing civil defense.</p> <p>*15. S3/S5 assists in noncombatant evacuation operations.</p> <p>a. Coordinated with the commander, staff and the higher headquarters S5/G5 during predeployment, planning, and preparation.</p> <p>b. Conducted liaison with the embassy, NGOs/PVOs, and involved U.S. and local civilians.</p> <p>c. Coordinated with the SJA to inform the commander of any current SOFA affecting the noncombatant evacuation operations.</p> <p>d. Provided area or country orientation briefings to all personnel involved in the operation.</p> <p>e. Assessed the situation with the use of the tactical support team and coordinating staff to—</p> <ol style="list-style-type: none"> (1) Identify requirements for linguists and interpreters. (2) Identify numbers, condition, and locations of evacuees. (3) Assess current intelligence data. <p>f. Assisted in the development of the noncombatant evacuation operations plan.</p> <ol style="list-style-type: none"> (1) Established a screening and identification system with all participating entities. (2) Planned for the security, health, and welfare of evacuees. (3) Coordinated for evacuee movement, transportation, collection points, assembly areas, marshalling areas (immediate evacuation points), and staging bases. (4) Considered the effects of the local climate. (5) Identified conflicts between plans of the other U.S. agencies. <p>*16. S3/S5 assists in civic action operation.</p> <p>a. Determined security requirements.</p> <p>b. Monitored force protection measures.</p> <p>c. Coordinated with the higher headquarters S5/G5, tactical support team, specialty teams, and local officials in development of a plan to reinforce and restore the functional area needing assistance.</p> <p>d. Coordinated the military support of the operation as planned for and/or requested.</p> <p>e. Tasked the tactical support team to coordinate with NGOs/PVOs and civilian agencies for support.</p> <p>17. Coordinated with the higher headquarters S5/G5 for further civil affairs assets, such as functional specialty teams and resource needs.</p> <p>*18. S3 identifies and controls hazards IAW risk management procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3 MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3 MOS W 152H 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0004	Employ Combat Service Support	
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOU)	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0700	Defeat Terrorism	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1014.01-0111	PROCESS NONCOMBATANTS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(m) Obtained locations of areas and facilities restricted by the current ROE.</p> <p>(n) Obtained locations of routes to and from the objective.</p> <p>(o) Obtained locations of likely threat anti-aircraft sites.</p> <p>* 2. S3 conducts special planning and coordination.</p> <ul style="list-style-type: none"> a. Coordinated control measures to ensure tempo, coordination, and synchronization of the air/ground operation (subterranean, ground level, and aboveground level). b. Coordinated communications plan considering terrain/structures restrictions, and supplementary electronic and visual signals to differentiate friend from foe (subterranean, ground level, and above ground). c. Coordinated reconnaissance and surveillance plan. d. Coordinated approach to the objective, if required. e. Coordinated isolation of the objective, if required. f. Coordinated task organization, weapons, and ammunition requirements. <ul style="list-style-type: none"> (1) Considered military necessity. (2) Considered proportionality. (3) Considered collateral damage. (4) Considered noncombatant casualties. (5) Considered fratricide potential. (6) Considered precision engagement weapons. g. Coordinated integration of aerial-delivered and ground-delivered direct/indirect fires. h. Coordinated the air defense plan. <ul style="list-style-type: none"> (1) Included weapons positioning. (2) Included radar masking and degraded communications. (3) Included air defense control measures. i. Coordinated employment of airborne command posts, as required. j. Coordinated security measures for protection of flanks, rear areas, and lines of communications. k. Coordinated requirements for additional forces, support, and special equipment (fast ropes, rope ladders, hoists, etc.). l. Coordinated combat support/combat service support plans for continuous casualty evacuation, resupply, and maintenance support. m. Coordinated commander/staff update concerning status of local civil/military populace and future impacts of the operation. n. Established liaison with local civil, police, air traffic control, and military authorities, if possible, to facilitate positive and mutual understanding of the operation. o. Coordinated with the command judge advocate representative to ensure compliance with the law of war. p. Issued guidance for training the ROE. q. Coordinated army airspace command and control plan, including flight restrictions and positive/procedural control measures of the host-nation and foreign military forces. <p>3. Communications section adjusts the communications plan.</p> <ul style="list-style-type: none"> a. Adjusted communications restrictions in urban terrain. b. Adjusted fire direction center and air defense nets. c. Adjusted supplementary signals. <p>4. Units conduct aviation urban operations.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Conducted reconnaissance, focusing on avenues of approach, surrounding urban terrain, and the terrain and situation within the urban area. b. Selected weapons to produce the desired effect on the target. <ul style="list-style-type: none"> (1) Considered the commander's intent. (2) Considered the ROE. (3) Considered day or night employment. (4) Considered target type. (5) Considered proximity of buildings (the objective's size, patterns, population density, structural density, and building construction). (6) Considered friendly/noncombatant positions. (7) Considered weather and visibility conditions. (8) Considered restrictions to weapons deployment and maximum effective ranges. (9) Considered minimizing collateral damage. c. Considered characteristics unique to urban terrain. <ul style="list-style-type: none"> (1) Considered effects of structural interference and line-of-sight disruption on radios, radar, sensors, and flight instruments. (2) Considered effects of city lights, higher surface temperatures, and thermal crossover on sensors. (3) Considered unpredictability of wind turbulence and venturi effects around buildings. d. Used ingress, egress, and contingency routes to minimize the duration of flight over urban terrain. e. Used alternate routes to avoid predictability. f. Employed assets to block enemy resupply and/or reinforcement of, or withdrawal from, the objective. g. Provided communications retransmission to reduce communications limitations, air/ground and ground/ground, as required. h. Followed established control measures and ROE to limit collateral damage and avoid fratricide. i. Used available sensors and other methods to distinguish between friend, foe, and noncombatants. 		
<p>* 5. S3 identifies and controls hazards IAW risk management procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
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TOTAL TASK STEPS EVALUATED							
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SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3 MOS W 152H 3
011-420-0030	Plan the Employment of Army Aviation as Part of a Combined Arms Team	MOS W 153D 3 MOS W 152H 3

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0031	Conduct Intelligence Operations in an Electronic Warfare Environment	MOS W 152H 3 MOS W 153D 3
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	
011-510-0303	Conduct Operations Missions Briefing / Debriefing	
011-510-0304	Conduct Battalion / Brigade Rehearsal	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0307	Perform IEW Staff Duties / Responsibilities	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0310	Perform Duties of Aviation Liaison Officer	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> (1) Psychological operations support. (2) Identification of alternative elements to perform, civil-military operations missions. (3) Establishment of priorities for allocation of resources. (4) Advice on the availability of units and personnel to function in an advisory or assistance role. (5) Information on the tactical situation, boundaries, and plans for future operations. (6) Tactical requirements for control of civilian traffic. (7) Recommendations of routes to use for evacuation of personnel. (8) Recommendations concerning need for evacuation of refugees. d. Coordinated with the S4 for— <ul style="list-style-type: none"> (1) Availability of logistics support, priorities, and allocations of supplies and equipment for civilian assistance. (2) Mass sanitation efforts, to include appropriate solid and human waste disposal. (3) Release of civil affairs stocks (Class X). (4) Routes that were reserved for logistics reasons, and ensuring that civilian movement was coordinated with the traffic control plan. (5) Recommendations concerning the use of military transportation for movement of DCs. e. Coordinated with host nation officials, such as, the mayor, other elected officials, and police and fire chiefs, to limit/control civilian movement. f. Coordinated with the staff judge advocate for advice on legal aspects of the civilian population. g. Coordinated with the provost marshal's office for assistance in developing the civilian traffic control plans; planning the location of signs, roadblocks, patrols and checkpoints; and enforcing civilian traffic control, as required. h. Coordinated with subordinate commanders for estimates of civilian interference problems in their appropriate sectors. * 3. S3/S5 briefs the commander on the proposed plan to minimize civilian interference with U.S. military operations. * 4. S3/S5 incorporates the plan in the OPORD. * 5. S3/S5 monitors implementation of the plan to ensure that— <ul style="list-style-type: none"> a. Relief supplies reached the DC camps. b. Transportation assets were used to move DCs, particularly the sick, injured, pregnant, and children. c. MP assets were available. d. The S2 screened civilian traffic. e. Psychological operations assets were able to assist in media production and dissemination, if needed. f. The surgeon was kept informed of the health status of civilians and of possible medical assistance, if needed. g. Civil affairs stocks (Class X) were available. * 6. S3/S5 informs the commander of current or projected civilian interference with U.S. military operations and recommends actions to limit the impact on U.S. forces. * 7. S3 identifies and controls hazards IAW risk management procedures (see app C). 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
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SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3 MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3 MOS W 153D 3
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0700	Defeat Terrorism	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 3. Commander and staff prepare an OPORD.</p> <ul style="list-style-type: none"> a. Planning addressed requirements for manpower, engineering assets, communications assets, power generation, protection of property, and logistics support. b. Planning addressed requirements for fire fighting, hazardous materials containment, construction, restoration, and de-mining operations (if order dictates). c. Planning addressed organization and support for a disaster coordination element. d. Planning addressed the establishment of an environmental coordinating center (the use of the tactical operations center (TOC) may be an option). e. Planning addressed liaison personnel and support requirements. f. Planning addressed support for incoming liaison personnel. g. Planning addressed support for visits by media and other agencies. h. Planning addressed impact on force sustainment. i. Planning addressed use of contract services. j. Planning addressed resource shortfalls and assets required from brigade/regiment and higher. k. Planning addressed other considerations: <ul style="list-style-type: none"> (1) Information gathering requirements. (2) Distribution of relief aid/supplies. (3) Transportation of personnel for transfer/evacuation. (4) Emergency medical treatment. (5) Transportation of medical personnel and supplies. (6) Preventive medicine and veterinary support. (7) Investigation of missing persons. (8) Handling of human remains. (9) Recovery of property. (10) Protection of property/relief aid supplies. (11) Priorities for protection of civil/military personnel, facilities, installations, and key terrain. (12) Availability and use of local installations or facilities. <p>* 4. S1 develops the personnel estimate.</p> <ul style="list-style-type: none"> a. Advised the commander and staff on the availability of personnel support. b. Prepared changes to the service support annex. c. Requested legal advice from the detailed Judge Advocate, as required. <p>* 5. S4 develops the logistics estimate.</p> <ul style="list-style-type: none"> a. Coordinated with the S5 and received update on local civil/military situation. b. Advised the commander and staff on the availability of logistical support. c. Prepared changes to the service support annex. <p>* 6. S3 coordinates the operation.</p> <ul style="list-style-type: none"> a. Established and directed the TOC or environmental coordinating center. b. Organized and directed the departure of the disaster coordination element and other liaison personnel. c. Established liaison with the civil/military disaster coordination center and other relief agencies. d. Ensured all task requests were processed through the coordinating center. e. Tasked subordinate elements, as required. f. Monitored and tracked all command group and subordinate element activities. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>g. Conducted briefings, as required. h. Prepared, consolidated, and submitted reports to higher headquarters.</p> <p>* 7. XO/Deputy commander supervises staff adjustments to the combat support (CS) and combat service support (CSS) plans. a. Wargamed the environmental support plan with the CSS staff. (1) Ensured that the force was sustained. (2) Ensured that the CSS plan supported the commander's concept. b. Monitored the operation of the environmental coordination center.</p> <p>8. Brigade task force and other elements conduct the operation.</p> <p>NOTE: List is not all-inclusive and is primarily dictated by mission, enemy, troops, terrain and weather, time available, and civilian considerations (METT-TC).</p> <p>a. Established subordinate coordinating centers. b. Performed information gathering missions. c. Established distribution and assistance sites. d. Distributed relief and aid supplies. e. Provided engineering assets. f. Established communications. g. Provided water production, purification, and distribution. h. Provided fire fighting assets. i. Provided power generation assets. j. Performed debris removal. k. Protected and restored properties and facilities. l. Provided emergency medical treatment. m. Provided preventive medicine and veterinary support.</p> <p>* 9. Commander and staff maintain command and control. a. Positioned the CP to sustain constant monitoring and tracking of subordinate units. b. Maintained detailed journals and prepared written reports. c. Prepared a media plan.</p> <p>*10. S3 identifies and controls hazards IAW risk management procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
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SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0027	Implement Stability and Support Operations	MOS W 152H 3
		MOS W 153D 3
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3
		MOS W 152H 3
011-510-0003	Employ Mobility / Countermobility / Survivability	

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0004	Employ Combat Service Support	
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0700	Defeat Terrorism	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1346.01-0111	PROVIDE HUMANITARIAN SUPPORT
01-6-1349.01-0111	CONTROL A CIVIL DISTURBANCE
01-6-1351.01-0111	DEVELOP A MEDIA PLAN
01-6-1358.01-0111	ENFORCE PEACE AGREEMENTS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Established liaison with local civil, police, and military authorities to facilitate the positive and mutual understanding about the humanitarian assistance effort. d. Prepared the civil affairs annex. e. Developed recommendations for establishment of a humanitarian assistance coordination center (HACC), if required. <p>* 3. S4 coordinates logistical support for humanitarian assistance operations.</p> <ul style="list-style-type: none"> a. Assessed the impact of the humanitarian support on logistical support capabilities. b. Prepared logistical staff estimates. c. Briefed the commander and staff on logistical support capabilities. d. Prepared the combat service support annex to the OPORD. <p>* 4. Commander and staff conduct the MDMP and develop the OPORD.</p> <ul style="list-style-type: none"> a. Analyzed the nature of the conflict or natural disaster and the environment (permissive, semi-permissive, or hostile). b. Conducted liaison with the following: <ul style="list-style-type: none"> (1) Higher headquarters. (2) Civil affairs/CMO elements. (3) Local civil, military, NGOs, PVOs, and international organizations. c. Determined requirements for the following: <ul style="list-style-type: none"> (1) Manpower to support the operation. (2) Engineering and communication assets required to support the operation. (3) Facilities and power generation requirements. (4) Required protection for civilian personnel and property. (5) Legal requirements. (6) Fire fighting, construction, restoration, and de-mining requirements. (7) Hazardous material containment. d. Determined requirements for organization and support for an HACC. e. Determined requirements for media and other agencies support. f. Determined requirements for contract services availability. g. Determined requirements for the following: <ul style="list-style-type: none"> (1) Civil/military personnel. (2) Relief/aid supplies. (3) Facilities/installations. (4) Key terrain. h. Determined ROE guidance. <ul style="list-style-type: none"> i. Determined requirements for information gathering. j. Determined requirements for distribution of relief aid/supplies. k. Determined requirements for transportation of personnel. l. Determined requirements for emergency medical treatment. m. Determined requirements for transportation of medical personnel and supplies. n. Determined requirements for preventive medicine and veterinary support. o. Determined requirements for assistance with the investigation of missing persons. p. Determined requirements for re-settlement and rehabilitation of the population. q. Determined requirements for repatriation of human remains. r. Determined requirements for repatriation of prisoner of war. s. Determined availability and use of local existing facilities. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
5. Brigade provides humanitarian support. <ul style="list-style-type: none"> a. Established the coordinating center under the direction of the S5 (HACC, if directed). <ul style="list-style-type: none"> (1) Coordinated humanitarian support activities. (2) Performed liaison with appropriate organizations. (3) Determined all requirements for humanitarian assistance. (4) Recommended priorities of service and distribution of assets. (5) Established subordinate coordination centers. b. Established distribution and assistance sites. c. Performed information-gathering missions. d. Transported aid supplies and personnel. e. Provided emergency medical treatment. f. Assisted in the investigation of missing persons. g. Resettled and rehabilitated the population. h. Repatriated human remains. i. Repatriated prisoners of war. j. Provided preventive medicine and veterinary support. 		
* 6. S3 identifies and controls hazards IAW risk management procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
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SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3 MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3 MOS W 152H 3
011-510-0004	Employ Combat Service Support	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0700	Defeat Terrorism	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1345.01-0111	PROVIDE ENVIRONMENTAL ASSISTANCE
01-6-1349.01-0111	CONTROL A CIVIL DISTURBANCE
01-6-1351.01-0111	DEVELOP A MEDIA PLAN
01-6-1358.01-0111	ENFORCE PEACE AGREEMENTS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> g. Established checkpoints. h. Provided for conventional rear area security. i. Established civil affairs and CMO activities. j. Established ROE guidance. k. Established priorities for protection of civil/military personnel, facilities, installations, and key terrain within the AO. l. Provided for matching of security and potential peacekeeping missions, such as the establishment of a zone of separation or the conduct of humanitarian assistance, with battalion/squadron assets. m. Planned for the complete integration of aviation and ground assets. <p>* 4. XO/Deputy commander directs the development of the area security plan</p> <p>* 5. XO/Deputy commander and staff implement the CSS plan.</p> <ul style="list-style-type: none"> a. Coordinated the movement and positioning of CSS assets. b. Ensured adequate CSS support to the security effort. <p>6. Brigade conducts security operations.</p> <ul style="list-style-type: none"> a. Assigned subunit AOs. b. Performed detailed reconnaissance of proposed base camps or installations. c. Occupied base camps. d. Established zones of separation, if necessary. e. Provided humanitarian support, as needed. f. Conducted air and ground tactical operations, as directed. g. Established and rehearsed a quick reaction, as required. h. Conducted civil affairs/CMO activities. i. Implemented plans to protect civil/military personnel, facilities, installations, and key terrain. <p>* 7. S3 identifies and controls hazards IAW risk management procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93P24-SM-TG
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0008	Conduct Unit Defensive Operations	MOS W 152D 3
011-420-0016	Employ Air Cavalry Units	MOS W 152H 3 MOS W 153D 3

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0020	Plan Employment of Army Aviation in Military Operations on Urban Terrain	MOS W 153D 3
011-420-0027	Implement Stability and Support Operations	MOS W 152H 3 MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3 MOS W 153D 3
011-510-0003	Employ Mobility / Countermobility / Survivability	MOS W 152H 3
011-510-0004	Employ Combat Service Support	
011-510-0005	Employ Air Defense	
011-510-0006	Employ Fire Support	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0023	Conduct Assembly Area Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0700	Defeat Terrorism	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1345.01-0111	PROVIDE ENVIRONMENTAL ASSISTANCE
01-6-1346.01-0111	PROVIDE HUMANITARIAN SUPPORT
01-6-1349.01-0111	CONTROL A CIVIL DISTURBANCE
01-6-1351.01-0111	DEVELOP A MEDIA PLAN
01-6-1358.01-0111	ENFORCE PEACE AGREEMENTS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>h. Established security measures. i. Stated availability of host-nation support. j. Included civil affairs/CMO activities.</p> <p>* 4. XO/Deputy commander supervises the staff in the development of staff estimates addressing base operations requirements. a. Planned for integration of other forces operating in the AO. b. Planned for the integration of ground maneuver and CS/CSS assets, as directed. c. Began update of annexes for all CS/CSS systems.</p> <p>* 5. S3 section publishes the OPORD/FRAGO.</p> <p>* 6. S1 plans administrative support for non-U.S. civilian augmentees.</p> <p>* 7. S4 develops the logistics estimate. a. Requested assistance in planning of contract requirements for logistics/base camp development. b. Planned for the construction of facilities and installations. c. Coordinated procurement and contracting within the battalion/squadron. d. Planned facilities engineering requirements.</p> <p>8. Brigade forces establish base operations. a. Performed detailed reconnaissance of proposed base camp/installation sites. Considerations must be given to: (1) Requirements established in peace agreements. (2) Environmental constraints. (3) Distances and makeup of urban concentrations. (4) Nature and makeup of the local civil/military population. (5) Priorities for protections of civil/military personnel, facilities, installations, and key terrain. (6) Visibility of forces to establish force presence. (7) Defensive characteristics of the terrain. (8) Communication requirements. (9) Proximity to LOC. b. Conducted mobility operations to clear proposed sites. c. Occupied base camp/installations sites. d. Updated communications plans to support basing plans. e. Established quick reaction force(s). f. Began base camp/installation construction, fortification, and other required improvements. g. Began planning for improvement of lines of communication (LOC).</p> <p>9. Brigade complies with peace agreement guidelines, higher headquarters directives, and environmental constraints.</p> <p>*10. S3 identifies and controls hazards IAW risk management procedures (app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93P24-SM-TG
011-141-0110	Direct Establishment of a Tactical Operations Center	STP 1-93P24-SM-TG
011-141-0112	Direct Relocation of a Tactical Operations Center	STP 1-93P24-SM-TG
011-143-7000	Implement Basic Airspace Command and Control Procedures	STP 1-93C1-SM
011-143-7005	Integrate Airspace Control Measures	STP 1-93C24-SM-TG
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0008	Conduct Unit Defensive Operations	MOS W 152D 3
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	MOS W 152H 3 MOS W 153D 3
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3 MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3 MOS W 153D 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0004	Employ Combat Service Support	
011-510-0005	Employ Air Defense	
011-510-0006	Employ Fire Support	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0023	Conduct Assembly Area Operations	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0700	Defeat Terrorism	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1345.01-0111	PROVIDE ENVIRONMENTAL ASSISTANCE
01-6-1346.01-0111	PROVIDE HUMANITARIAN SUPPORT
01-6-1349.01-0111	CONTROL A CIVIL DISTURBANCE
01-6-1351.01-0111	DEVELOP A MEDIA PLAN

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-1358.01-0111	ENFORCE PEACE AGREEMENTS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Occupation of key terrain/facilities. b. Isolation of the disturbance site(s). c. Actions at the disturbance site(s) in coordination with civil authorities. d. Protection of critical facilities. e. Establishment of area control. f. Maintenance of crowd control by monitoring, containment, blocking, and dispersal operations. g. Integration of fixed- or rotary-wing assets, if available. h. Neutralization of special threats. i. Use of barrier material. j. Force protection measures. k. Use of riot control measures. l. Weapons control, arming, and graduated use of force criteria. m. Higher headquarters approval to implement arming orders. n. Assistance from other organizations (military police or United Nations civil police). <p>4. Brigade rehearses the plan with all subordinate commanders and CS/CSS leaders. At a minimum, the following contingencies were addressed:</p> <ul style="list-style-type: none"> a. Actions at the disturbance sites. b. ROE. c. Weapons control and arming. d. Force protection. e. Incremental use of force. <p>5. Brigade elements move to the disturbance site(s).</p> <ul style="list-style-type: none"> a. Moved rapidly, on visible routes, maintaining all-round security. b. Upon arrival at the site, elements— <ul style="list-style-type: none"> (1) Occupied assigned objectives IAW the OPORD/FRAGO. (2) Coordinated all actions with civil authorities if available at the disturbance site(s). (3) Established passive control of the site(s) perimeters. (4) Isolated the site(s) by use of checkpoints, patrols, and use of barrier material, if authorized. (5) Established area control. (6) Established protection of critical facilities. (7) Neutralized special threats. (8) Implemented crowd control procedures proportionate to the threat and in accordance with ROE. (9) Submitted situation reports, as needed. c. Upon stabilization and the restoration of order, the brigade elements— <ul style="list-style-type: none"> (1) Conducted handoff to civil authorities or follow-on forces. (2) Conducted consolidation and reorganization. (3) Prepared afteraction reports. <p>* 6. S3 identifies and controls hazards IAW risk management procedures (app c).</p>		

TASK STEPS AND PERFORMANCE MEASURES							GO	NO-GO
TASK PERFORMANCE / EVALUATION SUMMARY BLOCK								
ITERATION	1	2	3	4	5	M	TOTAL	
TOTAL TASK STEPS EVALUATED								
TOTAL TASK STEPS "GO"								
TRAINING STATUS "GO"/"NO-GO"								

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0020	Plan Employment of Army Aviation in Military Operations on Urban Terrain	MOS W 153D 3 MOS W 152H 3
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3 MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3 MOS W 153D 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0004	Employ Combat Service Support	
011-510-0304	Conduct Battalion / Brigade Rehearsal	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0700	Defeat Terrorism	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1345.01-0111	PROVIDE ENVIRONMENTAL ASSISTANCE
01-6-1346.01-0111	PROVIDE HUMANITARIAN SUPPORT
01-6-1351.01-0111	DEVELOP A MEDIA PLAN
01-6-1358.01-0111	ENFORCE PEACE AGREEMENTS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
5. Brigade conducts consolidation and reorganizes for resumption of area security mission.		
* 6. S3 identifies and controls hazards IAW risk management procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0020	Plan Employment of Army Aviation in Military Operations on Urban Terrain	MOS W 152H 3
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3 MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3 MOS W 152H 3 MOS W 153D 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0004	Employ Combat Service Support	
011-510-0006	Employ Fire Support	
011-510-0304	Conduct Battalion / Brigade Rehearsal	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0700	Defeat Terrorism	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1346.01-0111	PROVIDE HUMANITARIAN SUPPORT
01-6-1349.01-0111	CONTROL A CIVIL DISTURBANCE
01-6-1351.01-0111	DEVELOP A MEDIA PLAN
01-6-1358.01-0111	ENFORCE PEACE AGREEMENTS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: DEVELOP A MEDIA PLAN (01-6-1351.01-0111)
 (FM 1-100) (FM 1-111) (FM 3-0)
 (FM 71-100)

ITERATION: 1 2 3 4 5
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is conducting stability and support operations in a simulated (live, virtual, or constructive) combat environment. An incident or event has occurred that requires media coverage. The unit has received a directive to host the media event and has received the commander's guidance. Higher headquarters has provided Public Affairs Office (PAO) augmentation for this event. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. An S5 has been designated and a civil operations team has been attached. This task should not be trained in MOPP4.

TASK STANDARDS: All aspects of the media event were addressed as a result of accurate planning. The event was completed according to the specified timelines. Key personnel were kept aware of all important details.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Commander issues initial guidance and directs the staff to assess the nature and impact of the media event. <ul style="list-style-type: none"> a. Reviewed the impact of the event/incident on the public. b. Determined the public factions most impacted by the event/incident. c. Evaluated the impact on unit operations. * 2. S3/S5 and PAO conduct mission analysis. <ul style="list-style-type: none"> a. Determined the method(s) of media coverage, in coordination with higher headquarters. b. Determined if media personnel would be isolated or allowed to move through the area under escort. c. Verified higher headquarters clearances. d. Selected tentative locations for the event considering security, weather, accessibility, communications, and power requirements. e. Verified timelines and tie-ins with local events and calendar for impact on host country sensitivities. * 3. XO/Deputy brigade commander directs staff preparation. <ul style="list-style-type: none"> a. Developed and published the itinerary of events and adjusted milestones. b. Established final coordination with key personnel. c. Ensured that all presentations were rehearsed before the event. d. Ensured that all key people were briefed before the event. <ul style="list-style-type: none"> (1) Checked attendance lists. (2) Developed a troubleshooting contact list. e. Obtained advance clearances for media personnel. <ul style="list-style-type: none"> (1) Provided a media list to gate guards and military police. (2) Provided instructions on how to handle media personnel who had not received advance clearances. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(3) Developed a plan to place PAO representatives at the arrival area to verify credentials and issue badges. f. Planned transportation and support requirements. g. Provided the commander with progress reports. 4. Brigade conducts the media event. a. Registered all media representatives. b. Provided badges and press kits. c. Introduced escorts, if required. d. Ensured that all facets of the event were monitored and all problems were solved quickly and quietly. e. Monitored all presentations. * 5. Commander and staff complete followup actions. a. Debriefed key personnel. b. Monitored print media, radio, and television coverage. c. Prepared an afteraction report. * 6. S3 identifies and controls hazards IAW risk management procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3 MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3 MOS W 153D 3
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	
011-510-0304	Conduct Battalion / Brigade Rehearsal	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0700	Defeat Terrorism	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-1345.01-0111	PROVIDE ENVIRONMENTAL ASSISTANCE
01-6-1346.01-0111	PROVIDE HUMANITARIAN SUPPORT
01-6-1349.01-0111	CONTROL A CIVIL DISTURBANCE
01-6-1358.01-0111	ENFORCE PEACE AGREEMENTS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT MEDIATION AND NEGOTIATION (01-6-1354.01-0111)

(FM 1-100)
(FM 1-111)

(FM 100-19)
(FM 3-0)

(FM 100-20)
(FM 71-100)

ITERATION: 1 2 3 4 5
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) peacekeeping environment. An incident has occurred with the local population that requires mediation and negotiation. The brigade commander is the ranking peacekeeping military officer in the area. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. An S5 and civil operations team have been attached to assist. This task should not be trained in MOPP4.

TASK STANDARDS: The process enabled agreements to be reached and promoted the process of conciliation. The solutions were peaceful, agreeable, and lasting.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Commander and staff produce an OPORD/FRAGO. * 2. Commander selects a mediator. * 3. Commander, staff, and selected mediator analyze the situation. <ul style="list-style-type: none"> a. Determined the main issues and oriented on defining the problem, not the solution. b. Reviewed existing agreements or understandings. c. Identified common ground on which to build meaningful dialogue. d. Selected and provided a common map edition and scale for all sides. e. Defined a strategy with clear goals and objectives. 4. Brigade staff recommends a site for the mediation/negotiation that is secure, neutral, and agreeable parties. <ul style="list-style-type: none"> a. Specified number and rank of attendees. b. Determined protocol. c. Identified interpreter requirements. d. Identified and tasked security elements. 5. Mediator conducts the mediation/negotiation. <ul style="list-style-type: none"> a. Provided each side with an opportunity to express its view without interruption. b. Corrected false information with appropriate evidence. c. Allowed the parties to arrive at a mutually agreed solution in compliance with peacekeeping directives. d. Presented a force-preferred solution and encouraged acceptance by all sides if an agreement could not be reached. e. Concluded the meeting with a summary of the dialogue. <ul style="list-style-type: none"> (1) Summarized the meeting in writing and obtained signatures from all parties. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(2) Recommended a time and location for future negotiations. f. Reported the outcome of the meeting to the commander, staff, and higher headquarters. * 6. Brigade commander, if authorized, directs immediate implementation and monitoring of the agreement. If not authorized, permission to implement is requested. * 7. Commander identifies and controls hazards IAW risk management procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0027	Implement Stability and Support Operations	MOS W 152H 3 MOS W 153D 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3 MOS W 153D 3
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0700	Defeat Terrorism	
011-510-1500	Prepare Military Correspondence	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1345.01-0111	PROVIDE ENVIRONMENTAL ASSISTANCE
01-6-1346.01-0111	PROVIDE HUMANITARIAN SUPPORT
01-6-1349.01-0111	CONTROL A CIVIL DISTURBANCE
01-6-1351.01-0111	DEVELOP A MEDIA PLAN
01-6-1358.01-0111	ENFORCE PEACE AGREEMENTS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Closely monitored potential "hot spots." 6. Brigade elements establish observation posts (OPs). a. Selected locations that provided maximum observation of the area. b. Provided primary and alternate communications. c. Determined optimum staffing. 7. Brigade establishes and controls weapons turn-in sites with assistance from local authorities. 8. Brigade maintains communications with higher and lower headquarters. * 9. S3 identifies and controls hazards IAW risk management procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0020	Plan Employment of Army Aviation in Military Operations on Urban Terrain	MOS W 153D 3 MOS W 152H 3
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3 MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3 MOS W 153D 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0004	Employ Combat Service Support	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0700	Defeat Terrorism	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1345.01-0111	PROVIDE ENVIRONMENTAL ASSISTANCE
01-6-1346.01-0111	PROVIDE HUMANITARIAN SUPPORT
01-6-1349.01-0111	CONTROL A CIVIL DISTURBANCE
01-6-1351.01-0111	DEVELOP A MEDIA PLAN

OPFOR TASKS AND STANDARDS: NONE

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93P24-SM-TG
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0013	Employ Assault Helicopter Units	MOS W 153D 3
011-420-0015	Employ Attack Helicopter Units	MOS W 152H 3
011-420-0020	Plan Employment of Army Aviation in Military Operations on Urban Terrain	MOS W 153D 3 MOS W 152H 3
011-420-0027	Implement Stability and Support Operations	MOS W 152H 3 MOS W 153D 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3 MOS W 153D 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0004	Employ Combat Service Support	
011-510-0005	Employ Air Defense	
011-510-0006	Employ Fire Support	
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0700	Defeat Terrorism	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-1345.01-0111	PROVIDE ENVIRONMENTAL ASSISTANCE
01-6-1346.01-0111	PROVIDE HUMANITARIAN SUPPORT
01-6-1349.01-0111	CONTROL A CIVIL DISTURBANCE
01-6-1351.01-0111	DEVELOP A MEDIA PLAN
01-6-1358.01-0111	ENFORCE PEACE AGREEMENTS

OPFOR TASKS AND STANDARDS: NONE

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0112	Direct Relocation of a Tactical Operations Center	STP 1-93P24-SM-TG
011-143-0008	Conduct Landing Zone/Pickup Zone (LZ/PZ) Operations	STP 1-93C1-SM
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3 MOS W 153D 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0012	Employ Air Movement Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0303	Conduct Operations Missions Briefing / Debriefing	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-6101.01-0111	CONDUCT RECONNAISSANCE OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT A SCREEN (01-6-2039.01-0111)
(FM 1-114) (FM 1-111)

(FM 17-95)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment and has received an OPORD/FRAGO. The brigade is directed to screen the front, flanks, and rear of a stationary or moving main body. Commander is conducting the MDMP. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The screen provided early warning through the continuous communication of real-time combat information, giving the main body adequate reaction time and maneuver space to orient on the threat. The unit destroyed, repelled, or suppressed OPFOR forces, as directed, without becoming decisively engaged.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Commander and staff coordinate with the protected force commander. <ul style="list-style-type: none"> a. Coordinated with any reinforcements necessary to accomplish the screen mission, to include maneuver units, combat support (CS), and air support. b. Coordinated the general trace of the screen and effective time, to include boundaries for the mission, a line of departure, and an objective or limit of advance. c. Obtained updated or new intelligence preparation of the battlefield data that provided the most current terrain analysis and enemy situation. d. Confirmed the interval to be maintained between the screening force and the main body. e. Coordinated fire support, close air support, and other fires integration. f. Coordinated special requirements or constraints, such as observing named areas of interest (NAIs) or target areas of interest (TAIs). g. Coordinated time and/or event criteria for battle handover. * 2. Commander and staff plan the screen mission. <ul style="list-style-type: none"> a. Integrated the fundamentals of security. <ul style="list-style-type: none"> (1) Oriented on the main body. (2) Performed continuous reconnaissance. (3) Provided early and accurate warning. (4) Provided reaction time and maneuver space. (5) Maintained enemy contact. b. Planned initial and subsequent screen lines. c. Planned movement to the initial screen line. d. Planned control measures. e. Planned sectors or zones for subordinate units. f. Planned air and ground integration. g. Coordinated fire support. h. Planned positioning of command and control, CS, and combat service support (CSS). 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> i. Planned limited visibility surveillance requirements. j. Planned movement of units performing flank screen. k. Coordinated passage of lines. l. Established engagement criteria. m. Issued the OPORD/FRAGO. <p>* 3. S3 coordinates forward and rearward passage of lines between friendly units.</p> <p>4. Unit moves to the initial screen line.</p> <ul style="list-style-type: none"> a. Used proper terrain flight and movement techniques. b. Maintained communication discipline. c. Coordinated movement with friendly elements. <ul style="list-style-type: none"> (1) Observed control measures. (2) Maintained contact with friendly units. (3) Provided mutual support. d. Reconnoitered key and adjacent terrain within the zone. e. Established overwatch of all routes and built-up areas before reconnoitering. <p>5. Unit establishes screen lines.</p> <ul style="list-style-type: none"> a. Screened forward, screened exposed flanks, or reconnoitered terrain difficult to reach by ground vehicle. b. Maintained contact with the protected force. c. Oriented on OPFOR avenues of approach. d. Maintained continuous surveillance. e. Updated the protected force on any OPFOR contact. f. Moved the screen line to keep pace with the movement of the main body. <p>6. Unit provides early warning to the main body.</p> <ul style="list-style-type: none"> a. Detected OPFOR elements. b. Submitted a spot report. c. Developed the situation, as directed. d. Employed indirect fire. e. Engaged OPFOR elements with direct fire, as directed. f. Avoided decisive engagement. <p>7. Unit repositions to subsequent screen lines, as directed.</p> <ul style="list-style-type: none"> a. Displaced to subsequent screen lines based on battlefield events. b. Maintained enemy contact while repositioning. c. Deployed on subsequent screen lines, and continued to screen. <p>8. Unit conducts battle handover/relief in place and rearward air passage of lines with main body.</p> <p>* 9. S3 identifies and controls hazards IAW risk management procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93P24-SM-TG
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	MOS W 152H 3 MOS W 153D 3
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 153D 3 MOS W 152H 3
011-420-0310	Perform Duties of Aviation Liaison Officer	MOS W 152H 3 MOS W 153D 3
011-510-0006	Employ Fire Support	
011-510-0017	Plan Cavalry Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0025	Defeat Enemy Threat Using Aircraft Survivability Equipment (ASE)	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-6101.01-0111	CONDUCT RECONNAISSANCE OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT OPERATIONS AS PART OF A GUARD FORCE (01-6-2042.01-0111)
 (FM 1-111) (FM 1-114) (FM 17-95)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The staff has received an OPORD/FRAGO and the commander is conducting the MDMP. Elements of the brigade are to conduct operations as part of a guard force. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. If operating as the guard force headquarters, the brigade will be reinforced with ground maneuver, engineer, or other assets. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The guard force provided early warning through the continuous communication of real-time combat information. All OPFOR ground forces were repelled or destroyed before they could observe or engage the protected force.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Commander and staff coordinate with the protected force commander. <ul style="list-style-type: none"> a. Coordinated any reinforcements necessary to accomplish the mission, to include ground maneuver units, combat support (CS), and air support. b. Coordinated the general trace of the guard and effective time, if appropriate. c. Obtained updated or new intelligence preparation of the battlefield data that provided the most current terrain analysis and enemy situation. d. Confirmed the interval to be maintained between the guard force and the protected force. e. Coordinated necessary control measures. f. Determined special requirements or constraints, such as observing named areas of interest or target areas of interest. g. Coordinated fire support, close air support (CAS), and other fires integration. h. Coordinated time and/or event criteria for battle handover. * 2. Commander and staff plan the guard mission. <ul style="list-style-type: none"> a. Integrated the fundamentals of security. <ul style="list-style-type: none"> (1) Oriented on the main body. (2) Performed continuous reconnaissance. (3) Provided early and accurate warning. (4) Provided reaction time and maneuver space. (5) Maintained enemy contact. b. Planned initial and subsequent reconnaissance operations. <ul style="list-style-type: none"> (1) Planned routes of advance of the main body. (2) Planned zones between the guard force and the main body. (3) Planned successive battle positions (BPs). c. Planned initial and subsequent screen lines. d. Developed graphic control measures, which reflected dual orientation of the guard force. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> e. Planned air and ground integration. f. Planned for available fire support, CAS, and other fires integration. g. Planned positioning of command and control, CS, and CSS assets. h. Planned limited visibility surveillance requirements. i. Planned the movement of subordinate units. j. Coordinated passage of lines. k. Established engagement criteria. l. Issued the OPORD/FRAGO. <p>3. Unit commander coordinates forward and rearward passage of lines.</p> <p>4. Unit conducts initial reconnaissance.</p> <ul style="list-style-type: none"> a. Used proper terrain flight and movement techniques. b. Maintained communication discipline. c. Coordinated movement with friendly units. <ul style="list-style-type: none"> (1) Observed control measures (2) Maintained contact with friendly units. (3) Provided mutual support. d. Reconnoitered key and adjacent terrain within the zone between the guard force and the main body. e. Reconnoitered designated routes along the axis of advance of the main body. f. Established overwatch of all routes and built up areas before reconnoitering. g. Located all obstacles and hazards to the movement of guard forces or main body. h. Detected and reported any OPFOR elements. <ul style="list-style-type: none"> i. Developed the situation, as directed. j. Submitted situation reports (SITREPs). <p>5. Unit conducts subsequent reconnaissance, as directed.</p> <p>6. Unit conducts screen operations.</p> <ul style="list-style-type: none"> a. Screened forward, screened the flanks and rear of the main body. b. Screened between and forward of guard force BPs. c. Maintained communications with the protected force. d. Oriented surveillance on avenues of approach. e. Displaced the screen line to keep pace with the movement of the main body. <ul style="list-style-type: none"> (1) Maintained contact with the OPFOR during displacement. (2) Deployed to subsequent positions and continued to screen. f. Detected all OPFOR elements and developed the situation, as directed. g. Submitted SITREPs. h. Avoided decisive engagements. <p>7. Unit defends or delays with the guard force.</p> <ul style="list-style-type: none"> a. Detected OPFOR reconnaissance or security elements. b. Employed indirect fire. c. Maneuvered to determine the flanks or gaps in OPFOR positions d. Engaged with direct fire or guided guard force elements to positions to engage OPFOR elements. e. Delayed or forced the premature deployment of OPFOR elements. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
8. Unit displaces in conjunction with the guard force and main body movement to maintain security. <ul style="list-style-type: none"> a. Displaced based on battlefield events. b. Deployed to subsequent positions and continued to screen. 9. Unit conducts battle handover/relief on station and rearward air passage of lines with the main body.		
*10. S3 identifies and controls hazards IAW risk management procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93P24-SM-TG
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	MOS W 153D 3 MOS W 152H 3
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 153D 3 MOS W 152H 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0006	Employ Fire Support	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0017	Plan Cavalry Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0025	Defeat Enemy Threat Using Aircraft Survivability Equipment (ASE)	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0310	Perform Duties of Aviation Liaison Officer	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-6101.01-0111	CONDUCT RECONNAISSANCE OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT OPERATIONS AS PART OF A COVERING FORCE (01-6-2043.01-0111)
 (FM 1-111) (FM 1-114) (FM 17-95)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The staff has received an OPORD/FRAGO, and the commander's guidance to conduct operations as part of a covering force. The unit may be reinforced with ground maneuver, engineer, or other assets. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The covering force provided early warning through the continuous communication of real-time combat information. All OPFOR ground forces were repelled or destroyed before they could observe or engage the protected force. All OPFOR follow-on forces were disrupted or destroyed as a result of well-planned, coordinated attacks.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Commander and staff coordinate with the protected force commander. <ul style="list-style-type: none"> a. Coordinated any reinforcements necessary to accomplish the mission, to include ground maneuver units, combat support (CS), and air support. b. Coordinated the general trace of the guard and effective time, if appropriate. c. Obtained updated or new intelligence preparation of the battlefield data that provided the most current terrain analysis and enemy situation. d. Confirmed the interval to be maintained between the guard force and the protected force. e. Coordinated necessary control measures. f. Determined special requirements or constraints, such as observing named areas of interest or target areas of interest. g. Coordinated fire support, close air support (CAS), and other fires integration. h. Coordinated time and/or event criteria for battle handover. * 2. Commander conducts MDMP. * 3. Commander and staff plan the guard mission. <ul style="list-style-type: none"> a. Integrated the fundamentals of security. <ul style="list-style-type: none"> (1) Oriented on the main body. (2) Performed continuous reconnaissance. (3) Provided early and accurate warning. (4) Provided reaction time and maneuver space. (5) Maintained enemy contact. b. Planned initial and subsequent reconnaissance operations. <ul style="list-style-type: none"> (1) Planned routes of advance or the main body. (2) Planned zones between the guard force and the main body. (3) Planned successive battle positions (BPs). c. Planned initial and subsequent screen lines. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> d. Developed graphic control measures, which reflected dual orientation of the guard force. e. Planned air and ground integration. f. Planned for available fire support, CAS, and joint air attack team (JAAT) integration. g. Planned positioning of command and control, CS, and CSS assets. h. Planned limited visibility surveillance requirements. i. Planned the movement of subordinate units. j. Coordinated passage of lines. k. Established engagement criteria. l. Issued the OPORD/FRAGO. <p>* 4. S3 coordinates the forward and rearward passage of lines.</p> <p>5. Unit conducts initial reconnaissance.</p> <ul style="list-style-type: none"> a. Used proper terrain flight and movement techniques. b. Maintained communication discipline. c. Coordinated movement with friendly units. <ul style="list-style-type: none"> (1) Observed control measures. (2) Maintained contact with friendly units. (3) Provided mutual support. d. Reconnoitered all key and adjacent terrain within the zone between the guard force and the main body. e. Reconnoitered designated routes along the axis of advance of the main body. f. Established overwatch of all routes and built up areas before reconnoitering. g. Located all obstacles and hazards to the movement of guard forces or the main body. h. Developed the situation, as directed. <ul style="list-style-type: none"> i. Detected and reported any OPFOR elements. j. Submitted situation reports (SITREPs). <p>6. Unit conducts subsequent reconnaissance, as directed.</p> <p>7. Unit conducts screen operations.</p> <ul style="list-style-type: none"> a. Screened forward, screened the flanks and rear of the main body. b. Screened between and forward of guard force BPs. c. Maintained communications with the protected force. d. Oriented surveillance on avenues of approach. e. Displaced the screen line to keep pace with the movement of the main body. <ul style="list-style-type: none"> (1) Maintained contact with the OPFOR during displacement. (2) Deployed to subsequent positions and continued to screen. f. Detected all OPFOR elements and developed the situation, as directed. g. Submitted SITREPs. h. Avoided decisive engagements. <p>8. Unit defends or delays with the guard force and maintains screen line.</p> <ul style="list-style-type: none"> a. Detected OPFOR reconnaissance or security elements. b. Employed indirect fire. c. Maneuvered to determine the flanks or gaps in OPFOR positions. d. Engaged with direct fire or directed the guard force elements to positions to engage OPFOR elements. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Delayed or forced the premature deployment of OPFOR elements. 9. Unit displaces in conjunction with the guard force and main body movement to maintain security. a. Displaced based on battlefield events. b. Deployed to subsequent positions and continued to screen. 10. Unit conducts battle handover/relief on station and rearward air passage of lines with the main body. *11. S3 identifies and control hazards IAW risk management procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93P24-SM-TG
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0006	Employ Fire Support	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0017	Plan Cavalry Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0025	Defeat Enemy Threat Using Aircraft Survivability Equipment (ASE)	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0310	Perform Duties of Aviation Liaison Officer	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0066.01-0111	SUSTAIN THE BRIGADE

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-6101.01-0111	CONDUCT RECONNAISSANCE OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT BATTLE HANDOVER/RELIEF IN PLACE (01-6-2044.01-0111)
 (FM 1-111) (FM 1-100) (FM 1-112)
 (FM 1-114)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The unit has received an OPORD/FRAGO and the commander's guidance. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. Elements of the brigade are currently engaged with OPFOR elements; the unit has been ordered to conduct a battle handover/relief in place. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The unit conducted the battle handover/relief in place at the designated location within the specified timeframe. Friendly unit positions were not compromised during the relief. The tactical situation was not degraded as a result of poor battle handoff procedures.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S3 coordinates the battle handover/relief in place with unit commander.</p> <ul style="list-style-type: none"> a. Received updated tactical information from the onstation scouts. <ul style="list-style-type: none"> (1) Received current location of the force to be relieved. (2) Received tactical control measures in use. (3) Received other friendly elements involved. (4) Received description of the OPFOR. (5) Received location and direction of movement of the OPFOR. b. Identified a designated phase line to be the battle handover line. c. Determined the time and sequence of the battle handover. <p>2. Unit maneuvers into battle positions.</p> <ul style="list-style-type: none"> a. Used appropriate movement techniques. b. Maneuvered into designated positions and received target handover from the scouts. c. Commenced target engagement. d. Provided covering fire during the withdrawal of the relieved unit. e. Maintained contact with enemy while positive handover was accomplished. <p>* 3. S3 performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-143-7000	Implement Basic Airspace Command and Control Procedures	STP 1-93C1-SM
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-510-0004 011-510-0011	Employ Combat Service Support Implement Fundamentals of Air-Ground Operations	
011-510-0019 011-510-0024	Plan Aviation Brigade Operations Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0303	Conduct Operations Missions Briefing / Debriefing	
011-510-0304 011-510-0305	Conduct Battalion / Brigade Rehearsal Conduct Battalion / Brigade Afteraction Review	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-6101.01-0111	CONDUCT RECONNAISSANCE OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT AIR ASSAULT OPERATIONS (01-6-5105.01-0111)
 (FM 90-4) (FM 1-111) (FM 1-112)
 (FM 1-113)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The unit has received an OPORD/FRAGO and the commander's guidance. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The unit conducted the air assault within the time constraints specified in the OPORD/FRAGO. Mission accomplishment was enhanced by careful planning and the use of proper tactics, techniques, and procedures.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Commander conducts MDMP. * 2. Air mission commander (AMC) conducts required coordination. <ul style="list-style-type: none"> a. Reviewed the liaison officer's coordination. <ul style="list-style-type: none"> (1) Reviewed number of aircraft available, as well as passenger and cargo capabilities. (2) Reviewed staging, loading, air movement, landing plans, ground tactical plans. (3) Reviewed air movement tables. (4) Reviewed landing zone/pickup zone (LZ/PZ) selection and preparation. (5) Reviewed primary/alternate flight routes. (6) Reviewed airspace coordination. (7) Reviewed security plan. (8) Reviewed fire support plan. (9) Reviewed command and control plan. b. Determined forward arming and refueling point locations and capabilities. c. Coordinated control measures with air cavalry, attack, and close air support elements. * 3. AMC conducts the aircrew briefing and air assault rehearsal. * 4. AMC controls the air mission. <ul style="list-style-type: none"> a. Designated a flight lead, serial commanders, if required. b. Interacted with the air assault task force (AATF) commander directly on all matters relating to the air assault. c. Provided information to the AATF Liaison Officer. 5. Unit conducts staging operations. <ul style="list-style-type: none"> a. Moved along designated routes to the staging area. b. Arrived at staging area at time designated in the air movement table. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Contacted the PZ control officer to initiate loading operations. d. Contacted the supporting aviation elements, such as attack and air cavalry units, if employed. <p>6. Aircrews conduct loading operations.</p> <ul style="list-style-type: none"> a. Supervised loading of their assigned aircraft as specified in the movement table. b. Exercised bump plan as directed by the PZ control officer. <p>7. Unit conducts air movement operations.</p> <ul style="list-style-type: none"> a. Departed PZs at times indicated in the air movement table. b. Moved along preplanned routes. c. Employed appropriate movement techniques. d. Employed appropriate terrain flight techniques. e. Executed the fire support plan, if necessary. f. Conducted deception operations, such as false insertion, as necessary. <p>8. Unit conducts landing operations.</p> <ul style="list-style-type: none"> a. Supervised air movement and landing phase of the air assault. b. Arrived at LZs as specified in the air movement table. c. Ensured expeditious unloading of troops and equipment immediately upon landing. d. Provided suppressive covering fire, as required. e. Provided casualty evacuation, as required. <p>* 9. S3 performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-143-0008	Conduct Landing Zone/Pickup Zone (LZ/PZ) Operations	STP 1-93C1-SM
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0013	Employ Assault Helicopter Units	MOS W 154C 3 MOS W 153D 3
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	MOS W 152D 3 MOS W 154C 3 MOS W 153D 3
011-420-0029	Employ Medium Helicopter Units	MOS W 152H 3 MOS W 154C 3
011-510-0006	Employ Fire Support	
011-510-0007	Employ Aviation in Offensive Operations	

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0013	Employ Air Assault Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0303	Conduct Operations Missions Briefing / Debriefing	
011-510-0310	Perform Duties of Aviation Liaison Officer	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-6101.01-0111	CONDUCT RECONNAISSANCE OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT RECONNAISSANCE OPERATIONS (01-6-6101.01-0111)
 (FM 1-114) (FM 1-111) (FM 17-95)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The unit has received an OPORD/FRAGO and the commander's guidance. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. The unit receives an order to conduct an area reconnaissance. The enemy situation is unclear, but contact is likely. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: All pertinent tactical information was collected within the specified time frame. All OPFOR activities were detected and reported immediately. All designated areas were thoroughly reconnoitered. The unit was never decisively engaged.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Commander conducts MDMP. * 2. Air mission commander (AMC) coordinates forward and rearward passage of lines with friendly units. 3. Unit moves to the passage point or line of departure/line of contact (LD/LC). <ul style="list-style-type: none"> a. Used proper terrain flight techniques. b. Maintained communication discipline. c. Conducted passage of lines or crossed LD/LC with minimum delay. 4. Unit reconnoiters the assigned area. <ul style="list-style-type: none"> a. Maintained communications with higher headquarters. b. Used appropriate terrain flight techniques. c. Used appropriate tactics, techniques, and procedures. d. Oriented suppressive fires to the front and flanks of the unit. e. Coordinated movement with friendly elements. <ul style="list-style-type: none"> (1) Observed control measures. (2) Maintained contact with friendly units. (3) Provided mutual support. f. Reconnoitered key and adjacent terrain within the assigned area. g. Established overwatch of routes and built-up areas before conducting reconnaissance. h. Assisted the ground scout platoon(s) with reconnoitering built-up areas. <ul style="list-style-type: none"> i. Located a bypass around built-up areas, obstacles, and contaminated areas. j. Located all obstacles and barriers, and assisted ground cavalry units in clearance. k. Inspected and classified all bridges, overpasses, underpasses, and culverts. <ul style="list-style-type: none"> l. Located fords and crossing sites near all bridges. m. Located all OPFOR elements. n. Developed the situation, as directed. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
o. Maintained contact/surveillance, as directed. p. Rotated elements through the forward arming and refueling point allowing for continuous operations. q. Reported all pertinent information including negative activity. * 5. AMC conducts mission debriefing. * 6. S3 performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-251-1133	Perform Aircraft Position Update Function (AH-64D)	
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	MOS W 153D 3 MOS W 152H 3
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0017	Plan Cavalry Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT HASTY ATTACK (01-6-6107.01-0111)

(FM 1-114)

(FM 1-100)

(FM 1-111)

(FM 1-112)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. The unit is conducting a screen and has made contact with OPFOR elements. They are instructed to conduct a hasty attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: All OPFOR elements were destroyed or forced to withdraw. Friendly losses were minimal as a result of proper engagement techniques.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Unit performs actions on contact. * 2. Commander develops the situation, as directed. <ol style="list-style-type: none"> a. Evaluated the chances of success. b. Defined the engagement area. c. Determined the method of engagement. d. Determined target prioritization. e. Issued the plan of attack. 3. Unit engages OPFOR elements. <ol style="list-style-type: none"> a. Provided overwatch while maneuvering to attack the flanks and rear of OPFOR units. b. Used appropriate movement techniques. c. Engaged OPFOR elements maintaining maximum standoff ranges. d. Synchronized the attack. <ol style="list-style-type: none"> (1) Employed indirect fires. (2) Provided suppressive fires for maneuvering ground elements. (3) Conducted battle handover/relief in place as necessary. e. Submitted situation reports to higher headquarters. 4. Unit prepares for future operations. <ol style="list-style-type: none"> a. Prepared to continue the attack. b. Prepared to resume the original mission. * 5. S3 performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C). 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

** indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-143-7000	Implement Basic Airspace Command and Control Procedures	STP 1-93C1-SM
011-238-1134	Perform Integrated Helmet and Display Sighting System (IHADSS) Operations (AH-64A)	
011-238-1140	Perform Target Acquisition and Designation System (TADS) Sensor Operations (F) (AH-64A)	
011-248-1118	Perform Target Handover (OH-58D)	
011-248-2164	Call for a Tactical Air Strike (OH-58D)	
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0015	Employ Attack Helicopter Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-6101.01-0111	CONDUCT RECONNAISSANCE OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93C24-SM-TG STP 1-93P24-SM-TG
011-248-1118	Perform Target Handover (OH-58D)	
011-248-2166	Call for COPPERHEAD Laser-Guided Munitions Using the Mast Mounted Sight (MMS) and Airborne Target Handover System/Improved Data Modern (ATHS/IDM) (OH-58D)	
011-420-0006	Conduct Fire Support Planning and Coordination	
011-420-0016	Employ Air Cavalry Units	MOS W 152H 3
011-510-0004	Employ Combat Service Support	
011-510-0006	Employ Fire Support	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0017	Plan Cavalry Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0303	Conduct Operations Missions Briefing / Debriefing	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0703	Defeat Heavy / Light Opposing Forces Defensive Tactics	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-6101.01-0111	CONDUCT RECONNAISSANCE OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-143-7000	Implement Basic Airspace Command and Control Procedures	STP 1-93C1-SM
011-143-7005	Integrate Airspace Control Measures	STP 1-93C24-SM-TG
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0013	Employ Assault Helicopter Units	MOS W 152D 3 MOS W 153D 3
011-420-0015	Employ Attack Helicopter Units	MOS W 153D 3
011-420-0016	Employ Air Cavalry Units	MOS W 152H 3 MOS W 153D 3
011-420-0031	Conduct Intelligence Operations in an Electronic Warfare Environment	MOS W 152H 3 MOS W 153D 3
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0310	Perform Duties of Aviation Liaison Officer	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-6101.01-0111	CONDUCT RECONNAISSANCE OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: SYNCHRONIZE DEEP, CLOSE, SECURITY, RESERVE, AND REAR OPERATIONS (01-6-0010.01-0111)

(FM 101-5)

(FM 1-111)

(FM 3-91.3)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) environment. The staff has received an OPORD/FRAGO and the commander's guidance. The main CP, TOC, and ALOC are operational and the staff is functioning. Roles and missions for combat support (CS) and combat service support (CSS) assets are determined on receipt of the OPORD. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The S3 section integrated CS and CSS into brigade operations.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. S3, fire support element (FSE), and fire support officer (FSO) integrates fire support (FS) into tactical operations. <ul style="list-style-type: none"> a. Identified potential targets. b. Established, in conjunction with the S2, targeting criteria. c. Supplied FS information to the higher headquarters Army airspace command and control element (A²C²). d. Provided the commander with information on the status of FS assets. e. Provided input for development of the FS annexes, appendixes, and overlays. f. Coordinated FS plan within the command and with higher and adjacent commands. g. Organized and supervised all FS elements to and including company/troop level. * 2. S3 integrates air defense FS into tactical operations and ensures air defense artillery liaison officer is integrated into S3 operations. <ul style="list-style-type: none"> a. Advised the commander and staff on all matters concerning the employment of air defense units. b. Determined air defense unit requirements, and makes recommendations to the commander. c. Integrated the air defense portions of plans and orders. d. Coordinated with the S2 on the integration of air defense operations. e. Ensured coordination of Army aviation and air defense operations. f. Monitored the status of air defense units, and advised the commander and appropriate staff elements on associated maintenance problems. g. Advised on the impact of electronic combat (EC) on air defense operations together with other staff elements. h. Planned and supervised defensive EC operations within air defense, and assisted in the preparation of the air defense EC annex to OPLANs and OPORDs. i. Ensured subordinate units were informed of the air defense rules of engagement and hostile aircraft identification procedures. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 3. S3 integrates engineer support into tactical operations. <ul style="list-style-type: none"> a. Determined the requirements for engineer support at all levels, recommended engineer priorities and resource allocations to the commander, and exercised staff supervision over engineer operations. b. Planned engineer activities. c. Integrated the engineer portion of plans and orders. d. Implemented area damage control (ADC). <ul style="list-style-type: none"> (1) Planned and coordinated ADC operations with the logistics officer (S4). (2) Executed ADC missions beyond unit capabilities as directed by the commander. * 4. S3 and S6 integrate signal, intelligence, and electronic warfare support activities into the operation. <ul style="list-style-type: none"> a. Advised on all signal activities, to include the location of the headquarters and signal facilities and the use of signal activities for deception. b. Determined ways of providing signal support to satisfy command requirements, to include requesting and employing signal assets. c. Prepared electronic protection measures, and exercised staff supervision over their employment. d. Exercised technical supervision over signal activities throughout the command. e. Coordinated frequency allocation, assignment, and use and the reporting and processing of meaconing, intrusion, jamming, and interference (MIJI) incidents. f. Provided information to the S2 concerning the reporting and processing of MIJI incidents. g. Assisted in preparing input of plans and orders, to include annexes and supporting appendixes. h. Installed, operated, and maintained signal communication systems by assigned or attached signal units; maintained still and motion picture photographic services, except air photography. i. Monitored the use of radio frequency emitters in the command; advised on the effective use of this equipment. j. Advised on the expected effect on the command of all radio frequency emitters. k. Supervised the implementation of signal security policies and procedures. <ul style="list-style-type: none"> l. Monitored and coordinated the signal aspects of communications security (COMSEC), to include allocation, distribution, and use of COMSEC devices and material. m. Coordinated the preparation and distribution of the signal operations instructions for use throughout the command with the S6. n. Integrated the input to the signal annex with supporting annexes and appendixes. o. Advised on the use of indigenous communication facilities, personnel, and supplies and the interpretation of signal communication aspects of treaties and international agreements. p. Monitored and coordinated all signal aspects of command, control, communication, computers, and intelligence (C⁴I) throughout the command. * 5. S3 and CHEMO prepare for operations in nuclear, biological, and chemical (NBC) environment. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Advised the commander and staff on matters concerning offensive and defensive chemical operations. b. Assisted in planning for the use of nuclear and chemical weapons. c. Planned and recommended requirements for chemical employment. d. Integrated the NBC portion of plans and orders. e. Exercised supervision over the following NBC activities throughout the command: <ul style="list-style-type: none"> (1) Chemical operations and the radiological aspects of nuclear weapon employment with other operations. (2) The receipt, collation, evaluation, preparation, and distribution of NBC reports. (3) The report and assessment of all enemy NBC strikes and friendly nuclear and chemical strikes, as required, in coordination with the FSE. (4) The collection of NBC contamination information together with higher, lower, and adjacent units. (5) The collation, evaluation, and distribution of NBC contamination data. (6) The maintenance of the NBC situation map. (7) The maintenance of the radiation exposure state of subordinate and attached units. (8) Measures to avoid or reduce the effects of enemy NBC attacks. (9) Preparation and distribution of the chemical effective downwind message. f. Provided data on the effectiveness and hazards of friendly chemical attacks to include the following: <ul style="list-style-type: none"> (1) The impact of NBC contamination on tactics and logistics. (2) NBC intelligence matters. (3) Flame and smoke operations. (4) The implementation of MOPP. (5) The adequacy and implementation of NBC countermeasures. (6) The acquisition, storage, issuance, and movement of chemical munitions, equipment, and supplies, to include MOPP material resupply rates and distribution schedules. (7) The vulnerability of the command to enemy employment of NBC weapons. g. Provided fallout predictions as required. h. Supervised NBC element activities. <p>* 6. S3 integrates explosive ordnance disposal (EOD) plans into tactical operations.</p> <ul style="list-style-type: none"> a. Supervised unit EOD activities. b. Determined locations and numbers of EOD units required for effective EOD support. c. Established and operated an EOD incident reporting system. d. Coordinated EOD requirements with other Army commands, other services, federal agencies, and allied countries. This coordination included arranging for support of the disposal units as required. e. Exercised operational control over assigned or attached EOD units. <p>* 7. S3 provides tactical and operational guidance to influence CSS logistics requirements developed by the S4.</p> <ul style="list-style-type: none"> a. Identified priorities of resupply and support. b. Reviewed logistics estimate to determine if appropriate quantities of critical supplies will be available to support the tactical mission. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Deconflicted all logistics sites locations based on the ground tactical plan. * 8. S3 advises the S1 and S4 of field service and personnel service support requirements based on the tactical situation. a. Determined if locations and times for support were appropriate based on the tactical situation. b. Assisted in coordinating battlefield equipment recovery operations. c. Maintained situational awareness of maintenance, field service, and personnel service operations. * 9. S3 monitors the CSS operations to maintain situational awareness. *10. S3 identifies and control hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0004	Employ Combat Service Support	
011-510-0005	Employ Air Defense	
011-510-0006	Employ Fire Support	
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0021	Employ Fundamentals of Army Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0025	Defeat Enemy Threat Using Aircraft Survivability Equipment (ASE)	
011-510-0310	Perform Duties of Aviation Liaison Officer	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0011.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (A ² C ²)
01-6-0027.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (AIR DEFENSE)
01-6-0028.01-0111	EXECUTE ARMY AIRSPACE COMMAND AND CONTROL (A ² C ²) IN THE DIVISION AREA

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)
01-6-0053.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (CHEMICAL)
01-6-0417	PARTICIPATE IN THE DEEP OPERATIONS COORDINATION CELL (DOCC) (LIAISON OFFICER)
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7105.01-0111	PERFORM PASSAGE OF LINES
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: COORDINATE FIRE SUPPORT (01-6-0033.01-0111)

(FM 6-20)

(FM 101-5)

(FM 1-111)

(FM 3-91.3)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade fire support cell (FSC) is operational. Communications have been established with all fire support assets and agencies. The brigade has been issued the division/corps OPORD/OPLAN and operations have commenced. Combat intelligence and unit reports are being received. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: In coordination with the fire support coordinator (FSCoord), or his designated representative, the S3 section planned and allocated fire support (FS) and provided the appropriate amount of responsive indirect fires to support the tactical scheme of maneuver.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. S3 integrates fire support (FS) into brigade operations. <ul style="list-style-type: none"> a. Reviewed FS plan to ensure it is consistent with command guidance and compatible with the planned scheme of maneuver. b. Received commander's guidance. c. Reviewed fire support coordination measures (FSCM). d. Ensured that FS is adequate, flexible, and continuous. * 2. S3 incorporates fire support into the OPORD. <ul style="list-style-type: none"> a. Incorporated "fires" portion into the concept of operation paragraph (paragraph 3a.2). b. Integrated the fire support plan into the OPORD as an annex. c. Ensured the FS annex supports the commander's intent. <ul style="list-style-type: none"> (1) Included the purpose of FS. (2) Weighted the main effort. (3) Included what targets to attack with what fire support assets with the attack guidance matrix (AGM) and high-payoff target list (HPTL). (4) Included the priority of engaging targets in the HPTL. (5) Included the allocation of FS assets to targets and radar zones. (6) Included restrictions, FSCM, and special munitions. (7) Included suppression of enemy air defense * 3. S3 synchronizes scheme of maneuver with artillery movement. <ul style="list-style-type: none"> a. Deconflicted airspace. b. Established ammunition resupply routes. * 4. S3 identifies and controls hazards IAW risk management procedures. 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-248-1118	Perform Target Handover (OH-58D)	
011-248-2164	Call for a Tactical Air Strike (OH-58D)	
011-510-0006	Employ Fire Support	
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0008	Employ Aviation in Defensive Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0015.01-0111	ADVISE THE COMMANDER AND STAFF ON THE CAPABILITIES, LIMITATIONS, AND EMPLOYMENT OF TACTICAL AIR SUPPORT
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0031.01-0111	COORDINATE THE RECONNAISSANCE AND SURVEILLANCE (R&S) PLAN
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(7) Sensors available.</p> <p>4. Staff performs actions during the <u>decide</u> phase of the targeting process:</p> <p>a. S2 performed the following actions during mission analysis:</p> <ol style="list-style-type: none"> (1) Identified and nominated HVTs. (2) Identified target areas of interest/named areas of interest (TAIs/NAIs) for potential surveillance. (3) Recommended integration of division and corps elements into the brigades' collection plan. <p>b. S2, fire support officer (FSO) and S3 decided:</p> <ol style="list-style-type: none"> (1) What targets the brigade must acquire and attack. (2) What priority should be used to attack the targets. (3) When and where are we likely to find the targets. <p>c. FSO:</p> <ol style="list-style-type: none"> (1) Planned effective use of lethal and nonlethal fires, ensured there was no duplication of fires, and instituted fire support coordination measures. (2) Made modifications to the fire support plan based on intelligence gathered from sources within the division or higher. (3) Briefed the commander on the fire support annex. (4) Prepared and distributed the fire support annex, including items such as: <ol style="list-style-type: none"> (a) The fire support matrix. (b) The target list. (c) Fire support overlay. <p>5. Staff performs actions during the <u>detect</u> phase of the targeting process:</p> <p>a. S2, FSO, and S3 analyzed and decided—</p> <ol style="list-style-type: none"> (1) Where the targets are. (2) Who or what can locate the targets. (3) What target location accuracy is required to attack the target. (4) How long will the target remain in its location once acquired. (5) How to track a moving HPT or HVT. <p>b. S2 monitored the status of higher headquarters collection assets operating within the AO.</p> <p>c. FSO:</p> <ol style="list-style-type: none"> (1) Monitored the validity of targets on the attack guidance matrix. (2) Developed new, or refined existing, targets by analyzing information from all available intelligence and target acquisition assets. <p>* 6. Commander and staff perform actions during the <u>deliver</u> phase of the targeting process:</p> <ol style="list-style-type: none"> a. Decided when the brigade should attack. b. Decided what the desired effect should be on the target. c. Decided what attack system (lethal, nonlethal) should be used to attack the target. d. Decided what unit will conduct the attack. e. Decided what the response time of the attacking unit. <p>7. Staff conducts analysis during the <u>assess</u> phase of the targeting process:</p> <ol style="list-style-type: none"> a. Determined if the desired effects on the target were achieved through munitions effects assessment (MEA). b. Determined what the enemy's combat effectiveness, capabilities, and intentions are now through battle damage assessment (BDA). 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Determined if a re-attack is necessary.		
8. Staff collects, analyzes, and reports BDA to higher.		
* 9. Commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0006	Employ Fire Support	
011-510-0015	Employ Attack Helicopter Operations	
011-510-0501	Conduct Company Gunnery / Ranges	
011-510-0701	Defeat Heavy / Light Opposing Forces Organization and Equipment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	INTEGRATE THE STAFF IN INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0010.01-0111	SYNCHRONIZE DEEP, CLOSE, SECURITY, RESERVE, AND REAR OPERATIONS
01-6-0016.01-0111	INTEGRATE AIRCRAFT SURVIVABILITY MEASURES
01-6-0019.01-0111	DEVELOP RECONNAISSANCE AND SURVEILLANCE PLAN
01-6-0033.01-0111	COORDINATE FIRE SUPPORT
01-6-0082.01-0111	CONDUCT MILITARY DECISIONMAKING PROCESS (MDMP)
01-6-0211.01-0111	CONDUCT DELIBERATE ATTACK

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: RESPOND TO A CHEMICAL/BIOLOGICAL ATTACK (01-2-0013.01-0111)
 (FM 3-3) (FM 3-100) (FM 3-4)
 (FM 3-5)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Simulated use of chemical/biological weapons is imminent. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Preparations for imminent attack minimized damage to equipment and loss of personnel. Missions were resumed with minimal delay after a simulated chemical/biological strike. Personnel responded immediately to chemical/biological alarms. Personnel donned protective mask within 9 seconds of alarm (without hood) or within 15 seconds of alarm (with hood).

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S3 issues warning order.</p> <ul style="list-style-type: none"> a. Provided guidance to units to prepare equipment and personnel for chemical/biological attack. b. Alerted NBC teams. c. Directed appropriate MOPP level consistent with guidance received. <p>2. HHC personnel begin preparation for chemical/biological attack.</p> <ul style="list-style-type: none"> a. Emplaced or checked chemical/biological alarms. b. Evacuated aircraft, if possible. b. Positioned vehicles and aircraft to maximize terrain shielding. c. Covered equipment; munitions; petroleum, oil, and lubricants (POL); food; and water. d. Improved existing shelters with consideration to chemical/biological agent effects (gaseous and liquid delivery methods). e. Minimized skin exposure by proper use of protective clothing. f. Reviewed unit SOP and indicators of chemical/biological attack. <p>3. HHC personnel take immediate protective measures upon alert of chemical/biological attack.</p> <ul style="list-style-type: none"> a. Donned protective mask and hood (if not already in MOPP4). b. Gave the vocal or nonvocal alarms. c. Took individual protective measures if caught in an unprotected area. d. Monitored personnel for physical signs of exposure to chemical/biological agents. e. Administered immediate and appropriate first aid to casualties. f. Sealed the shelter (if possible) if in a protected area. g. Submitted an NBC 1 report if appropriate (personnel observed the chemical/biological attack). h. Stayed covered until the signal was given to uncover. i. Tested the area with detector kits and reported results. j. Marked contaminated areas. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>4. HHC NBC teams conduct chemical/biological surveys.</p> <ul style="list-style-type: none"> a. Conducted the survey using the techniques prescribed by the brigade chemical officer (CHEMO) or as deemed appropriate by the NBC team chief when operating independently. b. Reported the survey results to the HHC commander. <p>* 5. HHC commander conducts poststrike actions.</p> <ul style="list-style-type: none"> a. Assessed casualties. <ul style="list-style-type: none"> (1) Treated and evacuated casualties. (2) Reestablished chain of command and cross-leveled personnel. (3) Forwarded casualty feeder report. b. Forwarded NBC-4 report (results of survey) to higher headquarters. c. Assessed status of aircraft, vehicles, and equipment. <ul style="list-style-type: none"> (1) Reported aircraft and equipment status. (2) Returned aircraft and equipment to operable status ASAP. <p>6. HHC personnel conduct immediate/operational decontamination.</p> <ul style="list-style-type: none"> a. Decontaminated skin. b. Conducted a wipe down of personal equipment with decontamination kit. c. Conducted a spray down of equipment and vehicles (if possible). d. Marked contaminated runoff areas. <p>* 7. HHC commander develops a contingency plan.</p> <ul style="list-style-type: none"> a. Received guidance from battalion/squadron. b. Initiated unmasking procedures. c. Analyzed the mission and conducted troop-leading procedures. d. Prepared to move the company/troop (if necessary). e. Requested thorough decontamination support (if necessary). f. Resumed operational missions. <p>* 8. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1100	Determine Aircraft Decontamination Levels and Procedures	MOS W 152H 3 MOS W 153D 3 MOS W 154C 3
011-420-1101	Supervise a Unit NBC Defense Program	MOS W 152H 3 MOS W 154C 3 MOS W 153D 3

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1103	Identify U.S. National Policy as It Relates to Nuclear, Biological, and Chemical (NBC) Use	MOS W 152H 3 MOS W 154C 3 MOS W 153D 3
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1102	Employ the NBC Warning and Reporting System	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0609.01-0111	CROSS A CHEMICALLY/BIOLOGICALLY CONTAMINATED AREA
01-2-0610.01-0111	PERFORM OPERATIONAL DECONTAMINATION
01-2-0611.01-0111	CONDUCT THOROUGH DECONTAMINATION

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: RESPOND TO A NUCLEAR ATTACK (01-2-0017.01-0111)
(FM 3-4)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Simulated use of tactical nuclear weapons is imminent. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Preparations for imminent attack minimized damage to equipment and loss of personnel. Missions are resumed with minimal delay after a simulated nuclear strike. Personnel took immediate action in response to alarms.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. HHC commander issues a warning order. <ul style="list-style-type: none"> a. Provided guidance to platoons to prepare equipment and personnel for nuclear attack. b. Alerted NBC teams. 2. HHC personnel begin preparation for nuclear attack. <ul style="list-style-type: none"> a. Positioned vehicles and aircraft to maximize terrain shielding (evacuated aircraft, if time permitted). b. Covered equipment, munitions, POL, food, and water. c. Disconnected nonessential electronic equipment. d. Improved existing shelters with consideration to blast, thermal, and radiation effects. e. Minimized skin exposure by proper use of protective clothing. f. Issued and zeroed dosimeters. 3. HHC personnel take immediate protective measures. <ul style="list-style-type: none"> a. Took individual protective measures if caught in an unprotected area. b. Sealed the shelter if in a protected area. c. Donned NBC protective clothing. d. Stayed covered until the signal was given to uncover. (Blast wave passed, debris stopped falling, and radiation exposure from fallout was in acceptable range.) e. Monitored dosimeters and reported. f. Conducted radiological survey. * 4. HHC commander conducts poststrike actions. <ul style="list-style-type: none"> a. Reestablished communications. b. Forwarded NBC-1 report to battalion/squadron headquarters. c. Assessed casualties. <ul style="list-style-type: none"> (1) Treated and evacuated casualties. (2) Reestablished chain of command and cross-leveled personnel. (3) Forwarded casualty feeder report. d. Assessed damages to aircraft, vehicles, and equipment. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(1) Reported aircraft and equipment status. (2) Returned aircraft and equipment to operable status ASAP. * 5. HHC commander develops a contingency plan. a. Received guidance from battalion/squadron. b. Analyzed the mission and conducted troop-leading procedures. c. Compared present radiation exposure state to the operational exposure guidance (OEG). d. Prepared to move the company/troop (if necessary). e. Resumed operational missions. * 6. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (appendix C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1100	Determine Aircraft Decontamination Levels and Procedures	MOS W 152H 3 MOS W 153D 3 MOS W 154C 3
011-420-1101	Supervise a Unit NBC Defense Program	MOS W 152H 3 MOS W 154C 3
011-420-1103	Identify U.S. National Policy as It Relates to Nuclear, Biological, and Chemical (NBC) Use	MOS W 152H 3 MOS W 154C 3 MOS W 153D 3
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1102	Employ the NBC Warning and Reporting System	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0280.01-0111	CROSS A RADIOLOGICALLY CONTAMINATED AREA

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: PREPARE FOR OPERATIONS UNDER NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) CONDITIONS (01-2-0201.01-0111)
 (FM 3-4) (FM 3-7)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Simulated use of OPFOR nuclear, biological, and chemical (NBC) weapons is possible. NBC alert status has been issued IAW unit SOP. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Actions taken by the unit limited the effects of an NBC attack.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. HHC commander ensures accountability and serviceability of NBC defense equipment. a. Directed that NBC detection equipment be issued to trained operators. b. Ensured that NBC detection equipment was employed and operational immediately after notification. 2. HHC takes action to protect itself against NBC attack. a. Prepared protective shelters for personnel with overhead cover. b. Placed all equipment and supplies under cover. c. Secured or tied down all loose equipment. d. Briefed soldiers and reviewed the unit SOP. e. Assumed the designated mission-oriented protective posture (MOPP) level. * 3. HHC commander adjusts MOPP level based upon MOPP analysis/guidance. a. Implemented MOPP-level directives. b. Analyzed company/troop status and mission. * 4. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1100	Determine Aircraft Decontamination Levels and Procedures	MOS W 153D 3 MOS W 152H 3 MOS W 154C 3
011-420-1101	Supervise a Unit NBC Defense Program	MOS W 152H 3 MOS W 153D 3 MOS W 154C 3
011-420-1103	Identify U.S. National Policy as It Relates to Nuclear, Biological, and Chemical (NBC) Use	MOS W 152H 3 MOS W 154C 3 MOS W 153D 3
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1102	Employ the NBC Warning and Reporting System	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0017.01-0111	RESPOND TO A NUCLEAR ATTACK
01-2-0102.01-0111	SECURE AND DEFEND UNIT POSITION
01-2-0280.01-0111	CROSS A RADIOLOGICALLY CONTAMINATED AREA
01-2-0609.01-0111	CROSS A CHEMICALLY/BIOLOGICALLY CONTAMINATED AREA

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: CAMOUFLAGE VEHICLES AND EQUIPMENT (01-2-0203.01-0111)
 (FM 21-75) (FM 20-3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The HHC in an assembly area. The OPFOR possesses air and ground surveillance capability. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Unit location is not compromised as a result of improper or inadequate camouflage.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. HHC commander selects concealed vehicle positions and traffic routes.</p> <ul style="list-style-type: none"> a. Ensured vehicle tracks followed terrain features such as edge of wood lines and fields. b. Ensured vehicle tracks continued past the parking spot to another logical location. c. Ensured personnel used concealed routes when possible. d. Ensured all vehicles followed in the same tracks. e. Ensured all tracks that lead into concealed positions are removed. f. Ensured vehicles and equipment were positioned under cover or in shadows whenever possible. g. Ensured vehicle positions used natural surroundings for concealment. h. Ensured vehicle positions avoided terrain features (hilltops, road intersections, etc.) that the enemy could use as reference points. <p>2. HHC personnel conceal vehicles and equipment.</p> <ul style="list-style-type: none"> a. Used natural material to break up shapes or shadows. b. Ensured natural materials blended with the surroundings. c. Changed natural material regularly when it wilted or discolored. d. Used camouflage screen systems and other manmade materials to enhance natural camouflage. e. Covered or subdued all shiny surfaces such as windows, mirrors, metal, headlights, etc. f. Kept heat sources (generators, engines, mess areas, etc.) under cover when possible to reduce thermal and noise signatures. g. Buried cables and wires, as appropriate. <p>3. HHC personnel enforce noise, light, and litter discipline.</p> <ul style="list-style-type: none"> a. Used only vehicle blackout lights from dusk to dawn. b. Ensured that all lighted work areas were completely shielded. c. Muffled or masked noise that could not be eliminated. d. Stored or buried litter. <p>* 4. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0004	Plan for Aviation and Ground Combat Service Support.	MOS W 153A 5
011-420-0008	Conduct Unit Defensive Operations	MOS W 154C 3 MOS W 152D 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0005	Employ Air Defense	
011-510-0023	Conduct Assembly Area Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0101.01-0111	OCCUPY AN ASSEMBLY AREA
01-2-0102.01-0111	SECURE AND DEFEND UNIT POSITION

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: CROSS A RADIOLOGICALLY CONTAMINATED AREA (01-2-0280.01-0111)
 (FM 3-4) (FM 3-5) (FM 3-3)
 (FM 3-7)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Simulated use of nuclear weapons has occurred. The HHC has received an OPORD/FRAGO to conduct a unit move and cross a radiologically contaminated area. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The unit moved through the contaminated area by the route that provided the lowest acceptable radiation exposure to personnel. Movement techniques minimized the spread of contamination.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. HHC commander conducts troop leading procedures.</p> <ul style="list-style-type: none"> a. Verified that there were no routes bypassing the contaminated area. a. Issued a warning to platoons to prepare equipment and personnel for movement through a radiologically contaminated area. b. Reviewed OPORD/FRAGO from brigade and confirmed NBC-5 report data including: <ul style="list-style-type: none"> (1) Contamination levels of tentative ground and air routes. (2) Radiation exposure limits from operational exposure guidance (OEG). (3) Routes which provide minimum exposure to radiation. c. Obtained route clearance and approval, as required. <p>2. HHC prepares to conduct move.</p> <ul style="list-style-type: none"> a. Prepared vehicles and aircraft with extra shielding. b. Transported equipment inside vehicles or covered it with available material. c. Ensured that radiac equipment was operational. d. Issued dosimeters and informed personnel of OEG limitations. e. Directed appropriate MOPP-level protection. f. Took measures to reduce personnel exposure to dust or mud (closed windows and air vents). g. Planned for the transport, by organic aircraft, of all personnel and equipment not essential to the ground move, if exposure was reduced by air transport. h. Started continuous radiological monitoring. i. Completed all normal preparations for a unit move IAW unit SOP. <p>3. HHC conducts move across contaminated area.</p> <ul style="list-style-type: none"> a. Used movement techniques to minimize dust. b. Maintained intervals which minimized exposure to dust cloud. c. Moved steadily without unnecessary halts or delays while in the contaminated area. d. Continually monitored radiac equipment and dosimeters. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
4. HHC clears the contaminated area. <ul style="list-style-type: none"> a. Reported clearing to brigade. b. Forwarded NBC-4 report. c. Assessed casualties. d. Performed immediate/operational decontamination (removed dust or mud from vehicles and equipment). e. Coordinated for thorough decontamination (if necessary). f. Reported present radiation exposure rate of personnel. 5. HHC resumes operational missions. * 6. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1100	Determine Aircraft Decontamination Levels and Procedures	MOS W 152H 3 MOS W 153D 3 MOS W 154C 3
011-420-1101	Supervise a Unit NBC Defense Program	MOS W 154C 3 MOS W 153D 3 MOS W 152H 3
011-420-1103	Identify U.S. National Policy as It Relates to Nuclear, Biological, and Chemical (NBC) Use	MOS W 154C 3 MOS W 153D 3 MOS W 152H 3
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1102	Employ the NBC Warning and Reporting System	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0609.01-0111	CROSS A CHEMICALLY/BIOLOGICALLY CONTAMINATED AREA
01-2-2048.01-0111	CONDUCT UNIT MOVEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: CROSS A CHEMICALLY/BIOLOGICALLY CONTAMINATED AREA (01-2-0609.01-0111)
 (FM 3-4) (FM 3-3) (FM 3-5)
 (FM 3-7)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Simulated use of chemical/biological weapons has occurred. The HHC has received an OPORD/FRAGO to conduct a unit move and must cross a chemically/biologically contaminated area. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The unit moves through the contaminated area by the route that provides the lowest acceptable exposure to personnel. Movement techniques minimize the spread of contamination.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. HHC commander conducts troop-leading procedures.</p> <ul style="list-style-type: none"> a. Verified that there were no routes bypassing the contaminated area. a. Issued a warning to platoons to prepare equipment and personnel for movement through a chemical/biologically contaminated area. b. Reviewed the OPORD/FRAGO and confirmed NBC-5 report data including: <ul style="list-style-type: none"> (1) Contamination levels of tentative ground and air routes. (2) Types of chemical/biological agents reported. (3) Routes that provided minimum exposure to chemical agents. c. Obtained route clearance and approval, as required. <p>2. HHC prepares to conduct move.</p> <ul style="list-style-type: none"> a. Directed appropriate MOPP-level protection. b. Transported equipment inside vehicles or covered it with available material. c. Ensured that M-8 detection paper was positioned to provide early warning of exposure. d. Took measures to reduce personnel exposure to dust or mud (closed windows and air vents). e. Planned for the transport, by organic aircraft, of all personnel and equipment not essential to the ground move, if exposure was reduced by air transport. f. Started continuous chemical/biological monitoring. g. Completed all normal preparations for a unit move IAW unit SOP. <p>3. HHC conducts move across contaminated area.</p> <ul style="list-style-type: none"> a. Used movement techniques to minimize dust. b. Maintained vehicle interval that minimized exposure to dust cloud. c. Moved steadily without unnecessary halts or delays while in the contaminated area. d. Continually monitored personnel and detection devices for signs of exposure. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
4. HHC clears the contaminated area. <ul style="list-style-type: none"> a. Reported clearing to brigade. b. Forwarded NBC-4 report. c. Assessed casualties. d. Performed immediate/operational decontamination <ul style="list-style-type: none"> (1) Removed dust or mud from vehicles and equipment. (2) Performed personal equipment decontamination (if necessary). e. Coordinated for thorough decontamination (if necessary). f. Reported present personnel and equipment readiness status. 		
5. HHC resumes operational missions.		
* 6. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1100	Determine Aircraft Decontamination Levels and Procedures	MOS W 152H 3 MOS W 153D 3 MOS W 154C 3
011-420-1101	Supervise a Unit NBC Defense Program	MOS W 152H 3 MOS W 154C 3 MOS W 153D 3
011-420-1103	Identify U.S. National Policy as It relates to Nuclear, Biological, and Chemical (NBC) Use	MOS W 152H 3 MOS W 154C 3 MOS W 153D 3
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1102	Employ the NBC Warning and Reporting System	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0280.01-0111	CROSS A RADIOLOGICALLY CONTAMINATED AREA
01-2-2048.01-0111	CONDUCT UNIT MOVEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: PERFORM OPERATIONAL DECONTAMINATION (01-2-0610.01-0111)
 (FM 3-5) (FM 3-7)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. Nuclear, biological, or chemical contamination has occurred and time constraints do not allow contamination to decay naturally to a minimally acceptable level. The factors of mission, enemy, troops, terrain and weather, time available, and civilian considerations (METT-TC) permit decontamination. Higher level support for decontamination is not available. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The unit decontaminated to a negligible risk within the time specified in the commander's guidance. No personnel casualties or damage to equipment resulted from any part of the decontamination process. No contamination was spread to personnel, equipment, or to the environment except that which was deemed acceptable in the risk assessment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. HHC commander directs unit personnel to perform individual decontamination. <ul style="list-style-type: none"> a. Began decontamination as soon as the situation permitted. b. Ensures that contaminants were removed and controlled. c. Directed MOPP gear exchange using buddy teams (if available). * 2. HHC commander directs decontamination of aircraft, ground vehicles, and equipment. <ul style="list-style-type: none"> a. Supervised the washing of aircraft, vehicles, and equipment.. b. Used field-expedient techniques, such as driving through a stream or using water from a fire hydrant, if available, and the contamination runoff was acceptable. c. Ensured controls were in place to maintain separation between "dirty" and "clean" equipment. * 3. Chemical officer (CHEMO) updates the unit radiation status (for radiological contamination only). <ul style="list-style-type: none"> a. Determined present degree and extent of existing hazard using the AN/PDR-27. b. Read dosimeter. <ul style="list-style-type: none"> (1) Averaged the total dose. (2) Rounded off reading to nearest centigray (rad). c. Reported results to the commander. d. Zeroed all dosimeters, using PP-1578-A. 4. HHC continues the mission. <ul style="list-style-type: none"> a. Covered, marked, and reported contaminated runoff. b. Ensured that the operation exposure guidance (OEG) was not exceeded. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Monitored decontaminated personnel with the AN/PDR-27 for level of contamination. d. Repeated decontamination as necessary. e. Updated the unit radiation exposure status (RES), and continuously compared the RES with the OEG. f. Continued to monitor NBC situation. (1) Sought and received information from higher headquarters. (2) Used assigned NBC equipment to monitor current situation and detected changes. * 5. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1100	Determine Aircraft Decontamination Levels and Procedures	MOS W 152H 3 MOS W 153D 3 MOS W 154C 3
011-420-1101	Supervise a Unit NBC Defense Program	MOS W 152H 3 MOS W 154C 3 MOS W 153D 3
011-420-1103	Identify U.S. National Policy as It Relates to Nuclear, Biological, and Chemical (NBC) Use	MOS W 152H 3 MOS W 154C 3 MOS W 153D 3
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1102	Employ the NBC Warning and Reporting System	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0101.01-0111	OCCUPY AN ASSEMBLY AREA
01-2-2048.01-0111	CONDUCT UNIT MOVEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: CONDUCT THOROUGH DECONTAMINATION (01-2-0611.01-0111)
 (FM 3-5) (FM 3-7)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. Nuclear, biological, or chemical contamination has occurred and time constraints do not allow contamination to decay naturally to a minimally acceptable level. The factors of mission, enemy, troops, terrain and weather, time available, and civilian considerations (METT-TC) permit withdrawal of the unit to the decontamination site. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The unit decontaminated to a negligible risk within the time specified in the commander's guidance. No personnel casualties or damage to equipment resulted from any part of the decontamination process. No contamination was spread to personnel, equipment, or to the environment except that which was deemed as acceptable in the risk assessment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. HHC commander coordinates thorough equipment decontamination through brigade chemical officer (CHEMO). <ul style="list-style-type: none"> a. Sent an advance party to rendezvous with decontamination elements at the site. b. Assisted with site setup. c. Controlled traffic, and provided security at the site. d. Provided labor detail for processing and for cleanup. 2. HHC personnel complete personal wipe down and operator spray down before leaving area of operations. 3. HHC arrives at the predecontamination staging area and completes preliminary actions. <ul style="list-style-type: none"> a. Prioritized vehicles and equipment for decontamination based on commander's guidance or unit SOP. b. Prepared vehicles and equipment. <ul style="list-style-type: none"> (1) Closed up items to be decontaminated. (2) Removed items that could not be decontaminated using DS2. (3) Secured or removed loose items. c. Dismounted vehicles (exempt for drivers). d. Moved to the decontamination site. 4. HHC processes through the site. <ul style="list-style-type: none"> a. Received instructions from the chemical unit. b. Provided traffic control and site security. c. Moved decontaminated vehicles and equipment to the reconstitution area. 5. HHC clears the site.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
a. Assisted the chemical unit with site clearance. b. Provided necessary labor to the chemical unit. 6. HHC reorganizes and resumes operations. a. Coordinated with brigade for necessary support and supplies. b. Received new or amended orders, or confirmation of original orders. c. Continued the mission. * 7. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1100	Determine Aircraft Decontamination Levels and Procedures	MOS W 152H 3 MOS W 153D 3 MOS W 154C 3
011-420-1101	Supervise a Unit NBC Defense Program	MOS W 152H 3 MOS W 154C 3 MOS W 153D 3
011-420-1103	Identify U.S. National Policy as It Relates to Nuclear, Biological, and Chemical (NBC) Use	MOS W 152H 3 MOS W 154C 3 MOS W 153D 3
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1102	Employ the NBC Warning and Reporting System	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0101.01-0111	OCCUPY AN ASSEMBLY AREA

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: IMPLEMENT FRATRICIDE PREVENTION MEASURES (01-2-2035.01-0111)
 (FM 1-111) (FM 100-14) (FM 3-0)
 (FM 34-130)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment and the staff has issued an OPORD/FRAGO. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: No casualties or equipment damage was due to inadequate fratricide prevention planning.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. HHC commander conducts fratricide risk assessment by completing the fratricide risk assessment matrix, and assigning an overall rating of low risk, caution, or high risk.</p> <ul style="list-style-type: none"> a. Assessed situational awareness. <ul style="list-style-type: none"> (1) Evaluated fire and maneuver control by assessing density of forces versus clarity of the situation. (2) Evaluated the fire distribution plan by comparing available rehearsal time versus collective proficiency, and navigation difficulty. (3) Evaluated potential navigation problems by assessing reconnaissance and intelligence versus visibility and navigation difficulty. (4) Evaluated fire control and battle tracking by comparing clearance of fires versus common and crosstalk. (5) Evaluated battlefield hazards by comparing use of dud-producing munitions versus knowledge of existing hazards. b. Assessed combat identification measures to include friendly recognition and marking system. c. Assessed fire control discipline. <ul style="list-style-type: none"> (1) Evaluated command and control measures. (2) Reviewed the rules of engagement (ROE). d. Assessed personnel and leadership preparedness. <ul style="list-style-type: none"> (1) Evaluated mission related experience and competence. (2) Considered soldier and leader fatigue and stress factors. <p>* 2. HHC commander, based on risk level assessment of low, caution, or high, takes appropriate measures to reduce the risk of fratricide.</p> <ul style="list-style-type: none"> a. Enforced the fire and maneuver plan. <ul style="list-style-type: none"> (1) Low—Conducted back-briefs, supervised combat preparation, inspected preventative maintenance checks, services and combat checks. (2) Caution—Used a limited visibility rehearsal, clarified the intent of operations, and cross-trained soldiers/crews on critical tasks. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(3) High—Rehearsed adjacent and converging task forces. Used liaison personnel, if available, to confirm ground unit maneuver plan and locations.</p> <p>b. Enforced the fire distribution plan.</p> <p>(1) Low—Ensured that all ground AA missions, passage in and out of areas, and fire controls were briefed and/or rehearsed.</p> <p>(2) Caution—Ensured that ground and flight weapons status were appropriate. Modified task organization and implemented a limited visibility plan.</p> <p>(3) High—Modified plans, simplified coordination between air and ground forces.</p> <p>c. Rehearsed land navigation.</p> <p>(1) Low—Conducted map reconnaissance, covered the impact of terrain, weather, and enemy.</p> <p>(2) Caution—Used redundant navigation aids, ground guides, night vision aids; marked enemy and friendly positions.</p> <p>(3) High—Assigned navigation responsibilities to multiple crews (redundancy); conducted route reconnaissance whenever possible.</p> <p>d. Emphasized fire control and battle tracking.</p> <p>(1) Low—Coordinated positive clearance of fires; made communications checks; and back-briefed fire support.</p> <p>(2) Caution—Coordinated positive clearance of fires; used SOP, guides, beacons, and vectoring when available.</p> <p>(3) High—Coordinated positive clearance of fires; established liaison with the ground unit.</p> <p>e. Combatted battlefield hazards.</p> <p>(1) Low—instilled safety discipline; ensured that all known hazards were identified and disseminated.</p> <p>(2) Caution—Considered all contingency plans, actions at hazards, and equipment limitations.</p> <p>(3) High—Established intermediate objectives or control points; considered special logistics and/or maintenance actions; coordinated a detailed deception plan.</p> <p>f. Briefed combat identification.</p> <p>(1) Low—Rehearsed combat vehicle identification skills.</p> <p>(2) Caution—Used and recognized identification friend/foe (IFF) and expedient measures for exposed elements.</p> <p>(3) High—Used and recognized clear, Infrared friendly markings; used multiple recognition signals.</p> <p>g. Rehearsed the fire control discipline.</p> <p>(1) Low—Reviewed the rules of engagement (ROE) and enforced the challenge or password discipline.</p> <p>(2) Caution—Simplified the plan; modified the ROE.</p> <p>(3) High—Rotated high-stress positions; augmented door gunners.</p> <p>h. Confirmed soldiers' and leaders' preparedness.</p> <p>(1) Low—Followed full troop-leading process; established sleep plan/crew rest criteria in accordance with unit SOP.</p> <p>(2) Caution—Emphasized the troop-leading process; refreshed mission-specific skills; controlled the pace in execution.</p> <p>(3) High—Prioritized tasks, prioritized rehearsals; gave FRAGO only for an emergency; avoided requirements that exceeded training level.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 3. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	MOS W 152H 3 MOS W 153D 3
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 154C 3 MOS W 153D 3
011-420-0035	Employ the Army's Concept of Reducing Fratricide	MOS W 152H 3 MOS W 153D 3
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	MOS W 152H 3
011-510-0025	Defeat Enemy Threat Using Aircraft Survivability Equipment (ASE)	MOS W 153D 3 MOS W 152H 3

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-1-1303.01-00CS	CONTROL TACTICAL OPERATIONS
01-1-1303.01-0NRC	PLAN, COORDINATE, AND CONTROL TACTICAL OPERATIONS
01-2-2047.01-0111	CONDUCT TROOP-LEADING PROCEDURES

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: EMPLOY PASSIVE AIR DEFENSE MEASURES (01-2-2051.01-0111)
(FM 44-8) (FM 1-101)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and reports are being received through normal channels. Reports indicate that OPFOR fixed-wing and helicopter forces have achieved air parity and are operating in the unit's area. Company/troop personnel have detected unknown or hostile aircraft. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The HHC successfully avoided detection or attack by hostile aircraft.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>1. HHC elements (stationary) take passive air defense measures against nonattacking hostile aircraft.</p> <ul style="list-style-type: none"> a. Concealed and camouflaged aircraft, personnel, and equipment. b. Dispersed the unit to the maximum extent possible. c. Posted air guards to search assigned sectors. d. Gave the air attack alarm as specified in the standing operating procedures (SOP). e. Occupied defensive positions. f. Reported the presence of hostile aircraft in the area to the battalion/squadron CP. f. Visually identified the hostile aircraft. g. Continued to track the hostile aircraft. <p>2. HHC elements (moving) take passive air defense measures against nonattacking hostile aircraft.</p> <ul style="list-style-type: none"> a. Alerted personnel to potential air threat. b. Posted air guards IAW the SOP. c. Gave air attack alarm as specified in the SOP. d. Moved vehicles to covered, concealed positions; increased dispersion. All personnel prepared to engage aircraft as directed. e. Dismounted personnel and prepared to engage aircraft. f. Visually identified the hostile aircraft. g. Reported any aircraft action to the battalion/squadron tactical CP. h. Continued to track the hostile aircraft. i. Rallied the convoy after departure of the hostile aircraft and continued the unit move. <p>* 4. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 153D 3 MOS W 152H 3
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	MOS W 153D 3 MOS W 152H 3
011-420-0035	Employ the Army's Concept of Reducing Fratricide	MOS W 153D 3 MOS W 154C 3 MOS W 152H 3

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	SECURE AND DEFEND UNIT POSITION
01-2-0203.01-0111	CAMOUFLAGE VEHICLES AND EQUIPMENT
01-2-2047.01-0111	CONDUCT TROOP-LEADING PROCEDURES
01-2-2048.01-0111	CONDUCT UNIT MOVEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: EMPLOY ACTIVE AIR DEFENSE MEASURES (01-2-2052.01-0111)
(FM 44-8) (FM 1-101)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and reports are being received through normal channels. Reports indicate that OPFOR fixed wing and helicopter forces have achieved air parity and are operating in the unit's area. Friendly air defense artillery (ADA) units are operating in the area. Passive air defense measures have failed and the unit has been detected by OPFOR aviation forces. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The HHC reacted immediately to an enemy air attack. Defensive actions resulted in the disruption of the enemy attack.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>1. HHC (stationary) takes active air defense measures.</p> <ul style="list-style-type: none"> a. Gave the air attack alarm IAW unit standing operating procedures (SOP). b. Occupied defensive positions. c. Searched assigned sectors for hostile aircraft. d. Detected the enemy aircraft and immediately alerted the unit. e. Identified the detected aircraft. f. Initiated the aircraft scatter plan IAW the unit SOP. g. Reported the aircraft to brigade headquarters. <p>NOTE: When making the decision to fire at nonattacking hostile aircraft with small arms, the assigned mission and tactical situation must be considered. Units have the right to self-defense, if attacked; however, to prevent fratricide, positive identification is critical.</p> <ul style="list-style-type: none"> h. On order of HHC commander, unit to engaged the aircraft with all available small arms. <ul style="list-style-type: none"> (1) Established the aiming point using the "football field" method. (2) Used the "volume of fire" technique to mass small arms fire. (3) Coordinated fires with supporting ADA units, if applicable. (4) Engaged aircraft IAW the rules of engagement and weapon control status. i. Reloaded weapons following engagement of the aircraft. j. Assessed damage and casualties. k. Submitted a situation report (SITREP) to the brigade CP. l. Evaluated the situation and moved the unit position as directed by headquarters. <p>2. HHC (moving) takes active air defense measures.</p> <ul style="list-style-type: none"> a. Gave the air attack alarm IAW the unit SOP. b. Dispersed vehicles laterally and in depth; vehicle operators continued to move. c. Moved vehicles to covered, concealed positions, if possible. d. Dismounted personnel and prepared to engage the hostile aircraft. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Identified the hostile aircraft. f. Engaged the aircraft with all available small arms . (1) Established the aiming point using the "football field" method. (2) Used the "volume of fire" technique to mass small arms fire. (3) Coordinated fires with supporting ADA, if applicable. (4) Engaged aircraft IAW the rules of engagement and weapon control status. g. Reloaded weapons following engagement of aircraft. h. Submitted a SITREP to the brigade CP. i. Assessed damage and casualties. j. Reformed the convoy and continued to move when the "all clear" signal was given. * 4. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures, (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 153D 3 MOS W 152H 3
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	MOS W 153D 3 MOS W 152H 3
011-420-0035	Employ the Army's Concept of Reducing Fratricide	MOS W 153D 3 MOS W 152H 3
011-510-0005	Employ Air Defense	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	SECURE AND DEFEND UNIT POSITION
01-2-0203.01-0111	CAMOUFLAGE VEHICLES AND EQUIPMENT
01-2-2047.01-0111	CONDUCT TROOP-LEADING PROCEDURES
01-2-2048.01-0111	CONDUCT UNIT MOVEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: CONDUCT MISSION-ORIENTED PROTECTIVE POSTURE (MOPP) GEAR EXCHANGE (01-2-2160.01-0111)

(FM 3-5)

(FM 3-7)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Simulated use of tactical nuclear, chemical or biological weapons has occurred. Protective clothing is unserviceable as a result of contamination. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: All MOPP gear is exchanged without further casualties or contamination of equipment. Operations are not degraded as a result of poor or inadequate MOPP gear exchange.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>1. HHC prepares to exchange MOPP gear.</p> <ul style="list-style-type: none"> a. Selected a site large enough to accommodate entire unit. b. Supply personnel unloaded replacement overgarments and decontaminating kits. c. Personnel decontaminated individual fighting equipment. <ul style="list-style-type: none"> (1) Decontaminated weapon, helmet, load-bearing equipment, and mask carrier. (2) Placed items on uncontaminated surface. <p>2. HHC exchanges MOPP gear.</p> <ul style="list-style-type: none"> a. Issued new MOPP gear to each individual. b. Paired off into buddy teams. c. Paired up in a circle. (The exchange is controlled from the center of the circle.) d. Unfastened shoulder straps of hood. e. Prepared hood and mask for decontamination. (Each individual prepares the hood and mask of his buddy.) f. Loosened drawcord on hood and mask. g. Decontaminated hood and exposed parts of buddy's mask (to include canister and hose on M24/M25A1 masks. h. Untied trouser leg drawcords, unzipped trouser legs, and rolled cuffs. <ul style="list-style-type: none"> (1) Started with the mask eye lens outserts using decon-2 wipe followed by decon-1 wipe. (2) Wiped from top of hood down. <p>NOTE: For radiological decontamination, use hot soapy water and clean rinse water.</p> <ul style="list-style-type: none"> i. Partner number one removed overgarment, turns jacket inside out, and places it on the ground with the inside surface facing up. (Jacket will be used to stand on after removal of chemical overboots.) j. Unfastened or cut laces/fasteners of overboots. k. Partner number one removed overboots and steps onto uncontaminated surface. l. Partner number one donned new overgarments. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(1) Partner number two opened package.</p> <p>(2) Partner number one removed protective overgarment without touching outside of the package.</p> <p>(3) This procedure was repeated for all new issue items.</p> <p>(4) Put on new overgarments and boots.</p> <p>(5) Secured hood and mask.</p> <p>(6) Secured equipment.</p> <p>m. Partner number two repeated steps c through g with assistance from partner number one.</p> <p>3. Buddy teams decontaminate the hood and mask.</p> <p>a. Buddy 1 decontaminated buddy 2's hood and exposed parts of mask (decontamination wipes for chemical and biological; hot soapy water for radiological).</p> <p>b. Buddy 1 decontaminated own gloves.</p> <p>c. Buddy 1 removed buddy 2's hood.</p> <p>d. Buddy 1 continued decontamination of buddy 2's mask.</p> <p>4. Buddy teams remove overgarments and overboots.</p> <p>a. Buddy 1 unfastened buddy 2's trouser snaps while covered by jacket.</p> <p>b. Buddy 1 untied buddy 2's jacket drawstring.</p> <p>c. Buddy 1 unfastened buddy 2's velcro at the wrists and front of jacket; unzipped jacket.</p> <p>d. Buddy 1 pulled jacket down and away from buddy 2.</p> <p>e. Buddy 1 laid jacket on the ground, black (uncontaminated) side up.</p> <p>f. Buddy 1 unfastened and unzipped buddy 2's trousers.</p> <p>g. Buddy 1 pulled buddy 2's trousers down to knees.</p> <p>h. Buddy 2 stepped out of trousers and overboots, and onto the black side of jacket.</p> <p>5. Buddy 2 removes gloves.</p> <p>a. Slid hands partially out of each glove.</p> <p>b. Held hands away from body and let gloves fall to the ground.</p> <p>6. Buddy teams don new overgarments, overboots, and gloves.</p> <p>a. Buddy 1 opened buddy 2's packages without touching contents.</p> <p>b. Buddy 2 removed garment without touching the outside of the package.</p> <p>c. Buddy 2 donned clean overgarments, overboots, and gloves.</p> <p>7. Buddy teams replace hood.</p> <p>a. Buddy 1 decontaminated own gloves.</p> <p>b. Buddy 1 replaced and secured buddy 2's hood.</p> <p>8. Soldiers reverse roles and repeat steps.</p> <p>* 9. HHC commander performs, or delegates performance of, the steps in the risk management process for each step of troop-leading procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1101	Supervise a Unit NBC Defense Program	MOS W 152H 3 MOS W 153D 3 MOS W 154C 3
011-510-0503	Perform Company-Level Command Post Operations	
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0280.01-0111	CROSS A RADIOLOGICALLY CONTAMINATED AREA
01-2-0609.01-0111	CROSS A CHEMICALLY/BIOLOGICALLY CONTAMINATED AREA
01-2-0610.01-0111	PERFORM OPERATIONAL DECONTAMINATION
01-2-0611.01-0111	CONDUCT THOROUGH DECONTAMINATION

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: INTEGRATE AIRCRAFT SURVIVABILITY MEASURES (01-6-0016.01-0111)
 (FM 101-5) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is functional and reports are being received through normal channels. The staff has received an OPORD/FRAGO to conduct combat and combat support operations. Enemy forces have medium-to-high intensity air defense artillery (ADA) and electronic warfare (EW) capability within the area of operations. Aircraft survivability equipment (ASE) is on hand and operational. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Unit aircraft were not engaged by enemy ADA or EW assets as a result of improper planning or procedural control measures. Unit aircraft were not engaged by friendly ADA assets as a result of improper fratricide prevention measures.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Tactical operations officer (TOO) integrates EW considerations into tactical planning.</p> <ul style="list-style-type: none"> a. Developed the EW annex to the OPORD in conjunction with the S2. <ul style="list-style-type: none"> (1) Estimated enemy EW capabilities, limitations, vulnerabilities, and ability to interfere with friendly operations; detected friendly ASE and communications; interrogated friendly equipment; and conducted electronic attack against friendly forces. (2) Identified available friendly EW systems. (3) Provided guidance on appropriate policies, doctrine, tactics, techniques, and procedures. (4) Verified threat parameters and optimum ASE settings. b. Developed the tactical plan to avoid detection of friendly aircraft by enemy ADA. c. Selected optimum flight routes using good terrain analysis with emphasis on primary flight routes, alternate flight routes, hazards, and control points for a complete mission. <p>* 2. TOO, in conjunction with the S2 and S3, conducts an EW risk assessment.</p> <ul style="list-style-type: none"> a. Analyzed enemy advantages and disadvantages in EW. b. Assessed threat system operating procedures and capabilities, assessed threat tactics, identified operating frequencies of radar threats, identified infrared, radio frequency, and threats, and countermeasures. <p>* 3. TOO identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 153D 3 MOS W 152H 3
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	MOS W 153D 3 MOS W 152H 3
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 153D 3 MOS W 152H 3
011-510-0002	Employ IEW	
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0005	Employ Air Defense	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0025	Defeat Enemy Threat Using Aircraft Survivability Equipment (ASE)	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0010.01-0111	SYNCHRONIZE DEEP, CLOSE, SECURITY, RESERVE, AND REAR OPERATIONS
01-6-0014.01-0111	COORDINATE TACTICAL AIR SUPPORT WITH AVIATION FORCES
01-6-0015.01-0111	ADVISE THE COMMANDER AND STAFF ON THE CAPABILITIES, LIMITATIONS, AND EMPLOYMENT OF TACTICAL AIR SUPPORT
01-6-0087.01-0111	EXECUTE CONTINGENCY PLANS
01-6-0412	CONDUCT TARGETING PROCESS
01-6-7105.01-0111	PERFORM PASSAGE OF LINES

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: EMPLOY OPERATIONS SECURITY (OPSEC) MEASURES (01-6-0020.01-0111)
 (AR 380-5) (FM 3-0) (FM 1-111)
 (FM 24-1) (FM 34-1)
 (FM 34-60)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The brigade has been issued the division/corps OPORD/OPLAN. The main CP is operational and the staff sections are functioning. Electronic combat activity is present. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The OPFOR was prevented from identifying the brigade's plan of operations and conduct of the battle. Unnecessary loss of forces caused by ineffective operations security (OPSEC) procedures was avoided.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. S3 implements OPSEC measures. <ul style="list-style-type: none"> a. Reviewed the S2 physical security plan. b. Formulated information security measures. c. Formulated signal security measures. d. Determined counter and counter-countersurveillance measures. e. Determined automated systems security. 2. S3 section implements information security measures. <ul style="list-style-type: none"> a. Controlled the distribution of all written OPORDs and annexes. b. Accounted for all signal operation instructions (SOI). c. Controlled all operational information on a need-to-know basis. d. Maintained all classified information and material in an authorized security container. e. Maintained emergency destruction instructions IAW applicable regulations and the unit SOP. 3. S3 section implements signal security (SIGSEC) measures. <ul style="list-style-type: none"> a. Transmitted mission essential information by secure radio only. b. Used authentication and encryption codes specified in the SOI. c. Limited message transmissions to no more than 20 seconds. d. Reported all SIGSEC discrepancies/violations to next higher headquarters. 4. S3 section implements electronic protection measures. <ul style="list-style-type: none"> a. Tuned equipment to assigned frequencies specified in the current SOI. b. Observed radio silence periods, as directed. c. Employed anti-jamming procedures. d. Forwarded reports of electromagnetic interference to communications personnel within 10 minutes of the incident. 5. S3 section directs employment of countersurveillance measures.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Ensured the employment of litter prevention measures that kept areas free of trash, litter, or personal items. b. Ensured the employment of measures that prevented the creation of footpaths and vehicle tracks between elements. c. Ensured that radios were operated with volumes and squelches on lowest possible settings. d. Camouflaged vehicles, equipment, and tents. e. Buried cables and wires, as appropriate. f. Employed noise and light discipline. <p>6. S3 section implements automated systems security.</p> <ul style="list-style-type: none"> a. Positioned computers within an enclosure that provided controlled access. b. Secured all electrical facilities that supported the system. c. Restricted access to the computer by use of classified passwords. d. Controlled all log-ons and file access by the use of unique operator passwords. e. Changed passwords IAW the unit SOP schedule or, more frequently, as necessitated by the situation. f. Destroyed all outdated printouts of reports and lists. <p>* 7. S3 identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0002	Employ IEW	
011-510-0005	Employ Air Defense	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0307	Perform IEW Staff Duties / Responsibilities	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: PREPARE FOR A CHEMICAL/BIOLOGICAL AGENT ATTACK (01-6-0036.01-0111)
 (FM 3-100) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: Chemical warfare has been initiated, or intelligence indicates its use is imminent. The main CP is operational and the staff sections are functioning. Higher headquarters directs implementation of actions to minimize casualties and damage. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The unit or section assumed MOPP 4 within 10 minutes using the buddy system and completed the mission according to the OPORD.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S3 issues a warning order to staff sections and subordinates.</p> <ul style="list-style-type: none"> a. Units began defensive preparation for a chemical/biological attack. b. Leaders directed actions to maximize protection consistent with the mission. <p>2. Unit takes additional action consistent with the tactical situation and SOP.</p> <ul style="list-style-type: none"> a. Increased, decreased, or modified MOPP, as appropriate. b. Hardened individual and unit positions. c. Used existing natural and manmade terrain features as expedient shelters. d. Downloaded Aviation Mission Planning System (AMPS) data into aircraft and implemented aircraft scatter plan. <p>3. Unit leaders instruct personnel to continue to prepare.</p> <ul style="list-style-type: none"> a. Kept clothes loosely fitted. b. Performed field sanitation and personal hygiene. c. Emplaced detection equipment properly. <p>4. Unit personnel take immediate actions.</p> <ul style="list-style-type: none"> a. Donned mask with hood. b. Cleared and checked mask, did not fasten hood, and went immediately to the next step. c. Gave the alarm. d. Put on gloves with liners. e. Zipped and fastened overgarment jacket. f. Secured the hood, and then secured the overgarment. g. Put on overboots. h. Reported the presence of any chemical markers IAW SOP. <p>5. Unit leaders ensure that soldiers do not contaminate the interiors of shelters.</p> <ul style="list-style-type: none"> a. Ensured entry into and exit from shelters only when mission-essential. b. Ensured entry into and exit from shelters conformed to procedures outlined in the unit SOP. c. Monitored interior air with M256 detector kits. d. Implemented MOPP 3 or MOPP 4 if persistent agents were used. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>e. Ensured that contaminated items were not stored inside the collective protection shelter.</p> <p>6. Unit personnel decontaminate skin, if required.</p> <ol style="list-style-type: none"> a. Donned mask as appropriate. b. Removed one Decon-1 wipe packet. c. Folded the Decon-1 wipe packet at the solid line marked "bend," and then unfolded it. d. Tore the packet open at the notch, removed the wipe, and fully opened the wipe. e. Wiped skin for 1 minute. f. Dropped the Decon-1 wipe to the ground. g. Crushed the enclosed glass ampules in the Decon-2 wipe packet. h. Folded the packet on the solid line marked "crush and bend," and then unfolded it. i. Tore the packet open at the notch, and removed the wipe. j. Opened the wipe fully. Let the encased crushed glass ampules fall to the ground. k. Wiped skin with the Decon-2 wipe for 2 to 5 minutes. <p>7. Unit leaders reorganize their sections.</p> <ol style="list-style-type: none"> a. Reestablished the chain-of-command and communications. b. Received and consolidated unit/section status reports, and forwarded information for transmission to headquarters. c. Identified, treated, and prepared casualties for evacuation. d. Decontaminated killed-in-action (KIA) and other casualties before medical evacuation. e. Wrapped, marked, and evacuated KIA to the designated collection point. f. Resumed mission operations. <p>* 8. Chemical Officer provides NBC reports.</p> <ol style="list-style-type: none"> a. Transmitted the initial NBC-1 report (chemical). b. Identified the type of agent. c. Transmitted a subsequent NBC-1 report (chemical) within 20 minutes after the attack. <p>* 9. Unit leader initiates unmasking procedures with the aid of a chemical agent detector kit.</p> <ol style="list-style-type: none"> a. If the chemical agent detector kit indicated negative results, selected two or three individuals for the start of unmasking procedures. b. Moved the selected individuals into a shady area to prevent false diagnosis. c. Told the selected individuals to unmask for 5 minutes and then to reseal and clear their masks. d. Observed the individuals for 10 minutes. e. If the individuals did not show any symptoms after 10 minutes, gave the "all clear" signal. <p>*10. Unit leader initiates unmasking procedures without the use of a chemical agent detector kit.</p> <ol style="list-style-type: none"> a. Selected two or three individuals and moved them to a shady area, if available. b. Instructed the selected individuals to— <ol style="list-style-type: none"> (1) take a deep breath and hold it. (2) break the seal of their masks. (3) keep eyes wide open for 15 seconds. c. Instructed the individuals to reseal and clear their masks. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> d. Observed the individuals for 10 minutes. e. If the individuals showed no symptoms after 10 minutes, instructed them to— <ul style="list-style-type: none"> (1) break the seals of masks. (2) take two or three deep breaths. (3) reseal and clear masks. f. Observed the individuals for 10 additional minutes. g. Instructed the individuals to unmask again for 5 minutes and reseal and clear their masks; then observed them for 10 minutes. h. If the individuals showed no symptoms within 10 minutes, asked permission from higher headquarters to unmask all personnel and give the "all clear" signal. i. Received permission from higher headquarters to unmask and gave permission for the remainder of the group to unmask. *11. Commander adjusts the MOPP level, as required. <ul style="list-style-type: none"> a. Ensured that individuals wore the appropriate clothing. b. Ensured that individuals took the appropriate steps to reduce stress and fatigue. *12. Unit leaders replenish chemical defense equipment and supplies. <ul style="list-style-type: none"> a. Forwarded requests for replacement supplies. b. Ensure that replacement supplies are distributed. *13. Unit section leader selects ground and air routes. <ul style="list-style-type: none"> a. Accessed NBC-5 (chemical) report or reconnaissance reports to select ground and/or air routes. b. Selected routes that minimize exposure consistent with the mission. c. Obtained route clearance from headquarters. 14. Unit prepares to cross the area. <ul style="list-style-type: none"> a. If contamination-free air routes exist, transported, via organic aircraft, all nonessential personnel and equipment. b. Ensured that all aircrews, vehicle operators, and leaders know the route or have strip maps. c. Placed externally stored material inside vehicles, or covers it with available material. d. Positioned M8 detector paper to provide early warning. 15. Unit crosses the area. <ul style="list-style-type: none"> a. Avoided low ground, overhanging branches, and brush to the extent allowed by the tactical situation. b. Crossed the area as quickly and as carefully as possible. c. Avoided stirring up dust. d. Conducted "buttoned up" movement to the greatest extent each ground vehicle and aircraft can provide. e. Conducted dismounted movement as quickly as possible. 16. Unit exits the contaminated area. <ul style="list-style-type: none"> a. Checked for casualties. b. Performed hasty decontamination. c. Performed deliberate decontamination if mission, enemy, terrain, troops, time, and civilian considerations allowed and resources were available; performed this decontamination as soon as possible. d. Continued the mission. *17. Commander directs unit personnel to perform individual decontamination. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>a. Began decontamination as soon as the situation permitted.</p> <p>b. Ensured that contaminants were removed and controlled.</p> <p>c. Directed MOPP gear exchange using buddy teams (if available).</p> <p>*18. Commander directs decontamination of aircraft, ground vehicles, and equipment.</p> <p>a. Crews washed aircraft and ground vehicles with hot, soapy water for 2 to 3 minutes.</p> <p>NOTE: Field-expedient techniques, such as driving through a stream or using water from a fire hydrant, may be used if contamination runoff is acceptable.</p> <p>b. Crews maintained separation between "dirty" and "clean" equipment.</p> <p>*19. Commander updates the unit radiation status (for radiological contamination only).</p> <p>a. Determined present degree and extent of the existing hazard using the AN/PDR27 radiacmeter. In the absence of further guidance, negligible risk is 0.33 MR (cGy) per hour.</p> <p>b. Read dosimeter, averaged the total dose, and rounded off to the nearest cGy (rad).</p> <p>c. Transmitted dosimeter readings to higher headquarters.</p> <p>d. Zeroized all dosimeters, using PP-1578-A.</p> <p>20. Unit continues the mission.</p> <p>a. Covered, marked, and reported contaminated runoff.</p> <p>b. Ensured that the operation exposure guidance (OEG) is not exceeded.</p> <p>c. Monitored decontaminated personnel with the AN/PDR27 radiacmeter for level of contamination; decontaminated them again, if required.</p> <p>d. Updated the unit radiation exposure status (RES), and continuously compared the RES with the OEG.</p> <p>e. Continued to monitor the NBC situation.</p> <p>21. Unit leaders direct individual decontamination through the unit tactical operations center (TOC).</p> <p>a. Coordinated with the TOC and decontamination elements.</p> <p>b. Sent an advance party to rendezvous with decontamination elements at the site.</p> <p>c. Provided personnel to assist with site setup, to control traffic, and to provide security at the site.</p> <p>d. Provided most of the labor for processing and cleaning up afterwards.</p> <p>22. Unit completes basic skills decontamination before leaving the area of operations.</p> <p>a. Conducted personal wipe down.</p> <p>b. Conducted operator spray down.</p> <p>23. Unit arrives at the decontamination staging area and completes necessary actions.</p> <p>a. Prioritized aircraft and ground vehicles based on the commander's guidance and unit SOP.</p> <p>b. Prepared aircraft and ground vehicles (buttons up; removes items that cannot be decontaminated using DS2).</p> <p>c. Crews, except drivers, dismounted ground vehicles.</p> <p>d. Moved to the equipment decontamination site.</p> <p>24. Unit processes through the decontamination site.</p> <p>a. Chemical unit directed and supervised the decontamination operation.</p> <p>b. Brigade provided traffic control and site security.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Brigade moved decontaminated aircraft and ground vehicles to the reconstitution area. 25. Unit clears the site. a. Chemical unit directed and supervised site clearance. b. Brigade provided necessary labor. 26. Unit reorganizes and resumes operations. a. Coordinated for necessary support and supplies. b. Continued the mission. *27. S3 identifies and control hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1100	Determine Aircraft Decontamination Levels and Procedures	MOS W 152H 3 MOS W 153D 3
011-420-1101	Supervise a Unit NBC Defense Program	MOS W 153D 3 MOS W 152H 3
011-420-1103	Identify U.S. National Policy as It Relates to Nuclear, Biological, and Chemical (NBC) Use	MOS W 153D 3 MOS W 152H 3
011-510-1100	Determine Aircraft Decontamination Levels and Procedures	
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1102	Employ the NBC Warning and Reporting System	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0037.01-0111	CROSS A RADIOLOGICALLY CONTAMINATED AREA
01-6-0040.01-0111	EVALUATE NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) CONTAMINATION INFORMATION
01-6-0044.01-0111	PROCESS NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) REPORTS
01-6-0609.01-0111	CROSS A CHEMICALLY/BIOLOGICALLY CONTAMINATED AREA

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: PREPARE FOR A NUCLEAR ATTACK (01-6-0038.01-0111)

(FM 1-111)

(FM 3-4)

(FM 3-5)

(FM 3-7)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Simulated use of OPFOR nuclear weapons is possible. Nuclear, biological, and chemical (NBC) alert status has been issued IAW the unit SOP. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Actions taken by the unit limited the effects of the nuclear attack.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. S3/CHEMO direct unit to take action to protect itself against nuclear attack. a. Prepared protective shelters for personnel with overhead cover. b. Placed all equipment and supplies under cover. c. Secured or tied down all loose equipment. d. Briefed soldiers and reviewed the unit SOP. e. Assumed the designated MOPP level.		
* 2. CHEMO adjusts MOPP level based upon MOPP analysis/guidance. a. Implemented MOPP-level directives. b. Analyzed unit status and mission. c. Transmitted status and/or requests to higher headquarters.		
* 3. CHEMO performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
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TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

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SUPPORTING INDIVIDUAL TASKS

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011-420-1101	Supervise a Unit NBC Defense Program	MOS W 153D 3 MOS W 152H 3

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1103	Identify U.S. National Policy as It Relates to Nuclear, Biological, and Chemical (NBC) Use	MOS W 153D 3 MOS W 152H 3
011-510-1100	Determine Aircraft Decontamination Levels and Procedures	
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1102	Employ the NBC Warning and Reporting System	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0037.01-0111	CROSS A RADIOLOGICALLY CONTAMINATED AREA
01-6-0040.01-0111	EVALUATE NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) CONTAMINATION INFORMATION
01-6-0044.01-0111	PROCESS NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) REPORTS
01-6-0609.01-0111	CROSS A CHEMICALLY/BIOLOGICALLY CONTAMINATED AREA

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(3) Routes for crossing or bypassing contamination. (4) Total dose for crossing a contaminated area. (5) Measures to reduce total dose. (6) Estimated total dose and created the dose at particular points and times. d. Advised the S4 on— (1) Decontamination requirements of units. (2) Resupply of NBC defense equipment. (3) Contamination of supply routes and available clean routes. (4) Impact of NBC contamination on logistic operations. e. Advised the S5 on the effects of NBC weapons on the civilian population and property. * 5. CHEMO identifies and control hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1100	Determine Aircraft Decontamination Levels and Procedures	MOS W 152H 3 MOS W 153D 3
011-420-1101	Supervise a Unit NBC Defense Program	MOS W 153D 3 MOS W 152H 3
011-420-1103	Identify U.S. National Policy as It Relates to Nuclear, Biological, and Chemical (NBC) Use	MOS W 153D 3 MOS W 152H 3
011-510-1100	Determine Aircraft Decontamination Levels and Procedures	
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1102	Employ the NBC Warning and Reporting System	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0037.01-0111	CROSS A RADIOLOGICALLY CONTAMINATED AREA
01-6-0044.01-0111	PROCESS NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) REPORTS
01-6-0609.01-0111	CROSS A CHEMICALLY/BIOLOGICALLY CONTAMINATED AREA

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: PROCESS NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) REPORTS (01-6-0044.01-0111)

(FM 3-3)

(FM 1-111)

(FM 24-32)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. The unit has received an OPORD/FRAGO and the commander's guidance. The OPFOR has employed nuclear, biological, or chemical (NBC) weapons. Friendly units have submitted NBC reports. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The NBC section received, recorded, and distributed all NBC reports.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Chemical officer (CHEMO) receives NBC-1. <ul style="list-style-type: none"> a. Received reports. b. Authenticated all submitted reports. * 2. CHEMO analyzes NBC reports. <ul style="list-style-type: none"> a. Screened and consolidated NBC-1 reports. b. Confirmed the enemy's first use of chemical or nuclear weapons. c. Entered the NBC-1 report. d. Prepared and transmitted NBC-2 reports. * 3. CHEMO prepares a simplified chemical downwind message. <ul style="list-style-type: none"> a. Updated situation. b. Transmitted simplified chemical downwind message to all units. * 4. S3/CHEMO receives and processes NBC-3 report. <ul style="list-style-type: none"> a. Updated the situation with contamination predictions. b. Determined, in conjunction with the S3, which units were affected. c. Warned affected units. d. Recommended courses of action to commander. e. Transmitted NBC-3 to subordinate, attached, and supporting units. * 5. CHEMO receives and processes NBC-4 reports. <ul style="list-style-type: none"> a. Consolidated NBC-4 reports. b. Analyzed data from the reports. c. Updated the situation. 6. NBC section prepares the NBC-5 report (contamination plot overlay). <ul style="list-style-type: none"> a. Constructed the NBC-5 report using the data in the NBC-4 reports. b. Updated the situation. c. Disseminated the NBC-5 report (overlay) to all units near or within the area of operations. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
7. NBC section requests NBC-6 reports from subordinate units (chemical or biological only). <ul style="list-style-type: none"> a. Received NBC-6 reports. b. Analyzed, in conjunction with the S2, information in the NBC-6 reports, and briefed the commander on the current NBC situation. c. Transmitted NBC-6 report to higher headquarters. * 8. CHEMO prepares the wind vector plot per unit SOP. * 9. CHEMO prepares the chemical downwind message and disseminates to all adjacent and subordinate units per unit SOP. *10. CHEMO identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1100	Determine Aircraft Decontamination Levels and Procedures	MOS W 152H 3 MOS W 153D 3
011-420-1101	Supervise a Unit NBC Defense Program	MOS W 153D 3 MOS W 152H 3
011-420-1103	Identify U.S. National Policy as It Relates to Nuclear, Biological, and Chemical (NBC) Use	MOS W 153D 3 MOS W 152H 3
011-510-1100	Determine Aircraft Decontamination Levels and Procedures	
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1102	Employ the NBC Warning and Reporting System	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0037.01-0111	CROSS A RADIOLOGICALLY CONTAMINATED AREA
01-6-0040.01-0111	EVALUATE NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) CONTAMINATION INFORMATION
01-6-0609.01-0111	CROSS A CHEMICALLY/BIOLOGICALLY CONTAMINATED AREA

OPFOR TASKS AND STANDARDS: NONE

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	STP 1-93P1-SM

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0015.01-0111	ADVISE THE COMMANDER AND STAFF ON THE CAPABILITIES, LIMITATIONS, AND EMPLOYMENT OF TACTICAL AIR SUPPORT
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION

TASK: COORDINATE THE SAFETY PROGRAM (01-6-0057.01-0111)
 (AR 385-10) (AR 385-95)

ITERATION: 1 2 3 4 5
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is conducting maneuver, combat support, and combat service support operations. The main CP is operational. The staff sections are functioning. This task should not be trained in MOPP4.

TASK STANDARDS: The unit conducted all missions without personnel loss or injury or equipment loss or damage as a result of violations of approved safety procedures.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. The brigade commander ensures compliance with the Army safety program and the Army aviation accident prevention program. <ul style="list-style-type: none"> a. Established a unit safety program that supported higher headquarters safety requirements to ensure the safety of all personnel. b. Employed risk management approaches to effectively preclude unacceptable risk to the safety of personnel and property. c. Appointed a safety officer or noncommissioned officer (NCO) to assist with the implementation of the unit safety program. d. Ensured that safe practices and safety standards were incorporated in all directives and SOPs. e. Established measures to protect against discriminatory actions or reprisals resulting from exercising safety and health rights. f. Ensured that the safety SOP described channels for reporting unsafe or unhealthy conditions. g. Ensured that reports of unsafe and unhealthy conditions were investigated and the originators of the reports were notified. * 2. Aviation safety officer and/or NCO implements the Army safety program. <ul style="list-style-type: none"> a. Served as the principal safety advisor, planner, and evaluator for the commander. b. Advised and assisted the commander and staff with implementation of risk management procedures. c. Interpreted safety policies and procedures. d. Collected, analyzed, and disseminated data concerning accidents. e. Ensured that adequate safe practices and safe physical standards were incorporated in SOPs and directives. f. Provided accident prevention material. * 3. Aviation safety officer develops an aviation safety program that meets the commander's guidance. <ul style="list-style-type: none"> a. Developed an aviation safety program. b. Ensured immediate investigation of accidents that resulted in injury or property damage. c. Recommended corrective action(s). 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 4. Aviation safety officer develops a ground safety program that meets the commander's guidance. <ul style="list-style-type: none"> a. Developed a ground safety program. b. Ensured immediate investigation of accidents that resulted in injury or property damage. c. Recommended corrective action(s). * 5. Aviation safety officer monitors tactical field safety programs and procedures. <ul style="list-style-type: none"> a. Ensured that all section personnel knew the safety measures that related to their jobs. b. Immediately corrected unsafe practices. c. Developed and recommended risk control options for command implementation. * 6. Aviation safety officer, together with the S3 or his designated representative, develops an aviation and ground pre-accident crash-rescue plan. <ul style="list-style-type: none"> a. Outlined the responsibilities and procedures required to handle in-flight emergencies, accidents, and crash-rescue operations. b. Included basic preparatory measures and personnel duties. c. Established operational procedures essential to activating crash-rescue services. * 7. Aviation safety officer tests the aviation and ground pre-accident crash-rescue plan. <ul style="list-style-type: none"> a. Tested the plan to ensure adequacy. b. Revised the plan, as necessary. * 8. Commander identifies and control hazards IAW risk management procedures. 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1700	Employ the Army Safety Program	MOS W 154C 3 MOS W 153D 3 MOS W 152H 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0311	Conduct Military Briefings	
011-510-1500	Prepare Military Correspondence	
011-510-1700	Implement the Army Safety Program	
154-385-6465	Employ the Risk Management Process during Mission Planning	STP 21-24-SMCT

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0082.01-0111	CONDUCT MILITARY DECISIONMAKING PROCESS (MDMP)
01-6-0083.01-0111	DIRECT THE BRIGADE STAFF

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION

TASK: ADVISE THE COMMANDER ON RISK MANAGEMENT (01-6-0058.01-0111)
 (AR 385-10) (AR 385-95)

ITERATION: 1 2 3 4 5
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is conducting maneuver, combat support, and combat service support operations. The main CP is operational. The staff sections are functioning. This task should not be trained in MOPP4.

TASK STANDARDS: The aviation safety officer continuously informed and advised the commander so that actions were taken to correct deficiencies.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. Aviation safety officer observes unit operations. a. Obtained operations plans. b. Certified the risk assessment developed and produced by the S3.		
* 2. Aviation safety officer observes unit safety hazards. a. Observed implementation of risk control options to verify effectiveness. b. Recommended adjustments of risk controls for command implementation.		
* 3. Aviation safety officer advises the commander on safety issues. a. Prepared findings. b. Provided assistance to units. c. Recommended courses of action to the commander. d. Assisted in the risk management process and/or risk assessment matrix.		
* 4. Commander identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1700	Employ the Army Safety Program	MOS W 153D 3 MOS W 152H 3 MOS W 154C 3
011-510-0003	Employ Mobility / Countermobility / Survivability	

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0019	Plan Aviation Brigade Operations	
011-510-0311	Conduct Military Briefings	
011-510-1700	Implement the Army Safety Program	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0057.01-0111	COORDINATE THE SAFETY PROGRAM
01-6-0058.01-0111	ADVISE THE COMMANDER ON RISK MANAGEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: PROVIDE MAIN COMMAND POST (CP) SECURITY (01-6-0059.01-0111)
 (FM 3-91.3) (FM 101-5) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, constructive) combat environment. The main CP is operational and the staff sections are functioning. The HHC commander is located with the main CP. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The main CP was provided with sufficient physical security support to prevent infiltration by enemy elements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. HHC commander supervises the establishment of the defensive area for the main CP. a. Accessed the All-Source Analysis System (ASAS) for current enemy situation. b. Monitored the friendly situation. c. Coordinated with each staff section and CP element and assigned sectors of responsibility upon occupation. d. Reviewed the situation map to assist in determining that defensive positions were mutually supporting and critical terrain was covered. e. Ensured CP entry and exit points were controlled by guards at all times. f. Planned for patrols when there were multiple entries. g. Established a reaction force for handling Level I and II threats. h. Planned and rehearsed ground and air attack reaction drills.		
* 2. HHC first sergeant supervises physical security of the main CP. a. Established the sentry/guard plan with the S3 NCOIC for rotation of personnel in and out of observation posts and guard points. b. Regulated vehicular traffic in the CP area and established a dismount point. c. Conducted rehearsals of the reaction force. d. Coordinated with the S2 for intelligence and enemy situation updates. e. Established and rehearsed the CP evacuation plan.		
* 3. HHC commander identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0002	Employ IEW	
011-510-0006	Employ Fire Support	
011-510-0023	Conduct Assembly Area Operations	
011-510-0307	Perform IEW Staff Duties / Responsibilities	
071-430-0002	Conduct a Defense by a Squad	STP 21-24-SMCT
071-430-0006	Conduct a Defense by a Platoon	STP 21-24-SMCT

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0001.01-0111	PLAN/ORGANIZE THE MOVE
01-2-0203.01-0111	CAMOUFLAGE VEHICLES AND EQUIPMENT
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND JUDGE ADVOCATE SECTION

TASK: PROVIDE LEGAL SUPPORT (01-6-0074.01-0111)
 (AR 27-10) (FM 101-5) (FM 1-111)
 (FM 27-10)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. The unit has received an OPORD/FRAGO and the commander's guidance. Requests for legal services are being received. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Services were provided to support the commands' and the soldiers' legal needs.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Staff Judge Advocate (SJA) coordinates with S1 on legal matters and provides the commander with current status. <ul style="list-style-type: none"> a. Provided information on courts-martial actions and dispositions. b. Briefed nonjudicial punishment and administrative separation actions. c. Provided advice on absent without leave and desertion trends. d. Provided information on the status of formal and informal investigations. e. Maintained appropriate duty roster for legal actions. * 2. SJA directs the legal section to assist subordinate commanders and soldiers. <ul style="list-style-type: none"> a. Reviewed all Uniform Code of Military Justice (UCMJ) actions for accuracy and legality. b. Acted as liaison between subordinate units, division SJA, and trial defense service. c. Assisted in preparation of charges, powers of attorney, and wills. d. Convened courts and boards. e. Prepared special courts-martial convening orders and promulgating orders; summarized records of trial and convening authority's final actions. f. Ensured the appropriate charge(s) and punishment(s) were administered according to AR 27-10 and the Manual for Court Martial. g. Processed appeals of summary courts-martial and field grade Article 15s. * 3. SJA coordinates with the S1 on matters concerning the law of war, handling of Enemy Prisoners of War (EPWs), etc. * 4. SJA identifies and controls hazards IAW risk management procedures. 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

** indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0311	Conduct Military Briefings	
011-510-1500	Prepare Military Correspondence	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0048.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP)(S1)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT COMBAT SEARCH AND RESCUE (CSAR) OPERATIONS (01-6-2045.01-0111)

(FM 1-111)

(JOINT PUB 3-50.21)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The staff has received an OPORD/FRAGO and the commander's guidance. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. The unit is preparing to conduct missions throughout the area of operations. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: CSAR plans employed all joint CSAR resources and operations were performed IAW unit SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S3 assumes responsibility for the rescue coordination center (RCC) when brigade is directed by the Commander of the Army Force (COMARFOR).</p> <ul style="list-style-type: none"> a. Established the RCC within the aviation brigade operations center. b. Assigned personnel knowledgeable in CSAR planning and coordination requirements. c. Assigned personnel knowledgeable in joint search and rescue center (JSRC) capabilities. <p>2. S6 section establishes communications with all elements involved in CSAR operations.</p> <ul style="list-style-type: none"> a. Established radio communications as required. b. Established landline communications as required. c. Established computer network communications as required. <p>3. RCC coordinates with JSRC.</p> <ul style="list-style-type: none"> a. Alerted JSRC whenever a CSAR mission had been planned, executed, or was ongoing. b. Received and logged all information transmitted by the JSRC. c. Received all Army CSAR taskings from the JSRC. <p>4. RCC monitors all air tasking orders (ATOs).</p> <ul style="list-style-type: none"> a. Monitored all subordinate unit missions that may have placed personnel in an isolated position. b. Ensured that every ATO provided enough reserve transponder codes for an Army aviation CSAR task force. <p>5. RCC coordinates all airspace usage requirements with the Airspace Control Authority (ACA).</p> <p>6. Brigade conducts CSAR operations.</p> <ul style="list-style-type: none"> a. Prepared for intraservice support. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(1) Ensured that unit was aware of all CSAR capabilities, both air and ground. (2) Ensured that unit was knowledgeable of parameters within which CSAR forces would operate, IAW RCC guidance. (3) Ensured that unit personnel were knowledgeable of procedures for requesting CSAR. b. Prepared for joint CSAR operations. (1) Provided mutual support to other services when tasked by the JSRC. (2) Ensured that unit personnel augmenting joint CSAR operations were familiar with Joint Publications 3-50.2 and 3-50.21. * 7. S3 identifies and controls hazards IAW risk management procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0026	Coordinate Combat Search and Rescue (CSAR) Procedures	MOS W 152H 3 MOS W 153D 3
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-1302	Employ Downed Aircraft Recovery Team Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
NOTE: Units may deploy by rail, ground, ship, on USAF or commercial aircraft. Actual deployment procedures will be coordinated based upon mission and mode of deployment. * 5. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0028	Plan Aviation Deployment	MOS W 152H 3 MOS W 153D 3 MOS W 154C 3
011-510-0012	Employ Air Movement Operations	
011-510-0019	Plan Aviation Brigade Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0001.01-0111	PLAN/ORGANIZE THE MOVE
01-4-0320.01-0111	PROVIDE UNIT SUPPLY SUPPORT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: PERFORM FIELD SANITATION (01-2-0715.01-0111)
 (FM 21-10-1) (AR 40-5) (FM 21-10)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated combat environment. The unit does not have access to permanent sanitation, mess, or water facilities. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Any degradation of unit operation tempo is not a result of poor health or illness caused by inadequate field sanitation.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. HHC commander appoints a field sanitation team (FST). 2. FST monitors field sanitation. a. Inspected water for potability. b. Inspected prescribed load of water purification materials. c. Inspected use of protective measures against disease-carrying organisms (i.e., rodents, insects, etc.). d. Enforced personal hygiene measures. e. Inspected latrines and urinals. f. Inspected hand-washing facilities. g. Inspected waste disposal procedures. h. Inspected food transport, maintenance, preparation, and service. i. Enforced heat, cold, and noise prevention measures. 3. FST provides information on field sanitation status. a. Determined deficiencies. b. Reported deficiencies. c. Provided recommendations and training. * 4. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0900	Implement the Principles of Medical Evacuation	
011-510-0901	Integrate Unit Medical Support	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-2047.01-0111	CONDUCT TROOP-LEADING PROCEDURES
01-2-2054.01-0111	COORDINATE UNIT-LEVEL SUPPLY OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: COORDINATE UNIT-LEVEL SUPPLY OPERATIONS (01-2-2054.01-0111)
 (FM 10-27-4) (FM 100-14)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP and the administrative and logistics operations center are operational and reports are being received through normal channels. Combat service support assets are available. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The combat effectiveness of the HHC was not degraded as a result of poor supply and equipment acquisition procedures. All unit equipment and supplies were properly accounted for IAW the unit SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. 1SG maintains a current status of supplies. a. Maintained status of supplies on hand. b. Verified the accuracy of reports and records. 2. 1SG determines supply requirements. a. Coordinated current and future operations with the company commander. b. Identified and allocated resources on hand. 3. 1SG coordinates requisitions with the supply sergeant. a. Consolidated supply requests from platoons. b. Ensured proper accountability of supplies and equipment IAW the unit SOP. c. Ensured requests were submitted to the S4. * 4. HHC commander implements procedures for supply and equipment distribution and accountability. a. Ensured that accountability and security of supplies and equipment were adequate. b. Redistributed supplies and equipment to support tactical operations. c. Ensured proper supervision of the distribution of weapons, munitions, (including basic load), and pyrotechnics IAW unit SOP. * 5. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0004	Plan for Aviation and Ground Combat Service Support.	MOS W 153A 5
011-510-0004	Employ Combat Service Support	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-1-1402.01-0NRC	COORDINATE THE REQUISITION, ACQUISITION, AND DISTRIBUTION OF SUPPLIES AND EQUIPMENT
01-2-0101.01-0111	OCCUPY AN ASSEMBLY AREA
01-2-2047.01-0111	CONDUCT TROOP-LEADING PROCEDURES

OPFOR TASKS AND STANDARDS: NONE

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0503	Perform Company-Level Command Post Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-2047.01-0111	CONDUCT TROOP-LEADING PROCEDURES
01-6-0071.01-0111	CONDUCT REPLACEMENT OPERATIONS
01-6-0072.01-0111	CONDUCT CASUALTY REPORTING

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: EVACUATE CASUALTIES (01-2-7707.01-0111)
 (FM 8-10-6) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The unit has incurred simulated casualties. The assembly area is secure. The main CP and the brigade aid station are operational. The medical team is available to provide emergency medical aid and evacuation of simulated casualties. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Casualties received immediate first aid when brought to the casualty collection point. Casualties were evacuated by the most expeditious manner available. All classified/sensitive documents were removed from casualties and secured.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. HHC develops the casualty evacuation plan. <ol style="list-style-type: none"> a. Alerted the medical treatment team of impending casualties. b. Determined assets needed to evacuate casualties. c. Confirmed primary and alternate evacuation routes (if by vehicle), ambulance exchange points, and any other necessary coordination. d. Coordinated air evacuation (if tactical situation permitted). e. Designated separate holding areas for contaminated and uncontaminated killed in action (KIA) personnel. f. Designated a holding area and security plan for enemy prisoner of war (EPW) casualties. g. Tasked sections (as required) for vehicles and aircraft. h. Alerted chaplain. i. Coordinated with brigade and/or division for S5 support in the event of civilian casualties. j. Prepared landing zones and positioned evacuation vehicles. 2. Medical personnel process casualties. <ol style="list-style-type: none"> a. Medics visually assessed condition of casualties and prioritized injuries. b. Separated NBC contaminated casualties from uncontaminated casualties. c. Treated most seriously wounded patients first. d. Stabilized patients to prevent further injury. <ol style="list-style-type: none"> (1) Stopped the bleeding. (2) Prevented and treated shock. (3) Splinted broken bones. (4) Administered intravenous medications (IVs) and painkillers. e. Continued emergency treatment of wounded while evacuation begins. 3. Medics search casualties for sensitive or confidential information or equipment and secure it. 4. Company personnel load patients requiring further treatment into evacuation aircraft/vehicles. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Loaded critically wounded soldiers for transport to appropriate medical treatment facility (battalion aid station (BAS) or mobile army surgical hospital (MASH)). b. Loaded slightly wounded soldiers for transport to BAS. e. Evacuated casualties with appropriate personal NBC equipment. <p>5. Company personnel prepare for air evacuation (if tactical situation permits).</p> <ul style="list-style-type: none"> a. Determined number and status of casualties. b. Secured landing zones. c. Guided inbound aircraft to pickup zone (PZ). d. Assisted in loading casualties. <p>6. Medical treatment team personnel conduct triage.</p> <ul style="list-style-type: none"> a. Assessed injuries and prioritized treatment. b. Administered emergency treatment within the limits of the tactical situation., c. Determined order of evacuation of casualties. <p>7. S-1 personnel (graves registration) process the remains of soldiers (KIA).</p> <ul style="list-style-type: none"> a. Separated contaminated remains from uncontaminated remains. b. Collected and cross-checked witness forms (DA Forms 1155). c. Loaded remains for transport to brigade support area. d. Maintained accountability of remains. <p>8. S-1 personnel collate, process, and forward witness forms (DA Forms 1155) and casualty feeder reports (DA Forms 1156).</p> <ul style="list-style-type: none"> a. Updated commander on personnel status. b. Forwarded personnel reports to brigade S-1 and division G-1. <p>* 9. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0503	Perform Company-Level Command Post Operations	
011-510-0900	Implement the Principles of Medical Evacuation	
011-510-0901	Integrate Unit Medical Support	
081-831-0101	Request Medical Evacuation	STP 21-24-SMCT
081-831-1005	Perform First Aid to Prevent or Control Shock	STP 21-1-SMCT

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-2064.01-0111	PERFORM COMPANY STRENGTH MANAGEMENT
01-2-7714.01-0111	SUBMIT CASUALTY FEEDER REPORTS AND WITNESS STATEMENTS
01-6-0068.01-0111	COORDINATE TRANSPORTATION AND MOVEMENT

OPFOR TASKS AND STANDARDS: NONE

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0503	Perform Company-Level Command Post Operations	
011-510-0900	Implement the Principles of Medical Evacuation	
011-510-0901	Integrate Unit Medical Support	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-2064.01-0111	PERFORM COMPANY STRENGTH MANAGEMENT
01-2-7707.01-0111	EVACUATE CASUALTIES
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Maintained prescribed copies of transactions. 6. HHC supply section maintains small arms and ammunition. a. Controlled stored weapons and ammunition. b. Requested ammunition resupply. c. Performed organizational maintenance on small arms and crew-served weapons. d. Forwarded weapons beyond unit repair capabilities to the supporting maintenance unit. * 7. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0004	Plan for Aviation and Ground Combat Service Support.	MOS W 153A 5
011-510-0004	Employ Combat Service Support	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-1-1402.01-0NRC	COORDINATE THE REQUISITION, ACQUISITION AND DISTRIBUTION OF SUPPLIES AND EQUIPMENT
01-1-1406.01-0NRC	COORDINATE/PROVIDE OTHER LOGISTICAL SERVICES
01-4-1029.01-0111	PERFORM VEHICLE RECOVERY OPERATIONS
01-4-7723.01-0111	PERFORM UNIT-LEVEL MAINTENANCE
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: AUTOMOTIVE MAINTENANCE SECTION

TASK: PERFORM VEHICLE RECOVERY OPERATIONS (01-4-1029.01-0111)
 (FM 17-15) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The HHC automotive maintenance collection point receives a mission that requires vehicles and equipment to be recovered. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Vehicles and equipment were recovered and evacuated, without further damage, within timelines specified by the commander or unit SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. The maintenance section coordinates with the owning unit. <ol style="list-style-type: none"> a. Determined repair parts, tools, and equipment. b. Determined battlefield damage assessment repair (BDAR)/recovery team composition. c. Determined nature of damage. d. Received update on the OPFOR situation, and nuclear, biological, and chemical conditions. e. Coordinated with commanders if recovery mission might interfere with tactical operations or compromise security. f. Designated pickup point if different from unit site. g. Designated route of approach. h. Coordinated for guides, if required. * 2. The motor officer directs the recovery operations. <ol style="list-style-type: none"> a. Determined repair parts, tools, and equipment, if applicable. b. Determined tools/equipment, if applicable. c. Determined BDAR/recovery method. d. Briefed the BDAR/recovery team. e. Dispatched the BDAR/recovery team. f. Established security at the recovery site. g. Repaired on site if possible and the tactical situation permits. h. Used BDAR or field expedient methods, if required. i. Recommended course of action to the commander if vehicle/equipment was nonrepairable or could not be recovered. 3. The recovery team recovers the vehicle/equipment. <ol style="list-style-type: none"> a. Ensured unit equipment was removed and secured. b. Rugged/loaded vehicle/equipment for evacuation. * 4. Commander/Leader performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C). 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0004	Plan for Aviation and Ground Combat Service Support.	MOS W 153A 5
011-510-0004	Employ Combat Service Support	
011-510-0502	Supervise Company-Level Maintenance	
011-510-1301	Supervise Ground Maintenance Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-2036.01-0111	REPORT INFORMATION
01-4-7723.01-0111	PERFORM UNIT-LEVEL MAINTENANCE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: FOOD SERVICE SECTION

TASK: PROVIDE FOOD SERVICE SUPPORT (01-4-7708.01-0111)
 (FM 10-23) (FM 10-23-1) (FM 1-111)
 (FM 3-3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. The unit is occupying an assembly area. The field kitchen area has been set up and rations and water have been drawn. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: No health problems associated with poor food preparation or sanitation procedures occurred. Unit morale and health were enhanced because of proper food service support.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. HHC food service technician plans food service support. <ul style="list-style-type: none"> a. Verified strength of supported units. b. Requested subsistence. c. Prepared personnel work schedules. d. Assigned duties to food service personnel. e. Prepared food production schedule. f. Coordinated distribution of food with supported units. g. Developed nuclear, biological, and chemical (NBC) decontamination procedures for equipment, supplies, and personnel. h. Coordinated defensive duties with HHC. * 2. HHC food service NCO supervises field kitchen operations. <ul style="list-style-type: none"> a. Monitored area security. b. Established operational hours. c. Assigned work schedules. d. Monitored equipment operations, maintenance, and safety. e. Coordinated supply requests with the supply section. f. Forwarded personnel and equipment status reports. g. Performed periodic inspections of personnel and equipment. h. Monitored employment of preventive medicine countermeasures. i. Supervised decontamination of contaminated equipment, supplies, and personnel. j. Provided field kitchen status update to the HHC commander. 3. HHC food service personnel pick up subsistence items. <ul style="list-style-type: none"> a. Inspected vehicle for cleanliness and proper dunnage. b. Inspected subsistence items for condition and quantity. c. Prepared shortages, overages, and unserviceable listing. d. Prepared required documentation. e. Transported subsistence items from Class I point to the assembly area. f. Reported shortages and overages to supervisor. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>g. Stored subsistence items.</p> <p>4. HHC food service personnel prepare meals.</p> <ul style="list-style-type: none"> a. Inspected field kitchen equipment. b. Employed personal hygiene measures. c. Prepared menu items according to production schedule. d. Performed preliminary food preparation procedures. e. Employed preventive medicine countermeasures. f. Prepared food for transport. <p>NOTE: Use the following task step when the commander's guidance calls for the use of logistics package.</p> <p>5. HHC food service personnel issue Class I to company representative (first sergeant (1SG)/ supply sergeant).</p> <ul style="list-style-type: none"> a. 1SG/supply sergeant verified the head count (in case of recent attachments/detachments). b. Issued sanitized serving utensils. <p>6. HHC food service personnel/unit personnel (depending on method of feeding) serve meals.</p> <ul style="list-style-type: none"> a. Employed personal hygiene measures. b. Placed all items on the serving line. c. Ensured that mess gear was sanitized before serving. d. Employed portion control. e. Maintained food at proper temperature. f. Replenished food items. g. Washed packaged or canned food after NBC attack. h. Destroyed opened food after NBC attack. i. Tested water sources after NBC attack. <p>7. HHC food service personnel maintain equipment.</p> <ul style="list-style-type: none"> a. Performed before-operations preventative maintenance checks and services (PMCS) on assigned equipment. b. Maintained proper temperature of wash and rinse water on wash line. c. Cleaned cooking equipment. d. Sanitized cooking equipment. e. Stored clean equipment to allow air drying. f. Performed during and afteroperations PMCS on assigned equipment. <p>8. HHC field kitchen personnel perform waste disposal.</p> <ul style="list-style-type: none"> a. Disposed of liquid waste. b. Transported solid waste to Class I point. c. Cleaned vehicle before loading rations. d. Sanitized vehicle before loading rations. e. Employed preventive medicine countermeasures. <p>* 9. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0004	Plan for Aviation and Ground Combat Service Support	MOS W 153A 5
011-510-0004	Employ Combat Service Support	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-1-1402.01-0NRC	COORDINATE THE REQUISITION, ACQUISITION, AND DISTRIBUTION OF SUPPLIES AND EQUIPMENT
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0068.01-0111	COORDINATE TRANSPORTATION AND MOVEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: AUTOMOTIVE MAINTENANCE SECTION

TASK: PERFORM UNIT-LEVEL MAINTENANCE (01-4-7723.01-0111)
 (DA PAM 738-750) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP and the administrative and logistics operations center are operational and the staff sections are functioning. Reports are being received through normal channels. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Unit vehicle and equipment maintenance status met or exceeded DA standards.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. HHC motor officer directs the unit maintenance program. <ul style="list-style-type: none"> a. Monitored implementation of unit maintenance program. b. Monitored unit operational levels by reviewing vehicle and equipment status reports. c. Identified current or anticipated maintenance problems. d. Coordinated resolution of maintenance problems with higher headquarters. e. Requested control substitution approval from higher headquarters. f. Approved emergency field repairs. g. Prepared material condition status reports. h. Monitored Army Oil Analysis Program (AOAP). i. Monitored maintenance quality control program. j. Monitored safety program. * 2. HHC section leaders supervise operator maintenance. <ul style="list-style-type: none"> a. Monitored performance of preventive maintenance checks and services (PMCS). b. Monitored status of equipment repair parts. c. Inspected vehicles, weapons, and equipment. d. Coordinated maintenance assistance with automotive maintenance section. e. Requested approval for emergency field repairs from company commander. f. Maintained maintenance status of vehicles, weapons, and equipment. g. Provided input for materiel condition status report. 3. HHC personnel perform operator maintenance. <ul style="list-style-type: none"> a. Performed PMCS. b. Performed operator's adjustments according to appropriate technical manual. c. Notified supervisor of maintenance problems beyond operator's capabilities. d. Performed emergency field repairs. * 4. Motor sergeant supervises unit-level maintenance. <ul style="list-style-type: none"> a. Organized unit maintenance personnel. b. Assigned equipment to appropriate maintenance area. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Ensured tools, personnel, and repair parts were available. d. Supervised battle damage assessment and repair procedures. e. Supervised class IX requisition procedures. f. Supervised recovery operations. g. Coordinated maintenance status with section leaders. h. Requested controlled substitution approval from commander. i. Provided unit maintenance status update to company commander. <p>5. HHC maintenance personnel repair organic equipment.</p> <ul style="list-style-type: none"> a. Inspected equipment. b. Determined level of maintenance. c. Performed corrective actions. d. Performed final inspection of completed work. e. Completed maintenance forms. f. Notified section upon completion of repairs. <p>6. HHC maintenance personnel conduct transactions with support maintenance.</p> <ul style="list-style-type: none"> a. Identified category of maintenance. b. Corrected all unit-level maintenance deficiencies. c. Prepared required documentation. d. Evacuated equipment to support maintenance. d. Prepared vehicles for evacuation. e. Picked up equipment upon notification. f. Verified completion of repairs. <p>7. HHC maintenance personnel perform maintenance, administrative, and support functions.</p> <ul style="list-style-type: none"> a. Maintained prescribed load list. b. Requested repair parts for unit equipment. c. Maintained document registers. d. Maintained maintenance control records. e. Maintained publications, tools, and equipment. f. Maintained power generators. <p>* 8. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0004	Plan for Aviation and Ground Combat Service Support	MOS W 153A 5
011-510-0004	Employ Combat Service Support	
011-510-1300	Supervise Aviation Maintenance Operations	

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-1301	Supervise Ground Maintenance Operations	
011-510-1302	Employ Downed Aircraft Recovery Team Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-4-1029.01-0111	PERFORM VEHICLE RECOVERY OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Prepared logistics elements of orders and plans. d. Supervised preparation of status reports for accuracy. e. Reviewed logistic reports for accuracy. f. Planned and coordinated supply, services, and maintenance support. g. Provided logistics information to the TOC, as appropriate. h. Notified higher headquarters of ALOC operation as a potential alternate node. * 4. S4 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0023	Conduct Assembly Area Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)
01-6-0059.01-0111	PROVIDE MAIN COMMAND POST (CP) SECURITY
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: MEDICAL TREATMENT TEAM

TASK: ADVISE THE COMMANDER AND STAFF ON HEALTH SERVICES AVAILABLE AND MEDICAL UNIT CAPABILITIES AND READINESS (01-6-0035.01-0111)

(FM 101-5)

(FM 1-111)

(FM 8-55)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. The unit has received an OPORD/FRAGO and the commander's guidance. The executive officer (XO)/deputy commander has directed each staff section to prepare its respective staff estimate, recommendations, plans, and orders. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The health services support estimate, recommendations, plans, and orders were prepared with no errors within the prescribed time frame. Inadequate planning and analysis did not degrade mission accomplishment. Health services, medical support, and evacuation plans supported continuous operations.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Flight surgeon conducts mission analysis. <ul style="list-style-type: none"> a. Reviewed enemy and friendly situations. b. Reviewed higher headquarters health services support plan. c. Reviewed the concept of operations with S3. d. Identified health support services requirements. e. Identified factors that adversely affect the health of the command. f. Recommended to the commander any necessary adjustments to the commander's task items list. * 2. Flight surgeon prepares a health services support estimate. <ul style="list-style-type: none"> a. Assessed overall unit health services. <ul style="list-style-type: none"> (1) Assessed medical evacuation. (2) Assessed dental services. (3) Assessed food inspection procedures/history. (4) Assessed sick, injured, and wounded report consolidation. b. Submitted the health services support estimate to the XO/deputy commander. * 3. Flight surgeon conducts staff coordination. <ul style="list-style-type: none"> a. Monitored and advised the commander of the health services, activities, and programs throughout the command. b. Ensured that health services support, activities, and programs complied with SOP. c. Coordinated with higher, lower, and adjacent headquarters for health service support. * 4. Flight surgeon prepares plans and orders. <ul style="list-style-type: none"> a. Participated in preparation of the service support annex with the S1 and S4. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Developed and published the health services support portion of the OPORD/FRAGO.		
* 5. Flight surgeon identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0900	Implement the Principles of Medical Evacuation	
011-510-0901	Integrate Unit Medical Support	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0039.01-0111	SUPERVISE MEDICAL SUPPORT SERVICES

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: MEDICAL TREATMENT TEAM

TASK: SUPERVISE MEDICAL SUPPORT SERVICES (01-6-0039.01-0111)
 (FM 8-55) (FM 101-5) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. The unit has received an OPORD/FRAGO and the commander's guidance. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Medical operations supported the tactical plan and the commander's intent. Patients received proper care, and the unit was able to sustain operations.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. Flight surgeon monitors health services support. <ul style="list-style-type: none"> a. Tracked medical logistics and maintenance support. b. Ensured all aspects of medical, dental, and mental services were provided. c. Ensured proper coordination was for medical evacuation of wounded soldiers, enemy and friendly. d. Ensured preventive medicine techniques were enforced. e. Ensured that captured medical supplies were properly examined, processed, and disposed of IAW the SOP. f. Submitted consolidated reports on sick, injured, and wounded soldiers to the S4. 		
* 2. Flight surgeon provides recommendations on medical facility locations, defenses, and capabilities. <ul style="list-style-type: none"> a. Selected medical locations, in conjunction with the S3, based on the factors of mission, enemy, terrain, troops, time, and civilian considerations (METT-TC). b. Participated in the development of medical facility defense plans. c. Planned medical operations in an NBC environment. 		
* 3. Flight surgeon identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0900	Implement the Principles of Medical Evacuation	
011-510-0901	Integrate Unit Medical Support	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S1 SECTION

TASK: PERFORM PUBLIC AFFAIRS FUNCTIONS (01-6-0046.01-0111)
 (AR 360-5) (DA PAM 360-3) (FM 101-5)
 (FM 1-111)

ITERATION: 1 2 3 4 5
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is deployed and is conducting operations. The main CP is operational. The staff sections are functioning. Missions, personnel actions, and administrative actions warrant release of information to the public. This task should not be trained in MOPP4.

TASK STANDARDS: The S1 section properly coordinated and handled the management and dissemination of information to the public.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. S1 develops SOP for processing and handling public affairs information or materials. a. Screened materials for classification and reliability. b. Distributed published materials as they were received. * 2. S1 advises and informs the commander on public affairs operations and receives guidance. a. Provided an assessment of the impact of public affairs on command actions. b. Described local media sources and procedures. c. Received the commander's guidance for release of command information. d. Provided public affairs instruction and policy guidance to subordinate commanders and staffs. e. Coordinated public affairs support. 3. S1 section implements the hometown news release program. a. Maintained files of hometown news releases on subordinate unit personnel. b. Reviewed news releases to ensure that classified information on units, missions, and special weapons was not released. c. Forwarded all completed news releases to higher headquarters. * 4. S1 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0311	Conduct Military Briefings	
011-510-1500	Prepare Military Correspondence	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-0083.01-0111	DIRECT THE BRIGADE STAFF

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S4 SECTION

TASK: ESTABLISH AND COORDINATE SECURITY OF TEMPORARY ENEMY PRISONERS OF WAR (EPW) COLLECTION POINT (01-6-0047.01-0111)
 (FM 3-19.40) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The unit has received an OPORD/FRAGO and the commander's guidance. The main CP is operational and the staff sections are functioning. OPFOR have been captured or have surrendered. The S3 has coordinated with the staff sections and tasked units for a security force. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: No prisoners were allowed to escape because of improper handling procedures. Prisoners were evacuated within the time lines specified by higher headquarters. No violations of prisoners' rights under international law occurred.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S4 section, with security force augmentation, establishes a temporary enemy prisoner of war (EPW) collection point. <ol style="list-style-type: none"> a. Selected an area that— <ol style="list-style-type: none"> (1) Protected EPWs from the dangers of the battlefield. (2) Avoided likely avenues of approach. (3) Had adequate fields of observation for security personnel. (4) Was adequately displaced from command and control elements and key logistical facilities. b. Used barrier material, existing structures, and/or terrain obstacles to contain EPWs. 2. Security force maintains segregation of EPWs. <ol style="list-style-type: none"> a. Segregated EPWs by rank, sex, nationality, and ideology. b. Segregated deserters and civilians. 3. Security force maintains silence among EPWs and prevents all communications between EPWs with emphasis on the following actions: <ol style="list-style-type: none"> a. Prevented EPW leaders from giving orders. b. Prevented EPWs from planning escapes. 4. Security force safeguards EPWs. <ol style="list-style-type: none"> a. Protected EPWs from unnecessary danger. b. Treated EPWs humanely. c. Provided EPWs with food, water, and required medical attention. 5. S4 section coordinates with higher headquarters for the evacuation of EPWs. <ol style="list-style-type: none"> a. Coordinated for transportation assets required. b. Coordinated movement and transfer of EPWs. * 6. S4 identifies and controls hazards IAW risk management procedures. 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0023	Conduct Assembly Area Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	SECURE AND DEFEND UNIT POSITION
01-4-0320.01-0111	PROVIDE UNIT SUPPLY SUPPORT
01-6-0059.01-0111	PROVIDE MAIN COMMAND POST (CP) SECURITY
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S4 SECTION

TASK: PROVIDE OTHER LOGISTICS SERVICES (01-6-0055.01-0111)
 (FM 101-5) (FM 1-111) (Joint Pub 4-06)
 (AR 638-2)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. The unit has received an OPORD/FRAGO and the commander's guidance. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Mission accomplishment was enhanced by adequate coordination of logistical services.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S4 plans and coordinates the construction and maintenance of facilities and installations (except fortifications and signal facilities).</p> <ul style="list-style-type: none"> a. Analyzed the situation and the commander's intent. b. Coordinated with engineers for assets to perform construction. c. Evaluated and coordinated with the S5 for the use of local civilians. d. Provided real property control. e. Coordinated with and provided priorities to engineer assets and/or local civilian agencies. <p>2. S4 section coordinates and provides logistics services.</p> <ul style="list-style-type: none"> a. Provided bath and laundry services. b. Provided direct clothing exchange. <p>3. S4 section coordinates and augments graves registration functions.</p> <ul style="list-style-type: none"> a. Accessed information and intelligence on area of search, and analyzed the factors of mission, enemy, terrain, troops, time, and civilian considerations (METT-TC). b. Issued instructions to subordinate units to include: <ul style="list-style-type: none"> (1) Chaplain support. (2) Graves registration unit augmentation (search, recovery, burial, and/or transport of remains). c. Prepared DD Forms 565 (Statement of Recognition of Deceased) and DD Forms 567 (Record of Search and Recovery). d. Secured personal effects to remains. e. Completed emergency burial data. f. Prepared a DD Form 551 (Record of Interment). <p>* 4. S4 coordinates with S3 to monitor the activities of field service operations and their impact on the tactical situation.</p> <ul style="list-style-type: none"> a. Assisted S3 in determining if support efforts (locations and times for support) were appropriate based on the tactical situation. b. Coordinated battlefield equipment recovery operations such as downed aircraft recovery team and battle damage assessment repair. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Maintained situational awareness of maintenance and field service operations.		
* 5. S4 identifies and controls hazard IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0004	Employ Combat Service Support	
011-510-0023	Conduct Assembly Area Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0304	Conduct Battalion / Brigade Rehearsal	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-4-0320.01-0111	PROVIDE UNIT SUPPLY SUPPORT
01-6-0069.01-0111	MONITOR LOGISTICS OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: UNIT MINISTRY TEAM

TASK: CONDUCT THE COMMAND RELIGIOUS SUPPORT PROGRAM (01-6-0056.01-0111)
 (FM 101-5) (FM 1-111) (FM 16-1)
 (FM 41-10)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is preparing for, or is engaged in, combat operations. The brigade has been issued the division/corps OPORD. The command religious support (RS) plan is initiated. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: RS estimate and RS annex were prepared. RS coverage existed throughout the brigade area of operations (AO). Commander was advised on religious and soldier issues.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Brigade unit ministry team (UMT) conducts mission analysis. 2. Brigade UMT develops the religious support (RS) estimate. <ul style="list-style-type: none"> a. Brigade UMT gathered information from OPORD, FRAGO, and briefings (chaplain's assistant was the primary gatherer). b. Brigade chaplain analyzed the mission as it affects the RS activities. c. Brigade UMT analyzed and considered the effects of all COA on RS functions. d. Brigade chaplain recommended the best COA for RS. e. Brigade chaplain developed RS estimate for approved COA. f. Brigade UMT coordinated RS estimate with other staff members (brigade and subordinate level S3s, XOs, commanders (cdrs) and UMTs). g. Brigade chaplain included the chaplain's assistant in the planning process. h. Chaplain's assistant gave RS estimate in the absence of the chaplain. * 3. Brigade chaplain conducts mission planning for the AO. <ul style="list-style-type: none"> a. Ensured total RS coverage for casualty care throughout the AO. b. Tailored the RS mission to the tactical situation and applied METT-TC. c. Determined principal UMT locations for effective RS coverage. d. Determined any unit support, area support, interdenominational support, and on order requirements for RS from division OPORD. e. Developed casualty religious support plan for brigade AO. 4. Brigade UMT prepares the RS annex/appendix to the OPORD. <ul style="list-style-type: none"> a. Included brigade UMT casualty replacement plan. b. Included locations of UMTs for each phase of the operation. c. Included and staffed on order and AO coverage requirements for all UMTs. d. Included impact of AO indigenous religions on missions. e. Included special instructions for each UMT as needed. 5. Brigade UMT plans RS activities. <ul style="list-style-type: none"> a. Established religious support priorities. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> b. Planned for RS to all units attached to, assigned to, or under operational control (OPCON) of the brigade. c. Developed the RS plan, which incorporated the time flow for all UMTs into the brigade area. d. Planned for religious services. e. Developed RS plan for brigade UMTs using the backward planning process. f. Ensured that UMTs were included in logistics information systems and that RS request procedures were established. g. Ensured that the assistant was worked into the unit defense plan, but not during RS. <p>* 6. Brigade chaplain coordinates (using the chaplain's assistant as needed) RS with brigade, subordinates, and adjacent units—</p> <ul style="list-style-type: none"> a. Medical units. b. Combat service support (CSS) staffs. c. Combat support (CS) staffs. d. Primary staff. e. Commanders. <p>7. Brigade UMT monitors and coordinates RS activities during battle.</p> <ul style="list-style-type: none"> a. Chaplain's assistant battle-tracked battalion/task force UMTs, casualty reports, and unit combat status. b. Chaplain's assistant established and maintained communications with subordinate UMTs. c. Monitored RS reports from the forward support battalion (FSB) UMT. d. Coordinated with division UMT for additional RS assets and coverage. e. Moved forward to provide RS to casualties, when all RS assets were engaged. f. Coordinated for the movement of subordinate UMTs to provide RS for casualty situations. g. Staffed actions with brigade and subordinate unit XO, S3, Cdr, and UMT IAW FM 101-5 in a timely manner h. Coordinated with subordinate UMTs to ensure support, discuss needs, and brief missions. i. Assessed the physical condition of subordinate UMTs for mission capability. j. Chaplain ensured that units were monitoring the locations of their UMTs. k. Chaplain ensured that subordinate UMTs were included in wargaming, battle drills, and rehearsals. l. Chaplain's assistant provided movement plan to (rear CP) S1, S4, and medical cell, and called in changes. <p>* 8. Chaplain's assistant coordinates RS in the absence of the chaplain.</p> <ul style="list-style-type: none"> a. Participated in staff planning. b. Served as an RS staff member, not as an additional detail person in the absence of the chaplain. c. Conducted precombat checks and inspections of UMT equipment and supplies. d. Ensured that TA-50, NBC, night vision devices (NVDs), UMT modified table of organization and equipment (MTO&E), ecclesiastical supplies, and vehicle were accounted for and maintained. e. Coordinated with division UMT for additional RS coverage and replacements. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>f. Coordinated with units for qualified person(s) to provide RS and arranged for any additional services.</p> <p>g. Accessed the main command post (CP) in the absence of the chaplain.</p> <p>h. Briefed the division UMT on mission requirements.</p> <p>* 9. Brigade chaplain provides worship services in the area of responsibility (AOR).</p> <p>a. Prepared and provided worship service sacraments, rites, and rituals for soldiers and authorized civilians, to include contractors, in accordance with RS annex of tactical standing operating procedures (TACSOP).</p> <p>b. Prepared and provided memorial ceremonies and services to honor the dead.</p> <p>c. Provided RS to casualties at medical units in the brigade AOR and coordinated additional RS to support the FSB UMT.</p> <p>d. Provided religious care, counseling, and support for combat-stressed soldiers in conjunction with medical treatment.</p> <p>e. Conducted routine religious care and counseling to soldiers to include staff and leaders.</p> <p>f. Coordinated RS for confined and hospitalized enemy prisoners of war (EPWs), detained civilians, and refugees.</p> <p>*10. Brigade chaplain advises the commander and staff on moral and ethical, religious, and humanitarian issues as they affect operations in the AOR.</p> <p>a. Advised leadership on effects of operations on morale and morals and ethics of soldiers.</p> <p>b. Identified soldiers' attitudes towards civilian populace, noting any adverse and dehumanizing views.</p> <p>c. Advised leadership on impact of local religious beliefs, practices, rites, sites, and facilities.</p> <p>d. Advised leadership on policies and unjust procedures that adversely affect morale.</p> <p>e. Advised leadership on possible dehumanizing treatment of local civilians, EPWs, illegal acts, and disrespect for human life.</p> <p>*11. Brigade chaplain advises civil affairs (CA) staff.</p> <p>a. Advised CMO officers on religious and cultural factors within the AOR.</p> <p>b. Advised S5 and CA team in preparation of CA area study assessment in accordance with FM 41-10 and FM 16-1.</p> <p>*12. Chaplain identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1503	Supervise Enlisted Development and Utilization	MOS W 153D 3 MOS W 152H 3
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-1500	Prepare Military Correspondence	
011-510-1501	Supervise Professional Development / Career Management	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0048.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP)(S1)
01-6-0073.01-0111	COORDINATE MORALE, WELFARE, AND RECREATION SERVICES

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S4 SECTION

TASK: COORDINATE DEPLOYMENT LOGISTICS SUPPORT (01-6-0060.01-0111)
 (FM 100-17) (AR 220-1) (AR 710-2)
 (FM 100-10) (FM 1-111) (FM 55-65)

ITERATION: 1 2 3 4 5
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade has received a deployment warning order and the commander has issued his guidance. Subordinate units are deploying as part of the brigade deployment plan. Equipment status reports are being received from subordinate units. The movement directive and plan/order, preparation for overseas movement (POM) information message, SOP, port call messages, subordinate units' automated unit equipment list (AUEL), and OPLAN/CONPLAN are available. The brigade staff regularly receives messages from the installation emergency operations center, installation transportation office, higher headquarters, and subordinate units. This task should not be trained in MOPP4.

TASK STANDARDS: Logistic support is coordinated so that subordinate units receive the necessary personnel, equipment, supplies, and services before deployment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S4 supervises deployment logistics support activities.</p> <ul style="list-style-type: none"> a. Identified logistic requirements by reviewing movement directive; brigade movement plan; POM information message; OPLAN/CONPLAN; and subordinate units' supply, maintenance, and movement status reports. b. Recommended cross-leveling actions to the commander. c. Directed cross-leveling of supplies and equipment in accordance with commander's guidance. d. Directed disposition of excess supplies and equipment in accordance with higher echelon G4 instructions. e. Prioritized equipment requiring support maintenance in accordance with commander's guidance. f. Monitored supply and maintenance activities for compliance with the SOP, appropriate publications, and commander's guidance. g. Monitored movement preparation activities for compliance with the SOP, appropriate publications, and commander's guidance. h. Briefed commander and executive officer/deputy commander on logistics readiness status, as required. <p>2. S4 section coordinates supply and services support.</p> <ul style="list-style-type: none"> a. Identified special equipment and/or clothing requirements by reviewing movement directive, POM information message, and OPLAN/CONPLAN. b. Coordinated issue of special equipment and/or clothing with higher echelon G4, Directorate of Logistics (DOL) (installation), and appropriate supporting agencies. c. Coordinated disposition of excess equipment and clothing with higher echelon G4 and/or installation DOL. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> d. Submitted requisitions for containers, material handling equipment, and blocking, bracing, and packing materials to appropriate supporting agencies in accordance with the SOP. e. Provided disposition instructions for excess equipment and clothing to subordinate units. f. Coordinated pickup of basic and prescribed loads with higher echelon G4 section or installation DOL. g. Provided instructions for pickup of basic and prescribed loads to subordinate units. h. Coordinated petroleum, oils, and lubricants (POL) support for movement to aerial and sea port of embarkation (POE) with higher echelon G4 or installation DOL. i. Monitored the preparation of basic and prescribed loads for compliance with the SOP, movement plan/order, and commander's guidance. j. Briefed the S4, as required. <p>* 3. S4 NCOIC coordinates cross-leveling of vehicles, equipment, and supplies.</p> <ul style="list-style-type: none"> a. Identified shortages and overages by reviewing subordinate units' vehicle, equipment, and supply status reports. b. Reallocated vehicles, equipment, and supplies within the brigade in accordance with commander's guidance. c. Submitted requisitions for vehicles, equipment, and supplies to higher echelon G4 section. d. Requested disposition instructions for excess vehicles, equipment, and supplies from higher echelon G4 section. e. Updated property book, as required. <p>* 4. Brigade maintenance officer coordinates maintenance support.</p> <ul style="list-style-type: none"> a. Identified maintenance requirements by reviewing commander's guidance, SOPs, and status reports from subordinate units. b. Coordinated for maintenance support team to support subordinate units. c. Coordinated for maintenance support team, status of vehicles and equipment in support maintenance, disposition of nondeployable vehicles and equipment, and float equipment support with supporting maintenance activity. d. Identified the disposition of nondeployable vehicles and equipment and float equipment support to subordinate units. e. Coordinated maintenance support at the APOE/SPOE marshalling area with supporting installation. f. Submitted vehicles and equipment to support maintenance in accordance with S4 instructions. g. Coordinated maintenance support for movement to APOE/SPOE with higher echelon G4 or installation DOL. <p>* 5. Brigade maintenance officer coordinates movement support.</p> <ul style="list-style-type: none"> a. Identified and coordinated transportation requirement by reviewing SOP, movement plan/order, and subordinate units' AUELs. b. Verified that subordinate units' personnel and equipment transportation requirements had been submitted and were accurate by coordinating with the unit movement center. c. Provided movement and documentation assistance to subordinate unit movement officer, as required. d. Coordinated with division support command (DISCOM) movement control officer (MCO) for military-owned demountable container delivery. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> e. Identified personnel who are authorized to certify hazardous material. f. Requested scales and material handling equipment support from DOL, as required. g. Coordinated with the UMC to verify rail and/or commercial transportation availability and movement schedules for containers and outsize, oversize, or overweight pieces of equipment. h. Coordinated convoy clearances with the G4/UMC and military police (MP), as required. i. Submitted request(s) for required road march items to supporting supply activity. j. Coordinated subordinate units' en route support requirements with unit movement center until all known requirements were fulfilled. k. Coordinated with unit movement center for return transportation support for brigade personnel from the SPOE to the brigade area. l. Coordinated with appropriate headquarters for advance party and main body personnel transportation requirements to the POE. m. Conducted movement status briefings for the commander, staff, and subordinate commanders, as necessary. <p>6. S4 coordinates with the installation unit movement officer/NCO on POE marshalling area activities.</p> <ul style="list-style-type: none"> a. Monitored staging and processing of vehicles and equipment for compliance with movement order, call forward instructions, and supporting installation officials' instructions. b. Coordinated resolution of vehicle and equipment processing deficiencies with supporting installation officials. c. Coordinated disposition of frustrated vehicles and cargo with supporting installation personnel. d. Coordinated with port commander's representatives to verify arrangement for super cargoes. <p>* 7. S4 identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0028	Plan Aviation Deployment	MOS W 153D 3
		MOS W 152H 3
011-510-0004	Employ Combat Service Support	
011-510-0012	Employ Air Movement Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-4-0320.01-0111	PROVIDE UNIT SUPPLY SUPPORT
01-6-0001.01-0111	CONDUCT INTELLIGENCE FUNCTIONS FOR DEPLOYMENT
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-0061.01-0111	COORDINATE DEPLOYMENT ADVANCE PARTY ACTIVITIES
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-0080.01-0111	SUPERVISE KEY OPERATIONAL AND SUPPORT FUNCTIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION

TASK: SUSTAIN THE BRIGADE (01-6-0066.01-0111)

(FM 1-111)

(FM 100-10)

(FM 101-5)

(FM 3-0)

ITERATION:

1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT:

T P U
(Circle)

CONDITIONS: The brigade has been committed in combat against enemy forces. All staff sections are functioning. The brigade has been issued the division/corps OPORD/OPLAN. Combat intelligence and unit reports are being received. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The executive officer (XO)/deputy commander supervised combat service support (CSS) operations to ensure that the brigade retained the capability to conduct continued operations and to fight future engagements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. XO/Deputy commander coordinates vital CSS for the brigade. * 2. XO/Deputy commander wargames the CSS plan with the CSS staff. <ul style="list-style-type: none"> a. Ensured the tactical plan had needed support. b. Ensured transportation was available to deliver support where it was needed at the required time. * 3. XO/Deputy commander verifies the CSS plan to ensure it is fully developed to support the tactical operation. * 4. XO/Deputy commander ensures supplies, maintenance, transportation, and services are available to brigade units. * 5. XO/Deputy commander prioritizes transportation assets to deliver command-specified supplies and equipment based on the commander's guidance and priority missions of units. 6. XO/Deputy commander ensures coordination of transportation operations from the main CP as a component of CSS. * 7. XO/Deputy commander ensures that the CSS plan supports the commander's concept and is submitted, with graphics, to the S3 for incorporation into the OPORD. * 8. XO/Deputy commander plans and supervises brigade consolidation and reorganization. <ul style="list-style-type: none"> a. Oversaw the reorganization/refit of units designated by the commander. b. Ensured reorganized/refit units were combat ready upon completion of their reorganization/refit. c. Ensured weapon systems replacement operations were conducted. <ul style="list-style-type: none"> (1) Monitored personnel and logistics management. (2) Reported complete weapon systems. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(3) Monitored complete weapon systems.		
* 9. XO/Deputy commander informs the commander of critical CSS changes that affect the plan and recommends solutions.		
*10. XO/Deputy commander identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0004	Employ Combat Service Support	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0025	Defeat Enemy Threat Using Aircraft Survivability Equipment (ASE)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0051.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S4)
01-6-0082.01-0111	CONDUCT MILITARY DECISIONMAKING PROCESS (MDMP)
01-6-0083.01-0111	DIRECT THE BRIGADE STAFF

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S4 SECTION

TASK: COORDINATE TRANSPORTATION AND MOVEMENT (01-6-0068.01-0111)
 (FM 101-5) (FM 1-111) (FM 55-15)
 (FM 55-30) (FM 63-1) (FM 63-20)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. The unit has received an OPORD/FRAGO and the commander's guidance. The commander has directed the unit to move. Division/corps combat service support (CSS) assets are available. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Transportation and movement requirements were planned, coordinated, and supervised to ensure the organized and uninterrupted flow of supplies and troops to the area of operations.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. S4 plans transportation and movement. <ul style="list-style-type: none"> a. Identified transportation assets available in the brigade. b. Reviewed and analyzed all brigade plans and orders for transportation impact. c. Provided transportation input to all FRAGOs issued subsequent to issue of OPORD/OPLAN. d. Coordinated with higher elements for additional transportation assets, if required. e. Assisted the S3 in planning and preparing movement orders and march tables. f. Selected main supply routes and other supply routes in coordination with the S2 following a review of the All-Source Analysis System (ASAS). <ul style="list-style-type: none"> (1) Ensured route supported the heaviest vehicle in the brigade. (2) Ensured refugees did not block routes. (3) Ensured route supported bi-directional traffic. g. Assisted the S3 in planning for logistical airlift. * 2. S4/unit movement officer (UMO) coordinates transportation and movement. <ul style="list-style-type: none"> a. Coordinated routes with military police, highway traffic control, and other agencies, as required. b. Coordinated with the S2 section to determine enemy capabilities that may have interrupted use of routes (such as air threat, partisan activity, and chemical use). c. Coordinated administrative troop movement requirements with subordinate units. d. Coordinated routes, traffic control, and timetables with the G4, support battalion staff, and division support command/corps support command staff. e. Coordinated with higher movement control elements when additional assets were required and organic assets were unavailable or inappropriate for use. f. Monitored and coordinated emergency resupply by air with the brigade S3 . 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 3. S4 supervises and facilitates transportation and movement. <ul style="list-style-type: none"> a. Maintained contact with higher, subordinate, and adjacent movement control elements. b. Provided technical assistance to all units on transportation data during the unit movement operations. c. Monitored transportation assets and advised the S3 when additional assets were required. d. Provided the movement control officer with guidance, basic plans, and assistance. 		
* 4. S4 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0004	Employ Combat Service Support	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0001.01-0111	PLAN/ORGANIZE THE MOVE
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S4 SECTION

TASK: MONITOR LOGISTICS OPERATIONS (01-6-0069.01-0111)
 (FM 101-5) (FM 100-10) (FM 1-111)
 (FM 63-1)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. Communications have been established. Reports are being provided. The unit has received an OPORD/FRAGO and the commander's guidance. Combat service support (CSS) assets are available. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Brigade S4 anticipated changing logistical requirements and provided appropriate and continuous supplies and services to the brigade.

TASK STEP2S AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. XO/Deputy commander monitors logistical operations. * 2. S4 monitors the tactical situation. <ul style="list-style-type: none"> a. Monitored brigade radio nets and tracks the current battle. b. Coordinated with engineer representative and task force S4s for the throughput of Class IV and Class V obstacle material to the resupply points. c. Provided information on battle situation and changing priorities to subordinate unit S4 sections. d. Communicated CSS requirements to the brigade XO/deputy commander, main support battalion or the division aviation support battalion, and higher headquarters. e. Recommended adjustments to brigade CSS operations based on type of tactical operations (offense, defense, or retrograde). f. Recommended new locations for the brigade support area (BSA) and new main supply route (MSR) based on the changing tactical situation. g. Adjusted transportation services based on type of tactical operations (offense, defense, or retrograde). 3. S4 section maintains current logistics status. <ul style="list-style-type: none"> a. Monitored brigade radio nets and tracked the current battle. b. Ensured maps were posted with the current locations of all units (combat, combat support (CS), and CSS). c. Prepared to assume the duties in the main CP. d. Maintained status of subordinate unit combat, CS, and CSS elements. e. Monitored the requisition, acquisition, storage, and distribution of supplies. f. Monitored the distribution of the controlled supply rate of ammunition. g. Monitored the requisition, receipt, and storage of chemical weapons and associated supplies. h. Monitored the allocation of fuels based on established priorities. <ul style="list-style-type: none"> (1) Monitored the operations of forward arming and refueling points (FARPs). 		

TASK STEP2S AND PERFORMANCE MEASURES	GO	NO-GO
<p>(2) Coordinated resupply as required.</p> <ul style="list-style-type: none"> i. Coordinated with the S5 element for procurement of local civilian supplies and barrier material. j. Coordinated with augmenting units to identify requirements for nonstandard supplies or repair parts such as those used in psychological operations. k. Monitored the maintenance status of damaged/nonmission-capable aircraft/vehicles and projected their expected availability. <p>* 4. S4/Unit maintenance officer maintains the status of equipment readiness.</p> <ul style="list-style-type: none"> a. Maintained the consolidated brigade weapons combat power status board. b. Monitored maintenance operations to evaluate the capability to support current operations. c. Provided the commander and staff with evaluation of maintenance conditions and their impact on current or future brigade operations. d. Coordinated with the S3 and recommended maintenance priorities to the XO/Deputy commander. e. Coordinated with the support battalion staff on maintenance status and brigade maintenance priorities. f. Coordinated for execution of weapon systems replacement operations. <p>* 5. S4 coordinates with the S1 section to identify changes in the personnel situation that could have an impact on logistical support to the brigade.</p> <ul style="list-style-type: none"> a. Recommended personnel replacements for attached and assigned CSS units to the S1. b. Coordinated logistics support with the brigade personnel replacement system. c. Coordinated on individual replacements for fully mission capable vehicles. d. Monitored replacement and reconstitution operations. e. Ensured that location of medical facilities was integrated with overall CSS plans. <p>* 6. S4 monitors the intelligence situation.</p> <ul style="list-style-type: none"> a. Coordinated with the S2 to assess the impact of enemy capabilities on brigade logistical operations. b. Recommended the commander's critical information requirements (CCIR) on enemy capabilities that had a major impact on CSS activities. c. Estimated, in conjunction with the chemical officer, the effect predicted fallout would have on logistics support activities. d. Coordinated with higher headquarters for the evacuation and use of enemy material and personnel. e. Coordinated with the S2 to determine the effects of counterintelligence on logistics activities. f. Assessed the impact of weather conditions, both present and forecasted, on CSS activities. g. Coordinated with the S2 for distribution of electronic warfare equipment and supplies. h. Coordinated with the S5 for logistics support of psychological operations. i. Advised the S3 on the logistics implications of rear area protection operations. <p>* 7. S4 monitors the civil-military situation.</p> <ul style="list-style-type: none"> a. Advised the S5 on the availability of logistical support for civil-military operations (CMO). 		

TASK STEP2S AND PERFORMANCE MEASURES	GO	NO-GO
b. Obtained an estimated number of civilians and internees requiring logistical support from the S5. c. Coordinated with the S5 for acquisition of civilian material to support brigade logistics requirements. d. Coordinated with the S5 for routes that needed to be reserved exclusively for military logistical reasons. * 8. S4 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0004	Employ Combat Service Support	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-4-0320.01-0111	PROVIDE UNIT SUPPLY SUPPORT
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0059.01-0111	PROVIDE MAIN COMMAND POST (CP) SECURITY
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S1 SECTION

TASK: PERFORM STRENGTH MANAGEMENT (01-6-0070.01-0111)
 (FM 12-6) (FM 101-5) (FM 1-111)
 (FM 3-91.3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: Communications are established with subordinate and higher headquarters, and personnel strength reports (PSRs) are being received from subordinate units. The brigade SOP is in effect. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Brigade personnel requirements were determined from subordinate unit PSRs and forwarded to the personnel service company (PSC) and higher headquarters according to unit SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S1 section performs unit strength accounting. <ol style="list-style-type: none"> a. Received unit strength reports and PSRs from subordinate units. b. Cross-checked personnel strength reports for accuracy with tactical reports, battalion aid station reports, and other reports. c. Determined critical MOS replacement requirements and priorities for the brigade. d. Produced consolidated brigade personnel status reports. e. Coordinated with unit S1 section providing attachments to the brigade. f. Compared manual personnel strength information against Standard Installation/Division Personnel System (SIDPERS) information and identified and resolved any discrepancies. g. Updated unit strength reports and posts battle rosters. h. Forwarded consolidated brigade personnel status reports to the supporting G1/(Adjutant General (AG) strength management section as required by SOP. i. Prepared personnel estimate. j. Maintained continuous personnel loss estimate to update requisitions for personnel replacements. k. Prepared the periodic personnel report in accordance with FM 101-5. l. Prepared additional annexes to the report, as necessary. m. Submitted the periodic personnel report to higher headquarters in accordance with SOP. * 2. S1/personnel staff noncommissioned officer (PSNCO) manages strength accounting. <ol style="list-style-type: none"> a. Reviewed personnel strength reports from subordinate units for accuracy. b. Spot-checked section operations, ensuring that accurate numerical strength accounting is accomplished. c. Briefed brigade commander and staff daily. d. Briefed commander on authorized, assigned, and attached strength in relation to the commander's planned course of action (COA). 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
3. S1/PSNCO prepares periodic personnel report. <ul style="list-style-type: none"> a. Ensured timely and accurate receipt of personnel report input from all assigned, attached, and reporting units. b. Assigned the appropriate security classification to the report. * 4. S1/PSNCO maintains liaison with supporting and supported units. <ul style="list-style-type: none"> a. Advised G1/AG of changes in personnel requirements and priorities. b. Advised G1/AG of changes in critical MOS shortages. c. Established and maintained coordination with elements attached to, in direct support of, or under operational control of the brigade. * 5. S1/PSNCO identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1502	Determine Warrant Officer Procurement, Development, and Utilization	MOS W 153D 3 MOS W 152H 3 MOS W 154C 3
011-420-1503	Supervise Enlisted Development and Utilization	MOS W 152H 3 MOS W 154C 3 MOS W 153D 3
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-7707.01-0111	EVACUATE CASUALTIES
01-2-7714.01-0111	SUBMIT CASUALTY FEEDER REPORTS AND WITNESS STATEMENTS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S1 SECTION

TASK: CONDUCT REPLACEMENT OPERATIONS (01-6-0071.01-0111)
 (FM 12-6) (FM 101-5) (FM 1-111)
 (FM 3-91.3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The S1 section is located in the rear CP. Replacements are arriving in the brigade rear area. The personnel service company at division or higher headquarters are maintaining personnel records. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Replacements were processed and assigned to units according to the unit strength and the commander's guidance. Replacements reported to gaining unit with full equipment. Transportation was coordinated through the gaining unit.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. S1 coordinates replacement operations. <ul style="list-style-type: none"> a. Briefed command group on replacement status and unit requirements. b. Developed and recommended command replacement priorities. c. Received and disseminated brigade commander's replacement priorities. d. Coordinated with the brigade S4/main support battalion or division aviation support battalion to resolve individual replacement equipment shortages. e. Monitored the reconstitution of subordinate units. 2. S1 section conducts replacement operations. <ul style="list-style-type: none"> a. Ensured personnel replacement requisitions were 95-percent accurate. b. Ensured requisitions were submitted within 24 hours of identified need. c. Received replacements from the division replacement section and coordinated for their logistical support. d. Assigned personnel according to the commander's guidance. e. Tracked medical evacuation of brigade soldiers (coordinated with brigade flight surgeon). <ul style="list-style-type: none"> (1) Determined location of evacuated soldiers (division clearing station, mobile Army surgical hospital, and communications zone). (2) Determined condition of wounded and injured soldiers (returned to duty). f. Linked up combat-ready vehicles and replacement crews. g. Oriented replacements on brigade combat situation. h. Prepared and transmitted personnel status reports to brigade commander and division. i. Monitored replacement administrative and physical processing. * 3. Personnel actions section conducts administrative processing. <ul style="list-style-type: none"> a. Collected and consolidated personnel strength reports, personnel readiness report, and other replacement data from subordinate and attached units. b. Identified shortages of critical military occupational specialties (MOSs). c. Recommended replacement priorities to the S1. d. Prepared and forwarded replacement requisitions. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Assigned replacements according to the brigade commander's priorities. * 4. Personnel staff noncommissioned officer (PSNCO) conducts replacement coordination with supporting and supported units. a. Notified subordinate unit S1s or field trained commander of personnel assignments. b. Coordinated with the brigade S4 for transportation support. c. Coordinated with the brigade S4 for personnel and weapon systems replacement operations interface. d. Coordinated equipment issue, feeding, and rest areas with the S4. * 5. S1 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0004	Employ Combat Service Support	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-7714.01-0111	SUBMIT CASUALTY FEEDER REPORTS AND WITNESS STATEMENTS
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0079.01-0111	MONITOR THE STATUS OF BRIGADE PERSONNEL

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S1 SECTION

TASK: CONDUCT CASUALTY REPORTING (01-6-0072.01-0111)
 (FM 12-6) (FM 101-5) (FM 1-111)
 (FM 3-91.3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in combat and casualties are being received. The S3 is developing or has issued an OPORD/OPLAN. Units and medical elements are reporting casualties by name and the Standard Installation/Division Personnel System (SIDPERS) line numbers. The S1 is located in the rear CP. The S1 section is operational, and unit casualty reports are being received. The brigade SOP is available. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Casualties are identified and tracked throughout the system. Casualty accountability by name is maintained at 100 percent. Reports are prepared and submitted to the supporting personnel service company (PSC), division adjutant general (AG), or equivalent agency according to the brigade SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Personnel staff noncommissioned officer (PSNCO) collects casualty reports. <ul style="list-style-type: none"> a. Reviewed by-name casualty reporting by subordinate and medical units for completeness and accuracy. b. Posted information to the brigade master casualty log. * 2. S1 reports casualty information. <ul style="list-style-type: none"> a. Briefed the commander and staff on casualty status and return-to-duty personnel. b. Notified commander immediately of critical losses, by MOS and grade, and the impact of those losses on the operation. 3. S1 section collects all documents supporting casualties (DA Forms 1155 (Witness Statement on Individual) and 1156 (Casualty Feeder Report)) from reporting units. Forwards them to the personnel services battalion and the division chief of staff personnel (G1), when battalions were unable to do so. <ul style="list-style-type: none"> a. Prepared the brigade consolidated casualty report. b. Forwarded consolidated casualty data to the supporting G1/AG PSC. c. Processed letters of sympathy from subordinate units and forwarded them to the division personnel services battalion. d. Processed and forwarded emergency data changes to the personnel services battalion. * 4. S1 identifies and controls hazards IAW risk management procedures. 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0004	Employ Combat Service Support	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0900	Implement the Principles of Medical Evacuation	
011-510-0901	Integrate Unit Medical Support	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-2064.01-0111	PERFORM COMPANY STRENGTH MANAGEMENT
01-6-0035.01-0111	ADVISE THE COMMANDER AND STAFF ON HEALTH SERVICES AVAILABLE AND MEDICAL UNIT CAPABILITIES AND READINESS
01-6-0039.01-0111	SUPERVISE MEDICAL SUPPORT SERVICES
01-6-0070.01-0111	PERFORM STRENGTH MANAGEMENT
01-6-0071.01-0111	CONDUCT REPLACEMENT OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> f. Coordinated establishment and operation of soldier activity centers, recreation activities, exchanges, and unit lounges. g. Coordinated unit athletic and recreation programs, to include acquisition, use, and maintenance of equipment/supplies. h. Surveyed subordinate units to determine MWR requirements. i. Surveyed supporting units to determine MWR capabilities and resources that might be allocated to the brigade. j. Allocated MWR support according to command priority. k. Published brigade MWR letter of instruction. <p>* 5. S1 schedules and coordinates external MWR support from division.</p> <ul style="list-style-type: none"> a. Established postal support schedules. b. Scheduled band support. c. Arranged finance support (combat payments). d. Scheduled post exchange support. e. Coordinated bath and clothing exchange support. f. Coordinated to obtain hot meals. <p>* 6. S1 provides organic brigade MWR support.</p> <ul style="list-style-type: none"> a. Implemented R&R policy. b. Ensured awards program provided positive morale impact. c. Coordinated religious and legal assistance support scheduling. <p>* 7. S1 identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0004	Employ Combat Service Support	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0023	Conduct Assembly Area Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0075.01-0111	PROVIDE PERSONNEL AND ADMINISTRATIVE SERVICES
01-6-0080.01-0111	SUPERVISE KEY OPERATIONAL AND SUPPORT FUNCTIONS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 5. S1, with approval of the commander, authorizes enlisted promotions and reductions.</p> <ul style="list-style-type: none"> a. Promoted qualified soldiers to fill authorized spaces. b. Reduced those personnel no longer qualified for or deserving of their current grades. <p>* 6. S1 conducts officer promotions for active duty officers according to AR 600-8-29.</p> <p>* 7. S1 manages direct appointment requests within the brigade.</p> <ul style="list-style-type: none"> a. Reviewed recommendations for direct appointments. b. Forwarded approved appointment packets to Assistant Chief of Staff, Personnel/Adjutant General (G1/AG). <p>8. S1 section processes enlisted and officer transfers and discharges.</p> <p>* 9. S1 coordinates support for identification documents.</p> <p>*10. S1 processes leave and pass requests.</p> <ul style="list-style-type: none"> a. Provided maximum use of authorized absences to support health, morale, motivation, and efficiency of soldiers. b. Established a leave and pass program according to AR 600-8-10. c. Monitored unit leave policies and procedures according to AR 600-8-10. <ul style="list-style-type: none"> (1) Assisted subordinate units in leave administration. (2) Established a leave administration SOP. d. Managed the emergency leave program. <ul style="list-style-type: none"> (1) Processed emergency leave actions within 18 hours. (2) Requested and obtained verification of emergencies from American Red Cross. <p>NOTE: Coordinate with Red Cross to ensure all messages meet set Red Cross criteria.</p> <ul style="list-style-type: none"> (3) Reiterated regulatory requirements governing emergency leaves to subordinate units. (4) Notified higher headquarters of emergency leave transportation requirements. (5) Advised unit commanders of action taken. <p>11. Legal clerk manages the congressional correspondence program.</p> <ul style="list-style-type: none"> a. Informed the commander of congressional correspondence. b. Obtained staff and subordinate unit input needed to reply to congressional correspondence. c. Drafted response to congressional correspondence. d. Staffed response and obtained commander's approval. e. Finalized response to congressional correspondence. f. Forwarded response to requesting agency. <p>*12. S1 initiates line of duty investigations according to AR 600-8-14.</p> <p>*13. S1 conducts officer procurement to meet the Army's authorized strength level according to AR 601-100.</p> <p>*14. Retention NCO assists commanders to retain soldiers according to AR 600-200.</p> <ul style="list-style-type: none"> a. Reenlisted the appropriate number of highly qualified soldiers. b. Ensured career counselors and transition personnel enlisted/transferred qualified soldiers who had reached the expiration time of service (ETS) status into the Reserve component (RC). 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>*15. Reenlistment NCO transitions qualified soldiers into the Army Reserve and National Guard according to AR 601-210.</p> <p>*16. S1/legal clerk processes official correspondence, messages, and distribution.</p> <ul style="list-style-type: none"> a. Maintained 100-percent accountability on classified documents. b. Prepared and reviewed official correspondence and messages for correct format. <p>17. Publications clerk controls publications and blank form requests.</p> <ul style="list-style-type: none"> a. Maintained supply of essential blank forms. b. Processed requisitions for blank forms and publications. c. Distributed incoming publications and blank forms to requester. <p>18. Mail clerk processes and controls incoming and outgoing mail.</p> <ul style="list-style-type: none"> a. Inventoried, prepared receipts for, and logged incoming and outgoing accountable mail. b. Established time and location of personal mail pickup and delivery. c. Safeguarded mail until pickup and delivery, as required. <p>*19. PSNCO conducts reclassification to ensure that personnel resources are managed effectively according to AR 600-200.</p> <p>*20. S1 coordinates for support of the mobile pay team.</p> <ul style="list-style-type: none"> a. Requested finance support requirements from subordinate units. b. Coordinated and processed subordinate unit requirements with servicing finance support unit. c. Notified servicing finance support unit of the tactical location of the brigade. d. Provided time, date, and location for unit combat payments. e. Provided the individual soldier with combat pay and check cashing services. <p>*21. Brigade CSM evaluates pay services received by brigade units.</p> <ul style="list-style-type: none"> a. Checked finance support unit timeliness in providing pay services and reported deficiencies to G1 section. b. Interviewed brigade soldiers to determine quality of pay services received. <p>*22. S1 identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0004	Employ Combat Service Support	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0311	Conduct Military Briefings	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-2054.01-0111	COORDINATE UNIT-LEVEL SUPPLY OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) (01-6-7102.01-0111)
 (FM 22-6) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The staff has issued an OPORD/FRAGO to displace the assembly area. Advance party operations have been accomplished and the brigade has closed on the new assembly area. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Administrative and logistical support to the Tactical Operations Center (TOC) and the Administrative and Logistics Operations Center (ALOC) enabled uninterrupted command and control. Security of the TOC/ALOC was not compromised as a result of inadequate support.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. HHC commander facilitates establishment of the TOC. <ul style="list-style-type: none"> a. Provided ground guides to direct personnel to the TOC location. b. Established local security as the TOC was established. c. Provided personnel to assist in setting up the TOC. 2. HHC provides logistical support to the TOC. <ul style="list-style-type: none"> a. Established resupply and a ration cycle IAW the unit SOP. b. Established a water point. c. Established a backhaul schedule for refuse. 3. HHC provides maintenance support. <ul style="list-style-type: none"> a. Ensured that daily preventive maintenance checks and services (PMCS) on all wheeled vehicles were conducted. b. Conducted wheeled vehicle maintenance procedures. c. Ensured that daily PMCS on all ground support equipment was conducted. d. Provided maintenance support for all ground support equipment. 4. HHC coordinates initial medical assistance to TOC personnel. <ul style="list-style-type: none"> a. Conducted routine sick calls. b. Evaluated and treated more serious problems. 5. HHC assists the S2 with TOC security IAW the unit SOP. * 6. HHC commander performs the steps in the risk management process for each step in troop-leading procedures (see app C). 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93P24-SM-TG
011-141-0110	Direct Establishment of a Tactical Operations Center	STP 1-93P24-SM-TG
011-141-0112	Direct Relocation of a Tactical Operations Center	STP 1-93P24-SM-TG
011-141-1060	Extract Data from Signal Operation Instructions (SOI) Extract	STP 1-93P1-SM
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	MOS W 152H 3 MOS W 153D 3
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0303	Conduct Operations Missions Briefing / Debriefing	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0042.01-0111	RELOCATE MAIN COMMAND POST (CP)
01-6-0059.01-0111	PROVIDE MAIN COMMAND POST (CP) SECURITY
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-0083.01-0111	DIRECT THE BRIGADE STAFF
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: CLASS III/V PLATOON

TASK: CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS (01-6-7726.01-0111)

(FM 10-67-1)

(FM 1-111)

ITERATION:

1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT:

T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The unit has received an OPORD/FRAGO and the commander's guidance. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. The Class III/V platoon is deployed. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Aircraft and equipment were properly serviced to meet mission support requirements for class III/V within the time constraints specified in the OPORD/FRAGO and the unit's SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Brigade Class III/V platoon refuels and/or rearms aircraft. <ol style="list-style-type: none"> a. Refueled and rearmed aircraft with minimal delay. b. Kept radio traffic to a minimum. c. Performed minor armament repairs. d. Controlled aircraft traffic. 2. Brigade Class III/V platoon operates the forward area refueling equipment (FARE) System. <ol style="list-style-type: none"> a. Tested a sample from each nozzle. b. Before refueling any aircraft, personnel circulated the fuel in the system using another 500-gallon drum. c. Aircraft with the closed-circuit system used the closed-circuit nozzle unless directed otherwise. d. Took all safety precautions before and during refueling operation. e. Used a filter or separator during all aircraft refueling operations. f. Maintained FARE components to ensure that pump and filter systems were operational. g. Protected the fuel from contamination. h. Followed procedures established in unit SOP to prevent and report hazardous waste spillage. 3. Brigade Class III/V platoon accounts for fuel and ammunition usage. <ol style="list-style-type: none"> a. Maintained an accurate account of the fuel and ammunition on hand and of the fuel dispensed to each aircraft, vehicle, or piece of equipment. b. Provided consumption statistics according to the SOP. c. Coordinated for resupply. * 4. Leader performs the steps in the risk management process for each step in troop-leading procedures (see app C). 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0004	Employ Combat Service Support	
011-510-0012	Employ Air Movement Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-4-0320.01-0111	PROVIDE UNIT SUPPLY SUPPORT
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMPANY HEADQUARTERS

TASK: CONDUCT TROOP-LEADING PROCEDURES (01-2-2047.01-0111)
 (FM 1-100) (FM 100-14) (FM 101-5)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. HHC has received an OPORD/FRAGO and the commander's guidance. The main CP is operational and the staff sections are functioning. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Mission preparation was enhanced as a result of proper troop-leading procedures. Sufficient time was allocated to allow subordinate elements to conduct their preparations.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. HHC commander receives a mission. <ul style="list-style-type: none"> a. Determined assets required based on mission, enemy, terrain, troops, time, and civilian considerations (METT-TC). b. Identified supplies and equipment required. c. Identified personnel required. * 2. HHC commander issues the warning order to subordinate leaders, 1SG, and the attached elements. * 3. HHC commander continues planning while the unit prepares for operations. <ul style="list-style-type: none"> a. Based the execution plan on the factors of METT-TC. b. Conducted a map reconnaissance. c. Used reverse planning to optimize time available. d. Used no more than one-third of the available time, leaving the remainder for unit preparation. 4. HHC continues assembly area activities and maintains security. * 5. HHC commander ensures that coordination with supported unit is conducted. <ul style="list-style-type: none"> a. Attended initial planning conference. b. Coordinated with the brigade S3 and the supported unit S3 to ensure that all aspects of the operation had been addressed. c. Coordinated (as necessary) with supporting units. * 6. HHC commander issues an OPORD/FRAGO. 7. HHC personnel conduct precombat checks IAW the unit SOP. * 8. HHC commander conducts rehearsals (map exercise (MAPEX) or sand table exercise). * 9. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C). 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0004	Plan for Aviation and Ground Combat Service Support.	MOS W 153A 5
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 154C 3 MOS W 153D 3
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 154C 3 MOS W 153D 3
011-420-0028	Plan Aviation Deployment	MOS W 152H 3 MOS W 153D 3 MOS W 152H 3 MOS W 154C 3
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0303	Conduct Operations Missions Briefing / Debriefing	
011-510-0504	Prepare a Company-Level Operation Order (OPORD)	
011-510-0505	Conduct Company-Level Rehearsals / AARs	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-2035.01-0111	IMPLEMENT FRATRICIDE PREVENTION MEASURES
01-2-2054.01-0111	COORDINATE UNIT-LEVEL SUPPLY OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
4. HHC departs the area. <ul style="list-style-type: none"> a. Loaded equipment according to commander's guidance. b. Exited area without confusion and excessive noise. c. Assembled at predesignated area. 5. Stay-behind security force covers HHC displacement. <ul style="list-style-type: none"> a. Occupied fighting positions. b. Engaged threat with all available weapons to delay or disrupt advance. c. Performed disengagement under fire. d. Exited area by available means. * 6. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0004	Employ Combat Service Support	
011-510-0023	Conduct Assembly Area Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0503	Perform Company-Level Command Post Operations	
011-510-0504	Prepare a Company-Level Operation Order (OPORD)	
011-510-0505	Conduct Company-Level Rehearsals / AARs	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0101.01-0111	OCCUPY AN ASSEMBLY AREA
01-2-0102.01-0111	SECURE AND DEFEND UNIT POSITION
01-2-2035.01-0111	IMPLEMENT FRATRICIDE PREVENTION MEASURES
01-2-2047.01-0111	CONDUCT TROOP-LEADING PROCEDURES
01-2-2048.01-0111	CONDUCT UNIT MOVEMENT
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 5. S3 Air incorporates A ² C ² measures and plans into the Aviation Mission Planning System and ensures their dissemination to appropriate commanders and staff sections.		
* 6. S3 Air identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0011	Implement Fundamentals of Air-Ground Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0027.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (AIR DEFENSE)
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: SUPERVISE TACTICAL AIR CONTROL PARTY FUNCTIONS (01-6-0012.01-0111)
 (FM 1-111) (FM 101-5) (FM 90-21)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. An OPORD/FRAGO has been received. Air parity exists. The brigade may receive tactical air support. A tactical air control party (TACP) is attached to the brigade. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The TACP functions were performed in concert with the concept of the operation. The functions provided adequate command and control for the tactical air support assets allocated to the brigade.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Air liaison officer (ALO) establishes and maintains communications. <ul style="list-style-type: none"> a. Maintained radio and/or wire communications with the tactical operations center. b. Operated the Air Force air request radio net. c. Operated and maintained the Air Force tactical air direction nets. * 2. ALO provides command and control of tactical air (TACAIR) support assets in the area of operations. <ul style="list-style-type: none"> a. Supervised forward air controllers. b. Assisted fire support elements (FSE) and fire support teams in directing air strikes in the absence of forward air controllers. * 3. ALO supervises TACP personnel. <ul style="list-style-type: none"> a. Kept personnel informed of the situation and scheme of maneuver. b. Ensured that personnel observed operations security measures. c. Ensured that personnel received proper health, welfare, and morale services. * 4. S3 Air supervises TACAIR support planning. <ul style="list-style-type: none"> a. Ensured TACAIR support, suppression of enemy air defense, and friendly air defense artillery controls were integrated into the fire support (FS) plan based on the commander's guidance and planned scheme of maneuver. b. Ensured pre-planned requests complied with the brigade commander's concept and priorities. c. Assigned priority and precedence to each TACAIR request. d. Revised with the commander's approval the FS and maneuver plans, as necessary. * 5. S3 Air initiates TACAIR planning. <ul style="list-style-type: none"> a. Obtained, for planning purposes, information regarding the number of TACAIR sorties distributed to the brigade. b. Advised subordinate units of the number of TACAIR sorties available. * 6. S3 Air plans for TACAIR as a member of the FSE. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Established deadline for subordinate units to submit TACAIR requests to brigade S3. b. Prepared preplanned requests for TACAIR sorties based on brigade commander's concept. c. Completed air support request message with advice and assistance from the ALO. <p>* 7. S3 Air processes preplanned TACAIR requests as a member of the FSE.</p> <ul style="list-style-type: none"> a. Ensured all subordinate pre-planned requests were received at brigade by the no later than (NLT) time stated in brigade OPORD. b. Ensured preplanned requests were complete and properly prepared. c. Approved or disapproved preplanned requests. d. Coordinated requests with ALO. e. Consolidated all approved requests in priority and precedence order. f. Submitted the consolidated requests to higher headquarters G3 by the NLT time specified in the OPORD. g. Notified subordinate units of requests that were disapproved. h. Evaluated the impact of battle damage assessment on the scheme of maneuver and recommended revision of the FS and maneuver plans to the S3, as appropriate. i. Adjusted preplanned missions through higher headquarters, as necessary. j. Informed subordinate units of revisions to FS and maneuver plans. <p>* 8. S3 Air identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0018	Plan Army Airspace Command and Control	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-0412	CONDUCT TARGETING PROCESS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: PLAN, COORDINATE, AND CONTROL TACTICAL OPERATIONS (01-6-0013.01-0111)
 (FM 101-5) (FM 100-14) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The aviation brigade is engaged in a simulated (live, virtual or constructive) combat environment. The main CP is operational. The staff sections are functioning. Reports are being received through normal channels and the XO/deputy commander is coordinating the staff. The staff has received an OPORD/FRAGO and the commander's guidance. Adequate time is available for planning. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The S3 section prepared and issued the OPORD/FRAGO, allowing subordinate units two-thirds of the time available for planning and issuing orders. The OPORD/FRAGO was clear, concise, and completely coordinated with other staff and supporting agencies. Control of tactical operations was maintained 100 percent of the time.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S3 section prepares the OPORD/FRAGO. <ol style="list-style-type: none"> a. Ensured the mission, commander's intent, and concept of operations were stated clearly and concisely. b. Ensured that assets were task-organized for optimum employment, considering the factors of mission, enemy, terrain, troops, time, and civilian considerations (METT-TC). 2. S3 section coordinates with other staff sections. <ol style="list-style-type: none"> a. Ensured that coordination supported the development of plans and orders. b. Integrated staff input into the OPORD/FRAGO. * 3. S3 publishes and issues the OPORD. <ol style="list-style-type: none"> a. Ensured the OPORD and annexes excluded repetition, SOP items, and unnecessary information that normally involves staff coordination. b. Ensured that graphic control measures supported the concept of operations statement. c. Ensured that graphic control measures allowed subordinate commanders maximum flexibility consistent with the factors of METT-TC. d. Issued the OPORD/FRAGO so that subordinates had a minimum of two-thirds of the available time to conduct reconnaissance, plan, and issue orders. * 4. S3 controls the tactical operation. <ol style="list-style-type: none"> a. Ensured A²C² element activated control measures. b. Enforced proper radio/telephone procedures. c. Provided real-time situational awareness to maneuver commanders. d. Directed contingency operations IAW OPORD/FRAGO/changing situation. e. Monitored current operations. f. Ensured necessary combat support requirements were provided where and when required. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
g. Maintained continuous operations.		
* 5. S3 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93P24-SM-TG
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 153D 3 MOS W 152H 3
011-420-0028	Plan Aviation Deployment	MOS W 153D 3 MOS W 152H 3
011-510-0005	Employ Air Defense	
011-510-0006	Employ Fire Support	
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0012	Employ Air Movement Operations	
011-510-0013	Employ Air Assault Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0015	Employ Attack Helicopter Operations	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0021	Employ Fundamentals of Army Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0310	Perform Duties of Aviation Liaison Officer	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0019.01-0111	DEVELOP RECONNAISSANCE AND SURVEILLANCE PLAN
01-6-0026.01-0111	PERFORM LIAISON OPERATIONS
01-6-0028.01-0111	EXECUTE ARMY AIRSPACE COMMAND AND CONTROL (A ² C ²) IN THE DIVISION AREA
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING
01-6-0031.01-0111	COORDINATE THE RECONNAISSANCE AND SURVEILLANCE (R&S) PLAN
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: COORDINATE TACTICAL AIR SUPPORT WITH AVIATION FORCES (01-6-0014.01-0111)
 (FM 90-21) (FM 101-5) (FM 1-111)
 (FM 1-112) (FM 1-114)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The brigade has received an OPORD/FRAGO and the commander's guidance from higher headquarters. The main CP is operational and the staff sections are functioning. Air parity exists. Tactical air (TACAIR) support has been requested and allocated to the unit. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The air liaison officer (ALO), or S3 Air, submitted appropriate, timely requests for tactical air support resulting in optimum employment of these assets for aviation operations.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Air Liaison Officer (ALO), Air and Naval Gunfire Liaison Company (ANGLICO), and S3 Air coordinate the employment of tactical air support. <ul style="list-style-type: none"> a. Analyzed the factors of mission, enemy, terrain, troops, time, and civilian considerations (METT-TC) b. Evaluated tactical air assets available and determined optimum employment. * 2. ALO coordinates interdiction. <ul style="list-style-type: none"> a. Assisted the S3 Air in planning a request for interdiction. <ul style="list-style-type: none"> (1) Gave target description and location. (2) Stated control measures. (3) Stated results desired. (4) Forwarded mission information to the fire support officer (FSO) and the Army airspace command and control (A²C²) section. b. Informed the S3 of assets available for incorporation into the scheme of maneuver. * 3. ALO, S3 Air, and FSO coordinate and integrate tactical air into fire support plans. <ul style="list-style-type: none"> a. Reviewed request for TACAIR support. <ul style="list-style-type: none"> (1) Received request information from subordinate unit, to include— <ul style="list-style-type: none"> (a) Observer's identification. (b) Warning order. (c) Target location. (d) Target description. (e) Results desired. (f) Desired time or target. (2) Assigned priority and precedence to each request. (3) Transmitted request through appropriate channels. b. Developed TACAIR strike plan, to include— <ul style="list-style-type: none"> (1) Engagement area. (2) Target information. (3) Ordnance. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(4) Control measures. (5) Suppression of enemy air defense plan. (6) Situation overlay. c. Provided information to the FSO and A ² C ² section. (1) Air routes. (2) Initialization points. (3) Formation. (4) Call signs and frequencies. (5) Identification procedures. * 4. ALO coordinates tactical surveillance and reconnaissance. a. Identified target description and location together with the S2 and S3. b. Analyzed desired results, control measures, and time requirements. c. Assisted the S3 Air in submitting mission requests. d. Informed the S3 Air of the status of the missions. * 5. S3 Air identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0032	Identify the Fundamentals of Joint Operations	MOS W 152H 3 MOS W 153D 3
011-510-0005	Employ Air Defense	
011-510-0006	Employ Fire Support	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0016	Employ Joint Air Attack Team Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0310	Perform Duties of Aviation Liaison Officer	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0011.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (A ² C ²)
01-6-0012.01-0111	SUPERVISE TACTICAL AIR CONTROL PARTY FUNCTIONS
01-6-0027.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (AIR DEFENSE)
01-6-0028.01-0111	EXECUTE ARMY AIRSPACE COMMAND AND CONTROL (A ² C ²) IN THE DIVISION AREA
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0310	Perform Duties of Aviation Liaison Officer	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0012.01-0111	SUPERVISE TACTICAL AIR CONTROL PARTY FUNCTIONS
01-6-0014.01-0111	COORDINATE TACTICAL AIR SUPPORT WITH AVIATION FORCES
01-6-0033.01-0111	COORDINATE FIRE SUPPORT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER (01-6-0018.01-0111)
 (FM 101-5) (FM 100-14) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The brigade staff has received an OPORD/FRAGO and the commander's guidance. The tactical situation dictates movement of the tactical operations center (TOC). Units have been deployed tactically and are conducting operations. The brigade is operational and has all of its required resources and equipment. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Communication between the TOC, higher, and lower headquarters was not disrupted. The command and control (C²) of tactical operations were not disrupted. Tactical information was received, analyzed, and disseminated in an effective manner on a continuous basis. The S3 section relocated and reestablished the brigade TOC as part of the main CP. The S3 also established and maintained local and physical security.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S3 displaces the TOC to support current or planned operations.</p> <ul style="list-style-type: none"> a. Established a forward TOC to control immediate operations IAW the unit's SOP. b. Moved the TOC to an area where C² of ongoing present or planned operations were easily facilitated. c. Established TOC security. d. Maintained communications with all elements. e. Ensured that the displaced TOC was operational before the main TOC was displaced. f. Moved the main TOC to the new site and resumed C² responsibilities. g. Maintained communications with higher and lower headquarters throughout the movement and TOC establishment. <p>2. S3 establishes and maintains the TOC.</p> <ul style="list-style-type: none"> a. Selected the staff elements to be represented based on the situation and the commander's guidance. b. Established procedures to minimize the time required to process information. c. Established procedures to facilitate immediate information exchange between internal and external staff sections. d. Maintained the status of the current situation. e. Prepared and disseminated orders, requests, and reports necessary for current operations. f. Established an internal TOC security plan. g. Began planning for future operations. <p>* 3. S3 operates the TOC.</p> <ul style="list-style-type: none"> a. Received and processed required operational reports promptly. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Prepared situation maps and updated them immediately upon receipt of tactical information. c. Maintained a staff journal. d. Maintained flight records for aircrew members, as required. e. Provided recommendations to the commander. 4. Communications section operates a net control station. a. Opened and closed the net. b. Used challenge and authentication. c. Controlled entry and departure from the net. d. Monitored the net and corrected errors in operating procedures. e. Imposed and lifted station and net restrictions. f. Controlled a direct net. g. Passed all meaconing, interference, jamming, and intrusion (MIJI) reports to the officer in charge as soon as possible. h. Used blind broadcast procedures as appropriate. i. Used a crypto net control device as appropriate. * 5. S3 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93P24-SM-TG
011-141-0110	Direct Establishment of a Tactical Operations Center	STP 1-93P24-SM-TG
011-141-0112	Direct Relocation of a Tactical Operations Center	STP 1-93P24-SM-TG
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0311	Conduct Military Briefings	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0001.01-0111	PLAN/ORGANIZE THE MOVE
01-2-0102.01-0111	SECURE AND DEFEND UNIT POSITION
01-6-0059.01-0111	PROVIDE MAIN COMMAND POST (CP) SECURITY

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: DEVELOP BRIGADE ORDERS (01-6-0025.01-0111)
(FM 101-5) (FM 1-111)

(FM 3-91.3)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) environment. The brigade has received a FRAGO/OPORD and the commander's guidance from higher headquarters. The brigade commander adopts a feasible course of action (COA). He announces his decision and articulates his intent by presenting the commander's concept to selected members of the staff. The XO/deputy commander is coordinating the staff during FRAGO/OPORD development. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The FRAGO/OPORD was prepared IAW FM 101-5 and issued to allow subordinate units two-thirds of the time available for planning and issuing orders. It clearly stated the brigade's mission, and commander's intent, allowed subordinate commanders flexibility, planned for probable contingencies based on staff wargaming, and planned for future or follow-on operations. The task organization and missions assigned to subordinate units were those best suited to accomplish the brigade mission within the constraints set forth by the commander and higher headquarters.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. S3 initiates preparation of the FRAGO. <ul style="list-style-type: none"> a. Received commander's guidance. b. Coordinated with other staff officers as required. c. Provided necessary guidance to the S3 section. * 2. S3 prepares the FRAGO. <ul style="list-style-type: none"> a. Provided brief and specific instructions for conduct of the operation without loss of clarity. <ul style="list-style-type: none"> (1) Provided changes to the concept of the operation. (2) Provided task changes to subordinate commanders. (3) Provided task changes to combat support units. (4) Specified any additional coordinating instructions. (5) Addressed changes to Service Support, Command, and Signal paragraphs. b. Stated the mission if changed. c. Indicated changes to the task organization (attachments and detachments/changes in the command relationship). d. Provided an update of friendly and enemy situation, if applicable. e. Included a brief outline of the situation that generated the requirement for the order, or referred to previous order. f. Addressed the FRAGO to each commander, and higher and adjacent headquarters. * 3. S3 expeditiously disseminates the FRAGO. * 4. S3 prepares OPORD starting with the HEADING. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>a. Ensured the following elements were stated clearly and concisely: security markings, confirmation statement on oral orders, copy number, issuing headquarters, place of issue, date and time order was signed, message reference number, OPORD number, code name (if applicable), map references IAW Standardization Agreement (STANAG) 2029, time zone in which the order was executed, map series number, sheet number, edition, and scale.</p> <p>b. The OPORD number was assigned by the operations SGM.</p> <p>* 5. S3 prepares TASK ORGANIZATION.</p> <p>a. Ensured the commander's concept was supported.</p> <p>b. Listed major subordinate headquarters in the correct sequence.</p> <p>c. Qualified relationships other than attachment by parenthetical terms such as OPCON, general support, or direct support and showed command and support relationship.</p> <p>d. Made task organization an annex if it was too long or complex.</p> <p>* 6. S3 prepares paragraph 1, SITUATION, and ensures it contains the standard three subparagraphs, i.e., Enemy Forces, Friendly Forces, Attachments and Detachments.</p> <p>a. Received Enemy Forces subparagraph input from the S2.</p> <p>(1) Referred to the intelligence annex, intelligence overlay, intelligence report (INTREP), or intelligence summary (INTSUM) and provided a sketch of enemy COA.</p> <p>(2) Contained only information about the enemy vital to the entire command.</p> <p>(3) Provided an assessment of terrorist activities directed against U.S. Government interests in the AO.</p> <p>b. Friendly Forces subparagraph included mission, commander's intent, and concept of operation of the higher headquarters.</p> <p>(1) Included task and purpose of adjacent, supporting, and reinforcing units.</p> <p>(2) Discussed units essential to the operation.</p> <p>c. Attachments and Detachments subparagraph did not repeat information under TASK ORGANIZATION.</p> <p>(1) Indicated "see task organization" if task organization annex was used.</p> <p>(2) Listed units and times that units become attached or detached.</p> <p>* 7. S3 prepares paragraph 2, MISSION, and outlines essential tasks determined during mission analysis.</p> <p>a. Stated clearly and concisely the task and its purpose.</p> <p>b. Contained the elements of who, what (form of tactical operation and task), when, where, and why.</p> <p>* 8. S3 prepares paragraph 3, EXECUTION, and states the commander's intent derived during the planning process, consisting of his purpose, method, acceptable risk, and the resulting end state.</p> <p>a. Prepared the "Concept of Operations," expanding on the commander's intent; i.e., how the operation would be conducted and who would be assigned to perform it and the following subparagraphs as required:</p> <p>(1) Maneuver.</p> <p>(a) Contained clear, concise statement of scheme of maneuver from beginning to end, addressing each maneuver unit's task and purpose.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(b) Verbally visualized the operation and addressed the elements of the battlefield framework.</p> <p>(c) Designated the main effort/attack and its respective task and purpose.</p> <p>(2) Fires, Annex D (Fire Support). Included purpose, priority, allocation, and restrictions; a statement of critical fire support by phase that addressed the following fire elements, as appropriate:</p> <p>(a) Air support.</p> <p>(b) Field artillery (FA) support.</p> <p>(c) Naval gunfire (NGF) support.</p> <p>(3) Reconnaissance and Surveillance, Annex L (Reconnaissance and Surveillance Plan). Explained how these assets were operating in relation to the rest of the force.</p> <p>(4) Intelligence, Annex B (Intelligence).</p> <p>(a) Clarified effort to support overall concept.</p> <p>(b) Established priority of unit collection effort to support scheme of maneuver.</p> <p>(c) Referred to appropriate annex.</p> <p>(5) Engineer, Annex F (Engineer).</p> <p>(a) Described the mobility/survivability tasks that supported the maneuver plan, despite which unit performed the task.</p> <p>(b) Addressed four areas under each maneuver phase (general comments, countermobility, survivability, and mobility) and indicated priority of support.</p> <p>(6) Air Defense, Annex G (Air Defense).</p> <p>(a) Addressed purpose and priority of air defense artillery (ADA) assets in support of scheme of maneuver.</p> <p>(b) Referred to appropriate annexes.</p> <p>(c) Provided ADA weapon status and warning status.</p> <p>(7) Information Operations. Stated the overall concept of information operations in support of the scheme of maneuver.</p> <p>b. Listed tasks to maneuver units that report directly to the brigade.</p> <p>(1) Used a separate subparagraph for each maneuver unit.</p> <p>(2) Stated tasks each maneuver unit was to accomplish.</p> <p>(3) Did not state tasks that affected two or more units.</p> <p>c. Listed tasks to combat support (CS) units, as necessary, in the order they appeared in the task organization.</p> <p>(1) Intelligence, Annex B (Intelligence). Addressed functions or support roles of organic or attached military intelligence (MI) units, if not clear in the task organization, and designated any use of unmanned aerial vehicles (UAV).</p> <p>(2) Engineer, Annex F (Engineer). Assigned priorities of effort and support for engineer units as well as environmental considerations.</p> <p>(3) Fire Support, Annex D (Fire Support). Included allocation of close air support sorties, air interdiction mission sorties, tactical air reconnaissance sorties, and field artillery fire support priorities. Also, included NGF support and fire support coordinating measures.</p> <p>(4) Air Defense, Annex G (Air Defense). Assigned priorities of effort and support, if not clear in task organization. Addressed organization for combat and missions.</p> <p>(5) Signal, Annex H (Signal). Assigned priorities of effort and support, if not clear in task organization.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(6) Nuclear, Biological, and Chemical (NBC), Annex J (NBC). Assigned priorities of effort and support. Addressed functions or support roles of organic or attached chemical units if not clear in task organization.</p> <p>(7) Provost Marshall, Annex K (PM). Assigned priorities of effort and support, if not clear in task organization.</p> <p>(8) Psychological Operations, Annex R (PSYOP).</p> <p>(9) Civil-Military Operations, Annex U (CMO).</p> <p>d. Coordinating instructions. Listed only instructions applicable to two or more units and not routinely covered in unit SOPs.</p> <p>(1) Time or condition when a plan or order became effective.</p> <p>(2) Commander's critical information requirements (CCIR).</p> <p>(3) Risk reduction control measures; i.e., Measures unique to this operation and not in unit SOPs, such as MOPP, operational exposure guidance, vehicle recognition signals, and fratricide prevention measures.</p> <p>(4) Rules of engagement (ROE).</p> <p>(5) Environmental considerations.</p> <p>(6) Force protection.</p> <p>(7) Any additional coordinating instructions, such as description of phase lines.</p> <p>* 9. S4 prepares paragraph 4, SERVICE SUPPORT, which includes the subparagraphs listed below, and gives to S3 for incorporation into OPORD.</p> <p>a. Support concept subparagraph. Stated the concept of logistics support to provide non-CSS commanders and staffs a visualization of how the operation would be logistically supported. This included:</p> <p>(1) Brief synopsis of the support command mission.</p> <p>(2) Next higher level's support priorities.</p> <p>(3) Commander's priorities of support.</p> <p>(4) Units in the next higher CSS organization that were supporting.</p> <p>(5) The use of host nation support.</p> <p>(6) Unusual CSS issues impacting the operation.</p> <p>(7) Significant sustainment risks.</p> <p>(8) Unique support requirements in manning, arming, fueling, fixing, moving, and sustaining the soldier and his systems.</p> <p>(9) Support concept organized according to operational phasing before, during, and after operations.</p> <p>b. Materiel and services.</p> <p>c. Medical evacuation and hospitalization.</p> <p>d. Personnel support.</p> <p>*10. S3 and S6 prepare paragraph 5, COMMAND AND SIGNAL, which includes the subparagraphs listed below.</p> <p>a. S3 prepared the Command subparagraph.</p> <p>(1) Listed the map coordinates for TAC CP, main CP, rear CP, and alternate CP.</p> <p>(2) Designated alternate CP.</p> <p>(3) Locations of support command and next higher logistics bases.</p> <p>(4) Depicted axis of CP displacement (if not shown graphically).</p> <p>(5) Designated location of commander, S3, and executive officer (XO).</p> <p>b. S6 prepared the Signal subparagraph.</p> <p>(1) Listed signal instructions not in unit SOP.</p> <p>(2) Identified specific signal operation instructions (SOI) in effect.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(3) Listed required reports/formats and times to be submitted.</p> <p>11. S3 section ensures OPORD ending matter requirements are fulfilled.</p> <ol style="list-style-type: none"> a. Ensured acknowledgment of receipt and understanding. b. Ensured original order was signed by the commander or his designated representative. c. Authenticated other copies. d. Lettered annexes alphabetically and listed them in the order they appeared in the OPORD. e. Placed security markings top, bottom, and centered on each page. f. Distributed to subordinate, higher, adjacent, and supporting units. <p>12. S3 section incorporates all appropriate annexes and overlays into the OPORD, in the number of copies required to support the mission.</p> <ol style="list-style-type: none"> a. Ensured overlay was listed as an annex to the concept of operations. b. Ensured overlay was consistent with the written portion of the OPORD. c. Used control measures that provided flexibility to adjust to changing OPCODE. d. Depicted higher headquarters control measures. e. Indicated a proper terrain appreciation, to include the most critical environmental/cultural resources. f. Ensured overlay was produced on a map scale that could be used by subordinate units. g. Placed security markings top, bottom, and centered on overlay. <p>*13. S3 identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0012	Employ Air Movement Operations	
011-510-0013	Employ Air Assault Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0015	Employ Attack Helicopter Operations	
011-510-0016	Employ Joint Air Attack Team Operations	
011-510-0017	Plan Cavalry Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0019	Plan Aviation Brigade Operations	

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOU)	
011-510-0021	Employ Fundamentals of Army Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S3 SECTION
 AVIATION SUPPORT ELEMENT

TASK: PERFORM LIAISON OPERATIONS (01-6-0026.01-0111)
 (FM 1-111) (FM 101-5) (FM 11-43)
 (FM 3-91.3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is preparing for or is engaged in combat. The brigade has received the OPORD and commander's guidance. The main CP is operational and the staff is functioning. There is a requirement to provide liaison to an adjacent or higher unit. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Liaison officers (LNOs) obtained information to meet the commander's critical information requirements (CCIR) and provided information necessary to the attached unit.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. S3 designates LNOs based upon commander's guidance and factors of mission, enemy, terrain, troops, time, and civilian considerations (METT-TC). <ul style="list-style-type: none"> a. Designated LNOs for higher and adjacent headquarters. b. Designated LNOs for other headquarters, as necessary. 2. LNOs examine all aspects of parent aviation brigade operations before departing on liaison tour. <ul style="list-style-type: none"> a. Understood the mission and duties of the LNO. b. Understood the aviation brigade's unit locations, mission, situation, commander's intent, concept of operation, logistics situation, combat power status, and status of critical supplies. c. Obtained current map overlays and copies of operation orders (OPORDs). d. Coordinated with each staff section and obtained information and liaison requirements. e. Obtained and understood the CCIR. f. Ensured LNO had reliable means of communications back to aviation brigade S3 section. 3. LNOs coordinate with the supported headquarters upon arrival. <ul style="list-style-type: none"> a. Reported to the S3 of the supported unit and prepared to brief the aviation brigade situation. b. Established communications from the supported unit to the aviation brigade S3. c. Visited each staff section of supported unit and exchanged information as required. 4. LNOs monitor and assist in the planning process of the supported unit during liaison tour. <ul style="list-style-type: none"> a. Kept abreast of the aviation brigade situation and provided updates to supported unit. b. Monitored and assisted in the planning process of supported unit. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(1) Advised supported unit staff on how to best employ aviation brigade assets. (2) Recorded all critical information and passed it to the aviation brigade staff as soon as possible (included specified/implied tasks, mission essential tasks, constraints, and limitations). (3) Received and passed all enemy situation reports (SITREPs) and other intelligence products to the aviation brigade S2 as soon as possible. (4) Conducted adjacent unit coordination, if required. 5. LNOs transmit information to aviation brigade staff upon return from supported unit. a. Briefed S3 immediately on information received. b. Exchanged information with appropriate staff sections. c. Assisted the aviation brigade staff in conducting the military decision-making process (MDMP). d. Prepared for additional liaison requirements. * 6. S3 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0310	Perform Duties of Aviation Liaison Officer	MOS W 153D 3 MOS W 152H 3
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0311	Conduct Military Briefings	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	PLAN, COORDINATE, AND CONTROL TACTICAL OPERATIONS
01-6-0014.01-0111	COORDINATE TACTICAL AIR SUPPORT WITH AVIATION FORCES
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)
01-6-0061.01-0111	COORDINATE DEPLOYMENT ADVANCE PARTY ACTIVITIES
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-143-5062	Determine Army Airspace Command and Control Procedures	STP 1-93C24-SM-TG
011-143-7000	Implement Basic Airspace Command and Control Procedures	STP 1-93C1-SM
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 152H 3 MOS W 153D 3
011-510-0005	Employ Air Defense	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0311	Conduct Military Briefings	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	INTEGRATE THE STAFF IN INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-0059.01-0111	PROVIDE MAIN COMMAND POST (CP) SECURITY
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: ARMY AIRSPACE COMMAND AND CONTROL (A²C²) ELEMENT

TASK: EXECUTE ARMY AIRSPACE COMMAND AND CONTROL (A²C²) IN THE DIVISION AREA (01-6-0028.01-0111)

(FM 100-103)
(FM 1-111)

(FM 3-91.3)

(FM 101-5)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and staff sections are functioning. The brigade has received an OPORD/FRAGO and the commander's guidance from higher headquarters. Air parity exists. Airspace is dense with both friendly and enemy activity. Conflicts on use of the unit's airspace require resolution by the brigade Army Airspace Command and Control (A²C²) element. The brigade is augmented with an Army air liaison officer (ALO). Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Aviation assets were synchronized for safe operations in the unit's airspace through positive command and control. No friendly aircraft losses resulted from poor or inadequate integration of operations into the A²C² plan.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S3 establishes the brigade A²C² operations. <ol style="list-style-type: none"> a. Organized, established, and directed the A²C² element. b. Designated the S3 Air as the principal staff officer for brigade A²C² matters. 2. A²C² element performs airspace management functions. <ol style="list-style-type: none"> a. Identified, consolidated, coordinated, and integrated airspace user priorities and requirements within the unit AO. b. Prepared input to the A²C² annex to the brigade OPORD. c. Identified sortie allocations and critical fire support (FS) tasks, and coordinated mission times with the ALO. d. Identified areas impacting on operations and ensured the following pertinent information was coordinated: <ol style="list-style-type: none"> (1) Forward arming and refueling point (FARP) locations. (2) Forward line of own troops. (3) Field artillery locations and gun target lines. Army Airspace Command and Control, Airspace Information Center, and Aviation Mission Planning System (AMPS). (4) Fire support coordination measures. (5) Unmanned aerial vehicle (UAV) launch and recovery sites and flight paths. (AMPS) (6) Positions of instrument landing systems, navigation aids (NAVAIDs) and AMPS. (7) Nuclear, biological, and chemical contaminated areas. (8) Air defense artillery locations, engagement zones, and coverage. (9) Air corridors. (10) Airspace coordination measures. e. Monitored current situation and updated information as follows: <ol style="list-style-type: none"> (1) Friendly tactical situation. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(2) Enemy situation, to include massed enemy aircraft locations.</p> <p>(3) Airspace user priorities, restrictions, and control measures. (AMPS)</p> <p>(4) Air defense priorities, warnings, and weapons control status. (AMPS)</p> <p>(5) Status of airfields and FARPs.</p> <p>(6) Planned and ongoing artillery fires and the impact upon the airspace plan.</p> <p>(7) Identification, friend or foe/selective identification feature procedures, and standard use Army aircraft flight routes.</p> <p>(8) Status of instrument landing systems, navigational aids (NAVAIDs), airspace information centers (AICs).</p> <p>(9) Friendly electronic attack activities.</p> <p>f. Generated appropriate airspace control procedures and graphic overlays.</p> <p>g. Coordinated and provided information to higher headquarters.</p> <p>h. Ensured aircraft identification procedures were compatible with air defense identification requirements.</p> <p>3. A²C² element forwards A²C² requirements to the G3 Air for airspace control procedure deconfliction.</p> <p>a. Requested, as necessary:</p> <p>(1) Army aviation airspace requirements.</p> <p>(2) Air support requests (UAV and Air Force).</p> <p>(3) Joint measures and restrictions.</p> <p>(4) Army specific measures (affects only Army users below coordinating altitude).</p> <p>b. Disseminated:</p> <p>(1) Joint measures and restrictions.</p> <p>(2) Army specific measures.</p> <p>4. A²C² element receives airspace control information from higher A²C² element.</p> <p>a. Received and disseminated air tasking order (ATO), airspace coordination order (ACO), and special instructions (SPINS).</p> <p>b. Monitored compliance of ATO, ACO, and SPINS.</p> <p>c. Maintained A²C² information displays, overlays, and maps with airspace control measures (ACM), fire support coordination measures (FSCM), and known hazards.</p> <p>d. Disseminated changes to ACM, ground control measures, and Air Defense Weapons Control Status (ADWCS).</p> <p>* 5. S3 Air identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93P24-SM-TG
011-143-5062	Determine Army Airspace Command and Control Procedures	STP 1-93C24-SM-TG
011-143-7000	Implement Basic Airspace Command and Control Procedures	STP 1-93C1-SM
011-510-0005	Employ Air Defense	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0018	Plan Army Airspace Command and Control	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	PLAN, COORDINATE, AND CONTROL TACTICAL OPERATIONS
01-6-0014.01-0111	COORDINATE TACTICAL AIR SUPPORT WITH AVIATION FORCES
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(4) Considered enemy's intention to employ NBC weapons and electronic combat (EC).</p> <p>b. Determined the current friendly situation.</p> <p>(1) Determined disposition.</p> <p>(2) Determined composition.</p> <p>(3) Determined strength.</p> <p>(4) Determined recent and current significant activities.</p> <p>(5) Determined peculiarities and weaknesses.</p> <p>(6) Determined vulnerability to enemy NBC attacks.</p> <p>c. Maintained liaison with adjacent units.</p> <p>* 4. Assistant S3 recommends operational changes to the S3 based on changing tactical conditions.</p> <p>* 5. S3 controls the tactical operation.</p> <p>a. Monitored other primary and special staff sections to remain apprised of the current tactical situation.</p> <p>b. Coordinated with other maneuver, CS, and combat service support (CSS) assets to ensure successful mission accomplishment.</p> <p>c. Continued planning and coordination for future operations.</p> <p>d. Kept the commander apprised of the situation.</p> <p>* 6. Assistant S3 identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT BATTLE TRACKING (01-6-0030.01-0111)
 (FM 101-5) (FM 101-5-1) (FM 1-111)
 (FM 3-91.3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is engaged in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and reports are being received. Brigade has received an OPORD/FRAGO and the commander's intent. The commander's critical information requirements (CCIR) have been stated. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Information was received, analyzed, and distributed. Recommendations were made, and resources were integrated and synchronized. The commander was kept informed.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Assistant S3 (battle captain) receives, maintains, and monitors information.</p> <ul style="list-style-type: none"> a. Received messages, reports, and orders from higher headquarters and subordinate units. b. Monitored tactical situation ("battle tracking"). <ul style="list-style-type: none"> (1) Monitored task organization. (2) Monitored available combat power. (3) Monitored available breaching assets. c. Maintained a journal of all significant activities. <ul style="list-style-type: none"> (1) Used DA Form 1594 (Daily Staff Journal or Duty Officer's Log) to maintain journal. (2) Maintained copies of all orders (WARNORDs/OPORDs/FRAGOs). (3) Maintained copies of all messages received and sent. (4) Maintained list of all CP sensitive items. (5) Maintained CP briefing format. d. Maintained enemy situation IAW commander's critical CCIR and ensured all personnel knew the actions to be taken upon identification. e. Maintained status of critical classes of supplies. <ul style="list-style-type: none"> (1) Maintained resupply and replacement projections. (2) Maintained Class III, Class IV, and Class V (or as directed). f. Tracked friendly and enemy battle damage assessment in conjunction with the S2 and S4. g. Tracked the battle using the execution matrix and alerted the commander, S3, or executive officer (XO) of any deviations <p>* 2. Assistant S3 distributes information (information management).</p> <ul style="list-style-type: none"> a. Submitted reports to higher headquarters. b. Served as communications relay between units. c. Published orders and instructions. d. Processed and distributed information to appropriate units or staff sections. e. Passed critical information to appropriate commanders and staff sections. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 3. Assistant S3 analyzes information. <ul style="list-style-type: none"> a. Consolidated reports. b. Anticipated events and activities, taking appropriate action as required. c. Conducted predictive analysis based on the tactical situation. d. Identified information that related to CCIR and decision points. e. Conducted the military decisionmaking process (MDMP). f. Identified the need to execute contingency plans (CONPLAN) based on the current situation. * 4. Assistant S3 makes recommendations to the commander based on information available and analysis conducted. * 5. Assistant S3 integrates resources, coordinating the integration of combat multipliers. * 6. Assistant S3 synchronizes resources. <ul style="list-style-type: none"> a. Coordinated the synchronization of combat multipliers. b. Coordinated the activities of all CPs. * 7. Assistant S3 conducts daily battle update briefings (BUBs). <ul style="list-style-type: none"> a. Ensured that all staff sections conducted internal changeover briefs before BUBs. b. Ensured that all staff sections were included in the BUBs. <ul style="list-style-type: none"> (1) S2 briefed recent enemy activities, current enemy operations, and future enemy operations. (2) Fire support officer (FSO) briefed fire priorities, targets, direct support, general support, reinforcing, ground surveillance radar, and ammunition. (3) Air defense artillery (ADA) officer briefed ADA status, priorities, enemy air status, and air avenues of approach. (4) Engineer officer briefed location and mission of all engineer units down to platoon level, status of mission critical equipment to include nonorganic systems such as mine-clearing blades and air VOLCANO assets, status of lanes and bypasses, status of all known obstacles to include safety zones and self-destruct times for scatterable systems, and status of the survivability effort. (5) Assistant S3 briefed current tactical situation, current combat power, locations of subordinate units and trains, significant activities in the past 12 hours, anticipated significant activities in the next 12 hours, communications status, unresolved supply and personnel issues, status of orders process, any displacement instructions, NBC posture, and changes to the CCIR. (6) XO/Deputy commander briefed the correct time synchronization. c. Monitored division and corps BUBs when possible. * 8. Assistant S3 identifies and controls hazards IAW risk management procedures. 		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0005.01-0111	MAINTAIN THE BRIGADE INTELLIGENCE DATA BASE
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION

TASK: RELOCATE MAIN COMMAND POST (CP) (01-6-0042.01-0111)
 (FM 1-111) (FM 3-91.3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade executive officer (XO)/Deputy brigade commander has determined that the main command post (CP) must relocate to maintain control of the battle or to minimize vulnerability.

Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Leaders conducted a map reconnaissance and a physical reconnaissance of the proposed main CP sites. The selected site affords cover and concealment from air and ground observation; does not impede communications; is located outside of enemy mortar and direct-fire range; is large enough to allow adequate dispersion of main CP group; and is located on ground that will support vehicle traffic.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Executive officer (XO)/Deputy brigade commander directs the S3 to issue a warning order (WARNORD) to main CP personnel. <ul style="list-style-type: none"> a. Designated a quartering party that includes a representative from each staff section, and the headquarters and headquarters company (HHC). b. Gave general guidance on the proposed location and operational needs of the relocated CP. c. Deconflicted tentative sites by land management coordination. * 2. XO and quartering party conduct a map reconnaissance to evaluate tentative main CP site(s). <ul style="list-style-type: none"> a. Determined communications profile of proposed site(s). b. Ensured site(s) does not conflict with troop support elements and is not close to fire support elements . c. Ensured site(s) is not along high-speed avenues of approach or prominent terrain, yet is accessible. d. Ensured site(s) is outside enemy mortar range. e. Selected primary and alternate routes to new site(s). f. Selected probable main CP site. g. Coordinated with the fire support officer to ensure new site(s) is designated as a no-fire area. 3. Quartering party moves to the proposed main CP site(s). <ul style="list-style-type: none"> a. Used covered and concealed routes. b. Employed operations security (OPSEC) measures. c. Maintained security and air guards. d. Conducted hasty reconnaissance of primary and alternate routes. e. Assumed MOPP appropriate to the threat. 4. Quartering party conducts reconnaissance of proposed main CP site(s). <ul style="list-style-type: none"> a. Determined concealment from air and ground observation. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> b. Determined covered positions from direct fire. c. Determined if area is large enough to ensure adequate dispersion against indirect fire. d. Selected adequate entrances and exits to ensure accessibility. e. Conducted radio checks at each site to verify communications profile (with TAC CP). f. Determined drainage and cross-country trafficability of all terrain within the area. g. Identified and marked mines, obstacles, or hazards within the area. h. Determined the existence and extent of NBC contamination in the area, if required. i. Used aviation assets, if available, for route and area reconnaissance, and possible radiological survey, of a proposed site. <p>5. Quarters party selects a site that meets mission requirements.</p> <ul style="list-style-type: none"> a. Ensured site provides good cover and concealment from air and ground observation. b. Ensured site supports ground vehicular traffic. c. Ensured site was beyond enemy direct fire and mortar range. d. Ensured site did not restrict movement. e. Ensured site was located where communications were unimpeded. <p>* 6. Quarters party officer-in-charge (normally HHC commander) reports to main CP.</p> <ul style="list-style-type: none"> a. Used radio if net was secure. b. Reported location of selected site. c. Reported route(s) for use. <p>7. Quarters party returns, using covered and concealed routes.</p> <p>* 8. HHC commander identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0023	Conduct Assembly Area Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	SECURE AND DEFEND UNIT POSITION
01-6-0006.01-0111	ESTABLISH SECURITY MEASURES
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-0059.01-0111	PROVIDE MAIN COMMAND POST (CP) SECURITY
01-6-0083.01-0111	DIRECT THE BRIGADE STAFF
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
j. Maintained a current personnel estimate of the situation in coordination with other staff elements. * 3. S1 section prepares plans and orders. a. Coordinated the preparation of the service support annex with the S4 and the support organization. b. Developed the personnel portion of the OPLAN or OPORD to include replacement and casualty operations; medical evacuation and hospitalization; personnel service support; health; and morale, welfare, and recreation (MWR) activities. c. Issued the personnel portion of the service support annex and the accompanying appendix. * 4. S1 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0311	Conduct Military Briefings	
011-510-0900	Implement the Principles of Medical Evacuation	
011-510-1500	Prepare Military Correspondence	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-0073.01-0111	COORDINATE MORALE, WELFARE, AND RECREATION SERVICES
01-6-0075.01-0111	PROVIDE PERSONNEL AND ADMINISTRATIVE SERVICES
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Reviewed and provided input to the staff's mission analysis. c. Determined the capability of friendly intelligence assets to support the mission. d. Assisted the tactical operations officer in identifying aircraft survivability measures. 4. S2 section prepares plans and orders. a. Developed and published the intelligence annex to include a summary of the enemy situation, essential elements of information, intelligence acquisition tasks, measures for handling enemy prisoners of war (EPW) documents and material, counterintelligence, reports, and distribution. b. Exported the intelligence annex and accompanying appendixes with overlays. * 5. S2 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0311	Conduct Military Briefings	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	INTEGRATE THE STAFF IN INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0005.01-0111	MAINTAIN THE BRIGADE INTELLIGENCE DATA BASE
01-6-0009.01-0111	PROCESS INFORMATION INTO INTELLIGENCE
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-0019.01-0111	DEVELOP RECONNAISSANCE AND SURVEILLANCE PLAN
01-6-0031.01-0111	COORDINATE THE RECONNAISSANCE AND SURVEILLANCE (R&S) PLAN

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3) (01-6-0050.01-0111)

(FM 101-5)

(FM 1-111)

(FM 34-130)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The brigade has received the OPLAN/OPORD from higher headquarters, and the commander has issued a WARNORD. The S3 is located at the main CP. The S3 section is operational, and the executive officer (XO)/deputy commander is coordinating the staff. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The S3 prepared and issued the operations staff estimate and recommendation, plans, and orders according to the timetable prescribed by the XO. These documents supported the commander's intent.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. S3 conducts mission analysis. <ul style="list-style-type: none"> a. Reviewed the higher headquarters OPORD. b. Reviewed friendly situation. c. Determined implied tasks. d. Identified all essential tasks required for operations. e. Identified friendly vulnerabilities and limitations. f. Restated the mission. g. Issued a WARNORD to subordinate units as appropriate. h. Directed and supervised S3 section activities. * 2. S3 prepares the operations staff estimate. <ul style="list-style-type: none"> a. Determined relative combat power. b. Developed friendly courses of action (COAs). c. Provided COA to other staff sections. d. Integrated information from other staff sections. e. Determined advantages and disadvantages of each COA together with other staff sections. f. Conducted wargaming of the COA. <ul style="list-style-type: none"> (1) Compared the COA. (2) Determined the advantages and disadvantage of each COA. (3) Recommended the best COA. g. Modified and displayed task organization for each COA. h. Submitted and briefed, as required, the operations estimate to the commander/XO/Deputy Commander IAW the SOP. i. Maintained a current tactical situation. 3. S3 section prepares plans and orders. <ul style="list-style-type: none"> a. Coordinated staff planning. b. Developed the OPLAN or OPORD and integrated all supporting annexes, appendixes, and overlays. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Distributed the OPORD to all pertinent units.		
* 4. S3 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0020	Plan Employment of Army Aviation in Military Operations on Urban Terrain	MOS W 152H 3 MOS W 153D 3
011-420-0022	Identify US Army Aviation Organization and Capabilities	MOS W 153D 3 MOS W 152H 3
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 152H 3 MOS W 153D 3
011-420-0026	Coordinate Combat Search and Rescue (CSAR) Procedures	MOS W 153D 3 MOS W 152H 3
011-420-0028	Plan Aviation Deployment	MOS W 153D 3 MOS W 152H 3
011-420-0031	Conduct Intelligence Operations in an Electronic Warfare Environment	MOS W 153D 3 MOS W 152H 3
011-420-0032	Identify the Fundamentals of Joint Operations	MOS W 152H 3 MOS W 153D 3
011-420-0033	Identify the current Army Doctrinal Concepts	MOS W 152H 3 MOS W 153D 3
011-510-0005	Employ Air Defense	
011-510-0006	Employ Fire Support	
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0011	Implement Fundamentals of Air-Ground Operations	
011-510-0012	Employ Air Movement Operations	
011-510-0013	Employ Air Assault Operations	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0015	Employ Attack Helicopter Operations	
011-510-0016	Employ Joint Air Attack Team Operations	
011-510-0017	Plan Cavalry Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0021	Employ Fundamentals of Army Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0311	Conduct Military Briefings	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	PLAN, COORDINATE, AND CONTROL TACTICAL OPERATIONS
01-6-0018.01-0111	ESTABLISH AND MAINTAIN A TACTICAL OPERATIONS CENTER
01-6-0025.01-0111	DEVELOP BRIGADE ORDERS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S4 SECTION

TASK: PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S4) (01-6-0051.01-0111)

(FM 101-5)

(FM 1-111)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The main CP is operational and the staff sections are functioning. The unit has received an OPORD/FRAGO and the commander's guidance. The executive officer (XO)/deputy commander has directed each staff section to prepare its respective staff estimate, recommendation, plans, and orders. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The logistics estimate, recommendations, plans, and orders were prepared with no errors within the prescribed timeframe. Inadequate logistics planning and logistics did not degrade mission accomplishment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. S4 conducts mission analysis. <ul style="list-style-type: none"> a. Reviewed the higher headquarters OPORD/FRAGO. b. Reviewed the enemy and friendly situation. c. Reviewed the concept of operation with the S3. d. Reviewed the maintenance and logistic situation. e. Identified any host-nation and/or foreign-nation support. f. Identified the logistical requirements based upon the commander's guidance. g. Supervised S4 section activities. * 2. S4 prepares the logistic staff estimate. <ul style="list-style-type: none"> a. Identified the status of the combat service support situation of the unit, subordinate units, and all attached and/or supporting units. b. Compared and analyzed courses of action (COAs). <ul style="list-style-type: none"> (1) Identified the effects of the functional areas of supply, transportation, services, maintenance, labor, facilities, and construction, if any, on each course of action. (2) Analyzed advantages and disadvantages. c. Conducted wargaming of COAs. <ul style="list-style-type: none"> (1) Determined feasibility of support. (2) Identified the course of action best supported by current maintenance and logistical status. d. Submitted the logistic estimate to the XO/deputy commander, and briefed as required. * 3. S4 conducts staff coordination. <ul style="list-style-type: none"> a. Submitted maintenance and logistics requirements to higher headquarters and appropriate organizations. b. Established and implemented guidance for specific requirements. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Maintained a current logistics estimate of the situation in coordination with other staff sections. 4. S4 section prepares plans and orders. a. Coordinated the preparation of the service support annex with the S1 and the support organization. b. Developed movement plans, as required. c. Developed and published the service support annex in coordination with the S1. d. Issued the service support annex, accompanying appendixes, and overlays. e. Distributed the service support annex and accompanying appendixes with overlays for the OPORD. * 5. S4 identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0004	Employ Combat Service Support	
011-510-0023	Conduct Assembly Area Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0008.01-0111	ESTABLISH AND MAINTAIN THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1
01-6-0013.01-0111	PLAN, COORDINATE, AND CONTROL TACTICAL OPERATIONS
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> b. Determined communications considerations for proposed tactical operations. c. Conducted a terrain analysis to determine requirements for communications support. d. Developed plan for providing signal communications support to the brigade operation. e. Planned and requested use of indigenous communications facilities. f. Coordinated with higher headquarters for additional communications support if required. <p>* 6. S6 coordinates communications support with the brigade staff. The S6—</p> <ul style="list-style-type: none"> a. Coordinated with the S1 regarding— <ul style="list-style-type: none"> (1) Communications personnel strength and replacement priorities. (2) Headquarters and CP locations, organization, arrangement, and operation. (3) Location of ambulance exchange point aid stations for remote communications teams. b. Coordinated with the S2 regarding— <ul style="list-style-type: none"> (1) Enemy communications activities. (2) Evaluation of meaconing, intrusion, jamming, and interference (MIJI) reports and security violations. (3) Planning, coordination, and staff supervision of communications security (COMSEC), signal security (SIGSEC), and command and control protect—Network security management. (4) Commander's critical information requirements (CCIR) pertaining to communications intelligence. (5) Use of signal activities to support higher headquarters' deception plan. (6) Enemy reconnaissance elements/routes/observation post that could affect remote communications sites. c. Coordinated with the S3 regarding— <ul style="list-style-type: none"> (1) Ability to support tactical operations and the impact of current and planned operations on communications support. (2) Input to the electronic combat (EC) annex and implementation of offensive EC policies and procedures. (3) Implementation of operations security and SIGSEC measures. (4) Communications activities to support higher headquarters' deception plan. (5) Input for the communications annex to the brigade order and command OPORD. (6) Recommended locations of retransmission/relay teams. (7) Recommended sites for CP and headquarters. (8) Communication aspects of CP locations. (9) Minimizing the effects of electromagnetic pulse, if applicable. (10) Tasking for security escort to remote signal sites. d. Coordinated with the S4 regarding— <ul style="list-style-type: none"> (1) Procurement, storage, and distribution of communications equipment. (2) Priorities for maintenance and evacuation of communications equipment. e. Coordinated with HHC regarding— <ul style="list-style-type: none"> (1) Specific location of communications element at the main CP. (2) Main CP site selection. (3) Reconnaissance of proposed jump site. (4) Proper employment of communications equipment and antennas. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 7. S6 coordinates the use and allocation of radio frequencies.</p> <ul style="list-style-type: none"> a. Obtained radio frequency allocations from higher headquarters. b. Assigned available frequencies to subordinate units. c. Planned for the use of available frequencies to avoid conflict. d. Processed MIJI reports and provided alternate frequencies when practical. <p>* 8. S6 supervises the activities of the COMSEC subaccount. The S6—</p> <ul style="list-style-type: none"> a. Developed the brigade signal operating instructions (SOI). b. Maintained the brigade SOI distribution scheme. c. Distributed SOI to subordinate units, as required, and maintained accountability. d. Included SOI use in brigade plans and orders. e. Coordinated with higher headquarters for access to necessary SOI items. f. Supervised all COMSEC items within the brigade, to include accountability, distribution, destruction, and security. g. Ensured that attached/OPCONed units to the brigade had all required information and data. <p>* 9. S6 coordinates with the communications section of higher and adjacent headquarters. Coordination included—</p> <ul style="list-style-type: none"> a. Reviewed applicable technical directives. b. Reviewed tactical plans for impending operations. c. Established the mesh net for internal communications. d. Reviewed changes anticipated in current operations. e. Determined requirements for signal personnel. f. Established routes of signal communications and locations of signal centers for the communications systems. <p>10. Communications section supervises and assists subordinate units with signal activities.</p> <ul style="list-style-type: none"> a. Assisted with the location of signal facilities and activities. b. Planned and directed the operation and maintenance of signal communication systems by assigned or attached units. c. Coordinated measures to reduce radio interference. <p>11. Communications section manages the flow of brigade communications and information.</p> <ul style="list-style-type: none"> a. Established and maintained the brigade within the tactical operations center (TOC). b. Established message and communications priorities. c. Maintained communications equipment status in conjunction with the S4. d. Supervised planning for and the use of electronic protection measures. e. Coordinated with other signal units horizontally and vertically to facilitate effective communications. <p>12. Communications section advised the commander on the status of signal activities.</p> <ul style="list-style-type: none"> a. Identified signal shortcomings. b. Identified COA. c. Made recommendations on which COA to pursue. d. Developed plans and orders to support COA. <p>*13. S6 identifies and controls hazards IAW risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0018	Plan Army Airspace Command and Control	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(4) Followed commander's guidance on fighting dirty or bypassing contamination.</p> <p>(5) Recommended how to employ NBC assets for each COA.</p> <p>(6) Considered weather data and its effects on chemical and biological operations and chemical asset employment.</p> <p>(7) Conducted MOPP analysis and made changes to the MOPP level to support each COA.</p> <p>d. Wargamed COAs.</p> <p>(1) Planned to support command, control, communications, computers, and intelligence (C⁴I) with chemical assets.</p> <p>(2) Developed automatic masking criteria.</p> <p>(3) Conducted vulnerability analysis.</p> <p>(4) Planned for chemical defense equipment.</p> <p>* 2. CHEMO coordinates with the brigade staff for planning tactical operations.</p> <p>a. Assisted the S2 with the intelligence preparation of the battlefield (IPB).</p> <p>(1) Identified the enemy NBC capability.</p> <p>(2) Identified friendly area NBC vulnerability.</p> <p>(3) Determined templated chemical and biological strikes.</p> <p>(4) Planned for NBC in the reconnaissance and surveillance (R&S) plan.</p> <p>b. Planned and recommended integration of smoke into tactical operations.</p> <p>(1) Conducted smoke target development (projected, generated, and potted).</p> <p>(2) Identified effects of smoke on friendly and enemy electro-optical systems.</p> <p>(3) Identified available smoke assets.</p> <p>(4) Analyzed weather effects on smoke.</p> <p>(5) Monitored resupply of smoke elements such as fog oil and MOGAS.</p> <p>(6) Developed a smoke annex and overlay synchronizing the unit smoke plan.</p> <p>c. Planned the employment of operational and thorough decontamination sections.</p> <p>(1) Coordinated with the S3 and weather personnel on the development of an aircraft scatter plan in case of NBC attack.</p> <p>(2) Coordinated with the S4 for additional water support (identified water source availability), clean and dirty routes, and support at the reconstitution site.</p> <p>NOTE: Contaminated waterways can pose a health threat to others down stream.</p> <p>(3) Coordinated with the S3 and recommended aircraft decontamination sites, decontamination procedures (i.e. clean versus dirty forward ammunition and refueling points to higher headquarters), identified possible linkup points and decontamination sites in depth.</p> <p>(4) Recommended priority of work and effort for decontamination.</p> <p>(5) Coordinated with the S3 for additional decontamination support, engineers, MP, and ADA.</p> <p>(6) Coordinated with the S5, if assigned, or with the S4 on integrating host-nation assets into decontamination operation and using existing facilities for field expedient protective shelters.</p> <p>(7) Coordinated with supporting decontamination platoon to conduct reconnaissance of proposed decontamination sites.</p> <p>(8) Coordinated with the flight surgeon for additional medical support and patient decontamination requirements/locations.</p> <p>d. Planned employment of reconnaissance.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(1) Coordinated with the S2 on the possible size and location of suspected contaminated areas, suspected areas nominated as named areas of interest (NAIs) for use in the R&S plan, conventional and NBC reconnaissance coverage of the NAIs. (2) Coordinated for route clearance and security with subordinate units and MPs. (3) Recommended routes and areas for NBC reconnaissance. (4) Briefed the S3. * 3. CHEMO prepares the NBC operations annex to the OPORD/OPLAN and the NBC overlay and submits to the S3. * 4. CHEMO maintains situational awareness (battle tracking) and status of chemical defense equipment to assist the S4 in forecasting. * 5. CHEMO verifies enemy first use of chemical and biological warfare agents. * 6. CHEMO develops chain of custody for chemical and biological samples. * 7. CHEMO develops chemical, biological, and radiological survey plans. a. Developed monitoring plan. b. Distributed NBC contamination data. * 8. CHEMO maintains NBC accident, incident, and response assistance plans for the AO. * 9. CHEMO maintains record of environmental accidents in AO and monitors radiation exposure status. *10. CHEMO identifies and controls hazards IAW risk management procedures.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1101	Supervise a Unit NBC Defense Program	MOS W 153D 3 MOS W 152H 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0008	Employ Aviation in Defensive Operations	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-1100	Determine Aircraft Decontamination levels and procedures	

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-1101	Employ NBC Protection for Aviation Operations	
011-510-1102	Employ the NBC Warning and Reporting System	
011-510-1103	Conduct Aviation Operations in an NBC Environment	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0037.01-0111	CROSS A RADIOLOGICALLY CONTAMINATED AREA
01-6-0040.01-0111	EVALUATE NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) CONTAMINATION INFORMATION
01-6-0044.01-0111	PROCESS NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) REPORTS
01-6-0609.01-0111	CROSS A CHEMICALLY/BIOLOGICALLY CONTAMINATED AREA

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION

TASK: MONITOR THE STATUS OF BRIGADE PERSONNEL (01-6-0079.01-0111)
 (TC 22-6) (AR 600-25) (DA PAM 600-25)
 (FM 101-5) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is conducting maneuver, combat service (CS), and combat service support (CSS) operations. The main CP is operational. The staff sections are functioning. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The commander was informed on matters and issues related to soldiers in the unit.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. The brigade command sergeant major (CSM) monitors the status of enlisted personnel using all means of data collection and informs the commander. <ul style="list-style-type: none"> a. Identified numbers of personnel assigned in primary military occupational specialty (PMOS) or secondary military occupational specialty (SMOS). b. Identified numbers of personnel assigned in other than PMOS or SMOS. c. Identified number of vacancies in critical positions. d. Identified number of personnel on routine and emergency leave. e. Identified number of personnel performing temporary duties and duties in other than their assigned MOS. f. Identified number of personnel in the hospital, on quarters, or otherwise unavailable for duty. * 2. CSM maintains communications with subordinate unit noncommissioned officers (NCOs) and enlisted personnel through the NCO channel. <ul style="list-style-type: none"> a. Developed a NCO professional development program. b. Reviewed and developed common task training, MOS training, and other enlisted training. * 3. CSM develops and reviews unit programs, to include safety; education; health; and morale, welfare, and recreation (MWR). * 4. CSM provides the commander with factors that are affecting soldier performance. <ul style="list-style-type: none"> a. Advised the commander on positive and negative factors influencing soldier performance. b. Recommended courses of action to minimize negative factors. * 5. CSM executes established policies and standards on the performance, training, appearance, and conduct of enlisted personnel. * 6. CSM provides counsel and guidance to NCOs and other enlisted personnel. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 7. CSM performs other duties prescribed by the commander that may include reception and orientation of newly-assigned enlisted personnel, assisting in the inspection of command activities and facilities, and serving as president or member of command selection boards for NCOs. * 8. CSM performs command safety duties in the planning and direction of missions and operations. a. Identified and controlled hazards IAW risk management procedures. b. Ensures implementation of the command safety and occupational health program IAW DA Pam 835-1 to meet the next higher commander's accident prevention guidance.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1503	Supervise Enlisted Development and Utilization	MOS W 152H 3 MOS W 153D 3 MOS W 154C 3
011-510-0021	Employ Fundamentals of Army Operations	
011-510-0022	Determine Characteristics of U.S. Army Organization and Capabilities	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0503	Perform Company-Level Command Post Operations	
011-510-1500	Prepare Military Correspondence	
011-510-1501	Supervise Professional Development / Career Management	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0080.01-0111	SUPERVISE KEY OPERATIONAL AND SUPPORT FUNCTIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION

TASK: SUPERVISE KEY OPERATIONAL AND SUPPORT FUNCTIONS (01-6-0080.01-0111)
(FM 101-5)

ITERATION: 1 2 3 4 5
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is preparing for or is engaged in operations. Communications have been established. Information and intelligence is provided according to unit SOPs. Combat support (CS) and combat service support (CSS) assets are available. The OPLAN or OPORD has been issued. The main CP is operational. The staff sections are functioning. This task should not be trained in MOPP4.

TASK STANDARDS: Plans and orders developed and executed ensured continuous operations and force sustainment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. The brigade command sergeant major (CSM) participates in the staff planning process. The CSM—</p> <ul style="list-style-type: none"> a. Reviewed all essential tasks assigned by higher headquarters. b. Observed each staff section during the planning process, and received situational updates. c. Participated in the staff estimate and recommendation process; recommended operational employment to the commander based on the status of subordinate unit enlisted personnel training, health, welfare, and morale. <p>* 2. CSM coordinates administrative and logistic support functions for the brigade main CP. The CSM—</p> <ul style="list-style-type: none"> a. Monitored the personnel and logistics status of the main CP. b. Coordinated with the headquarters and headquarters company commander to ensure continuous administrative and logistics support for the main CP. c. Monitored the security and training of enlisted personnel at the main CP. d. Recommended to the brigade executive officer courses of action to improve administrative and logistics support functions; directs necessary actions as required. <p>* 3. CSM performs, or delegates performance of, the steps in the risk management process for each step in troop-leading procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-1503	Supervise Enlisted Development and Utilization	MOS W 154C 3 MOS W 152H 3 MOS W 153D 3
011-510-1501	Supervise Professional Development / Career Management	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0059.01-0111	PROVIDE MAIN COMMAND POST (CP) SECURITY
01-6-0070.01-0111	PERFORM STRENGTH MANAGEMENT
01-6-0071.01-0111	CONDUCT REPLACEMENT OPERATIONS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION

TASK: CONDUCT MILITARY DECISIONMAKING PROCESS (MDMP) (01-6-0082.01-0111)
 (FM 101-5) (FM 1-111) (DA PAM 385-1)
 (DA PAM 600-41) (DA PAM 600-8) (FM 100-14)
 (FM 101-5-1) (FM 22-100)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is preparing for or has been engaged in an operation. The brigade has received the division/corps OPORD/OPLAN and operations have commenced. The main CP is operational and all staff sections are functioning. Combat intelligence and unit reports are flowing through communications channels. The commander is initiating the MDMP. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Staff analyzed the mission. Commander issued initial guidance. All warning orders were issued allowing time for subordinate units to plan. Commander made initial risk assessment and selected the commander's critical information requirements (CCIR). Commander presented his initial intent for the operation and issues his guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>NOTE: The commander and each staff section do estimates continuously to provide important inputs for the MDMP. Estimates are revised when important new information is received or when the situation changes significantly.</p> <p>* 1. Brigade commander and staff receive an order or anticipate a new mission. NOTE: The new mission may come from an order issued by higher headquarters, or derive from an ongoing operation.</p> <ul style="list-style-type: none"> a. Brigade S3 section issued a warning order (WARNORD) to the staff alerting them of the pending planning process. <ul style="list-style-type: none"> (1) Unit SOPs identified who is to attend. (2) Unit SOPs identified who the alternates are. (3) Unit SOPs identified where they should assemble. b. Brigade staff prepared for mission analysis immediately on receipt of the warning order by gathering tools necessary to conduct mission analysis. <ul style="list-style-type: none"> (1) Included higher headquarters' plan or orders, with graphics. (2) Included maps of the AO. (3) Included both own and higher headquarters' SOPs. (4) Included any existing staff estimates. c. Brigade XO coordinated staff actions required to ensure staff estimates were current and staff elements have necessary mission analysis tools available. d. Commander and staff completed a quick initial assessment. <ul style="list-style-type: none"> (1) Assessment determined the time available from mission receipt to mission execution. <p>NOTE: The most critical product of the assessment is an initial allocation of available time. As a general rule, the commander allocates a minimum of two-thirds of available time for subordinate units to conduct their planning and preparation.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(2) Assessment determined the time needed to plan, prepare for, and execute the mission for own and subordinate units.</p> <p>(3) Assessment determined the intelligence preparation of the battlefield (IPB).</p> <p>NOTE: IPB is an ongoing process, proceeding simultaneously with other steps in the MDMP. Changes are dictated by METT-TC and MDMP requirements.</p> <p>(4) Assessment determined the staff estimates already available to assist planning.</p> <p>(5) Assessment determined ambient light requirements for planning, rehearsals, and movement.</p> <p>(6) Assessment determined the staff's experience, cohesiveness, and level of rest or stress.</p> <p>e. Brigade commander determined whether time permitted conduct of the full MDMP, or to abbreviate the process.</p> <p>f. Brigade commander issued his initial guidance. Guidance included—</p> <p>(1) How to abbreviate the MDMP, if necessary.</p> <p>(2) Initial time allocation.</p> <p>(3) Liaison officers to dispatch.</p> <p>(4) Initial reconnaissance to begin.</p> <p>(5) Authorized movement.</p> <p>(6) Additional tasks the commander wants the staff to accomplish.</p> <p>g. Brigade S3 section issued a WARNORD to subordinate and supporting units. WARNORD Included—</p> <p>(1) Type of operation.</p> <p>(2) General location of the operation.</p> <p>(3) Initial timeline.</p> <p>(4) Any movement or reconnaissance to initiate.</p> <p>NOTE: Parallel planning is a routine procedure for the MDMP.</p> <p>h. Brigade XO coordinated dispatch of liaison personnel as directed.</p> <p>i. Brigade S2 section continued IPB and began development of the reconnaissance and surveillance (R&S) plan.</p> <p>* 2. Brigade commander and staff conduct mission analysis with concurrent continuation of staff estimate development.</p> <p>a. Mission analysis ensured understanding of the higher headquarters' commander's intent, two levels up. Mission analysis ensured understanding of—</p> <p>(1) The mission, including tasks, constraints, risks, available assets, and AO boundaries.</p> <p>(2) The concept of the operations, including the deception plan.</p> <p>(3) The timelines for mission execution.</p> <p>(4) The missions of adjacent (to include front and rear) units and their relation to higher headquarters' plan.</p> <p>(5) The assigned AO.</p> <p>NOTE: If confused by the higher headquarters' order or guidance, the staff must seek clarification immediately.</p> <p>b. Brigade S2, in coordination with the commander and staff, conducted IPB.</p> <p>(1) Developed the modified combined obstacle overlay (MCOO) and enemy SITTEMPS.</p> <p>(2) Developed initial intelligence-collection plan.</p> <p>(3) Provided all intelligence products to subordinates as they were usable, even if only partially complete.</p> <p>c. Brigade XO and staff developed specified and implied tasks.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(1) Conducted task analysis. (2) Developed essential task list.</p> <p>d. Brigade commander and staff reviewed available assets. (1) Reviewed additions to and deletions from the current task organization. (2) Reviewed support relationships. (3) Reviewed status to determine additional resources needed for mission success.</p> <p>e. Brigade commander and the staff identified and understood constraints that restricted their freedom of action</p> <p>f. S3 section, in coordination with the staff, gathered information concerning assigned task(s) and developed facts and assumptions.</p> <p>NOTE: Facts are statements of knowledgeable data concerning the situation, including enemy and friendly dispositions, available troops, unit strengths, and material readiness.</p> <p>NOTE: Assumptions are suppositions about the current or future situation that are assumed to be true in the absence of facts. Assumptions are replaced with facts as soon as possible. When possible, assumptions are cleared with higher headquarters to ensure consistency with the higher headquarters plan.</p> <p>g. Brigade commander and staff identified accident risk hazards and initially assessed the risk level for each hazard.</p> <p>h. Brigade commander initially assessed where he might take tactical risk.</p> <p>i. Brigade staff nominated information requirements to become initial CCIR.</p> <p>j. Brigade commander selected his CCIR based on his experience, the mission, the higher commander's intent and input from the staff.</p> <p>NOTE: CCIR most often arise from the IPB and wargaming.</p> <p>k. Brigade S2, in coordination with the staff, based upon the initial IPB and CCIR, identified gaps in the intelligence available.</p> <p>l. Brigade S2 determined initial R&S plan to acquire information based on available reconnaissance assets</p> <p>m. Brigade S3 turned the R&S plan into an initial reconnaissance annex and launched reconnaissance assets.</p> <p>NOTE: As more information becomes available, it is incorporated into a complete reconnaissance annex for the OPORD.</p> <p>n. Brigade commander and staff refined their initial plan for the use of available time. (1) Brigade commander and staff specified when and where they would conduct briefings that result from the planning process. (2) Brigade commander and staff specified when, where, and in what form they would conduct rehearsals.</p> <p>o. Brigade XO/S3 prepared a restated mission for the unit based on the mission analysis.</p> <p>p. Brigade XO and staff conducted mission analysis briefing to the commander, time permitting.</p> <p>NOTE: If possible, the entire staff should be present for the briefing. (1) Mission analysis briefing included higher headquarters' mission and higher commander's intent. (2) Mission analysis briefing also included higher headquarters' deception plan/objective; commander's initial guidance; initial IPB; specified, implied, and essential tasks; constraints on the operation; forces available; facts and assumptions; possible risk; initial CCIR; time available; and recommended restated mission.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>q. Brigade commander approved the restated mission.</p> <p>r. Brigade commander developed his initial intent for the operation during the mission analysis briefing.</p> <p>(1) Commander modified his initial intent accordingly after review of the mission analysis and the restated mission.</p> <p>(2) Commander prepared his intent statement and, when possible, delivered it along with the order, face-to-face.</p> <p>* 3. Brigade commander issues commander's guidance.</p> <p>NOTE: Additional information may be required based upon the commander's estimate and/or the experience of the staff.</p> <p>a. Commander focused on the essential tasks supporting mission accomplishment.</p> <p>b. Commander included priorities for all combat, CS, and CSS elements and how he envisions their support of his concept.</p> <p>c. Commander addressed specific COA to consider or not to consider, both friendly and enemy, and the priority for addressing them; the CCIR; the reconnaissance guidance; risk guidance; deception guidance; fire support guidance; mobility and countermobility guidance; security measures to be implemented; any other information the commander wanted the staff to consider; the time plan; the type of order to issue; and the type of rehearsal to conduct.</p> <p>* 4. S3 issues a warning order to subordinate and supporting units that included the restated mission, the commander's intent, the unit's AO (sketch, an overlay, or some other description), the CCIR, risk guidance, reconnaissance to be initiated by subordinate units, security measures, deception guidance, mobility and countermobility guidance, specific priorities, the time plan, and guidance on rehearsals.</p> <p>NOTE: The MDMP is continued in the executive officer's related task, 1-6-0083, Direct the Brigade Staff.</p> <p>* 5. The commander performs command safety duties in planning and direction of missions and operations.</p> <p>a. Identified and controlled hazards IAW risk management procedures.</p> <p>b. Ensured implementation of the command safety and occupational health program and met the next higher commander's accident prevention guidance.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0301	Apply the Military Tactical Decisionmaking Process	MOS W 154C 3 MOS W 152H 3
011-510-0019	Plan Aviation Brigade Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0311	Conduct Military Briefings	
011-510-0503	Perform Company-Level Command Post Operations	
011-510-0704	Plan Intelligence Reconnaissance / Surveillance Missions	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0048.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP)(S1)
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-0051.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S4)
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISION-MAKING PROCESS (MDMP) (S6)
01-6-0053.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (CHEMICAL)
01-6-0083.01-0111	DIRECT THE BRIGADE STAFF
01-6-0087.01-0111	EXECUTE CONTINGENCY PLANS
01-6-0409	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (SAFETY)
01-6-0411	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (STANDARDIZATION)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION

TASK: DIRECT THE BRIGADE STAFF (01-6-0083.01-0111)
 (FM 101-5) (FM 101-5-1) (FM 1-111)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is preparing for or has been engaged in an operation. The brigade has received the division/corps OPORD/OPLAN and operations have commenced. The main CP is operational and all staff sections are functioning. Combat intelligence and unit reports are flowing through communications channels. The brigade staff has received the commander's guidance and is continuing the MDMP. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The executive officer (XO)/deputy commander directed the staff planning process to meet the commander's requirements within his guidance, intent, and estimate of the situation. The staff compared the feasible COAs. The recommended COA was briefed to the commander and approved by him. Warning orders were issued. The OPORD was prepared and issued.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>NOTE: The commander and each staff section make estimates continuously to provide important input for the MDMP. Estimates are revised when important new information is received or when the situation changes significantly.</p> <p>NOTE: See task 1-6-0082, Conduct Military Decisionmaking Process (MDMP), where the commander initiated the MDMP. This task picks up the MDMP where 1-6-0082 ended.</p> <ul style="list-style-type: none"> * 1. XO/Deputy commander directs the staff (who have received the commander's guidance) to COAs for analysis and comparison <ul style="list-style-type: none"> a. S3, in coordination with the staff, developed COAs and analyzed relative combat power, generated options, arrayed initial forces, developed the scheme of maneuver, assigned headquarters, and prepared COA statements and sketches. b. S3 ensured COAs are screened to meet the criteria of suitability, feasibility, acceptability, distinguishability, and completeness. c. S3 briefed the COAs to the commander for review (optional). * 2. XO/Deputy commander directs the staff to conduct the COA analysis, or war gaming process, for each COA and begins the development of a detailed plan while analyzing its strengths and weaknesses. <ul style="list-style-type: none"> a. S1 analyzed COAs to project potential personnel battle losses and determine how CSS provides personnel support during operations. b. S2 role-played the enemy commander and developed critical enemy decision points in relationship to the friendly COA; projected enemy reactions to friendly actions; projected enemy losses; identified information requirements; refined the event template to include NAIs that support decision points; refined the event matrix with corresponding decision points, TAIs, and high-value targets (HVT); refined situation templates; participated in the targeting conferences, and identified HVTs as determined by IPB. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>c. S3 ensured the COA covers every operational aspect of the mission, recorded each event's strengths and weaknesses, and annotated the rationale.</p> <p>d. S4 analyzed each COA to assess its sustainment feasibility and ensured that available movement times and assets will support the COA.</p> <p>e. Special staff officers helped the coordinating staff by analyzing the COAs in their own areas of expertise, indicating how they can best support the mission.</p> <p>f. S3 and XO/Deputy commander, presented a wargame briefing to ensure the staff fully comprehended the results of the wargame (time permitting).</p> <p>NOTE: During wargaming the commander may modify the COA based on how things develop.</p> <p>* 3. XO/Deputy commander directs the staff to compare the feasible COAs and provide the commander with updated staff estimates for current and future operations along with recommended allocation of time and resources.</p> <p>a. Each staff officer analyzed and evaluated the advantages and disadvantages of each COA from his perspective and presented his findings for the consideration of others.</p> <p>Note: XO/Deputy commander normally determines the weight of each evaluation criteria. Each staff officer may use his own matrix; however, all must use the same evaluation criteria.</p> <p>b. Staff identified the COA that has the highest probability of success against the most likely enemy COA.</p> <p>c. Staff identified the most dangerous enemy COA.</p> <p>d. Staff, after completing its analysis and comparison, identified its preferred COA and made a recommendation.</p> <p>Note: If the staff cannot reach a decision, the XO decides which COA to recommend at the commander's decision briefing.</p> <p>e. S3 presented the decision briefing, which included—</p> <p>(1) The intent of the higher headquarters (higher and next higher commander), the restated mission, the status of own forces, and an updated IPB.</p> <p>(2) The COAs, including assumptions used in planning, results of staff estimates, and advantages and disadvantages including risk of each COA.</p> <p>(3) The recommended COA.</p> <p>* 4. Commander receives briefing and analyzes all COAs.</p> <p>NOTE: If he rejects them, all the process must start over again. If the commander modifies a proposed COA or gives the staff a new one, the staff must wargame the revised or new one to derive the products that resulted from the wargaming process.</p> <p>a. Commander selected a COA he believed to be the most advantageous.</p> <p>(1) Refined his intent statement and CCIR, if required.</p> <p>(2) Issued any additional guidance on priorities for CS or CSS activities (particularly for resources he needed to preserve his freedom of action and to ensure continuous service support).</p> <p>(3) Issued any additional guidance for orders preparation, rehearsal preparation, or preparation for mission execution.</p> <p>b. Commander decided what level of residual risk he would accept to accomplish the mission.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>c. Commander discussed the acceptable risks with adjacent and senior commanders and obtained the higher commanders' approval to accept any risk that might imperil the higher commanders' intent (time permitting).</p> <p>d. Brigade operations section issued a warning order with essential information so that subordinate units can refine their plans.</p> <p>* 5. XO/Deputy commander directs staff to refine the selected COA, completed the plan, and prepared to issue the OPORD.</p> <p>a. Brigade S3 section, in coordination with the staff, prepared the order or plan to implement the selected COA.</p> <p>b. Staff assisted subordinate staffs as needed with their planning and coordination.</p> <p>c. Staff implemented accident risk controls by coordinating and integrating them into the appropriate paragraphs and graphics of the OPORD.</p> <p>(1) Communicated how controls would be put into effect.</p> <p>(2) Communicated who would implement controls.</p> <p>(3) Communicated how they would fit into the overall operation.</p> <p>d. Brigade S3 section integrated staff input and finalized the OPORD.</p> <p>e. Commander reviewed and approved the OPORD.</p> <p>f. Brigade S3 section reproduced, distributed, and briefed OPORD as required.</p> <p>g. Commander and the staff conducted confirmation briefings with subordinates immediately following order issue to ensure subordinates understood the commander's intent and concept.</p> <p>* 6. The XO/Deputy commander supervises risk management integration across the entire staff.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0004	Plan for Aviation and Ground Combat Service Support.	MOS W 153A 5
011-510-0019	Plan Aviation Brigade Operations	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0302	Prepare a Battalion OPORD	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0309	Perform Logistics Staff Duties / Responsibilities	
011-510-0311	Conduct Military Briefings	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-0079.01-0111	MONITOR THE STATUS OF BRIGADE PERSONNEL
01-6-0080.01-0111	SUPERVISE KEY OPERATIONAL AND SUPPORT FUNCTIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION

TASK: EXECUTE CONTINGENCY PLANS (01-6-0087.01-0111)
 (FM 101-5) (FM 1-111)

(FM 3-91.3)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade has been committed or is engaged in combat against enemy forces. The brigade has been issued the division/corps OPORD/OPLAN and operations have commenced. Combat intelligence and unit reports are flowing through communications channels. Division/corps combat, CS, and CSS assets are available. The brigade commander is considering implementing contingency plans (CONPLAN). Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The brigade rapidly transitioned from its original tactical plan to execute any one of a number of predetermined CONPLANS with minimal disruption of the organization as stated in the unit OPORD/OPLAN.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. XO/Deputy commander advises commander on current situation. a. Advised commander on decision point(s) for implementation of CONPLAN. b. Advised commander on developments in situation not foreseen in CONPLAN. * 2. XO/Deputy commander makes appropriate recommendations. a. Recommended CONPLAN to be executed, based on coordination with S2 and S3, current situation, and liaison with adjacent units. b. Recommended changes to a predetermined CONPLAN, if required. c. Recommended reconstitution of reserve, if applicable. d. Included combat strength/resupply status. * 3. XO/Deputy commander directs execution of CONPLAN based on commander's guidance. a. Issued necessary orders. b. Monitored execution of the plan. * 4. XO/Deputy commander supervises risk management integration across the entire staff.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0020	Plan Employment of Army Aviation in Military Operations on Urban Terrain	MOS W 152H 3 MOS W 153D 3
011-420-0022	Identify U.S. Army Aviation Organization and Capabilities	MOS W 153D 3 MOS W 152H 3
011-420-0028	Plan Aviation Deployment	MOS W 153D 3 MOS W 152H 3
011-500-0001	Conduct Intelligence Preparation of the Battlefield to Support Aviation Operations	
011-510-0007	Employ Aviation in Offensive Operations	
011-510-0008	Employ Aviation in Defensive Operations	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0011.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (A ² C ²)
01-6-0027.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (AIR DEFENSE)
01-6-0048.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP)(S1)
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-0051.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S4)
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)
01-6-0053.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (CHEMICAL)
01-6-0409	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (SAFETY)
01-6-0411	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (STANDARDIZATION)

OPFOR TASKS AND STANDARDS: NONE

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-1700	Implement the Army Safety Program	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-1-1024.01-0NRC	COORDINATE THE SAFETY PROGRAM
01-1-1028.01-0NRC	PARTICIPATE IN THE STAFF PLANNING PROCESS (ASO)

OPFOR TASKS AND STANDARDS: NONE

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0104	Process Individual Flight Records Using Automated 759 Flight Record Systems (AFRS)	STP 1-93P1-SM
011-143-0012	Process Pilot Reports (PIREPS)	STP 1-93C1-SM
011-218-7001	Review Individual Flight Records Folder (IFRF)	
011-218-7002	Manage Individual Aircrew Training Folder (IATF)	
011-218-7004	Recommend Aviator Training Plan	
011-218-7005	Prepare Unit/Individual Flight Status Profile	
011-218-7006	Supervise Aircrew Training Program	
011-218-7008	Administer Pilot Flight Evaluation	
011-218-7509	Administer Pilot Instrument Flight Evaluation	
011-510-0014	Employ Aviation Command, Control, and Communications (C ³) Operations	
011-510-0506	Implement the Aircrew Training Program	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-0057.01-0111	COORDINATE THE SAFETY PROGRAM
01-6-0058.01-0111	ADVISE THE COMMANDER ON RISK MANAGEMENT

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: ESTABLISH THE AVIATION DEEP OPERATIONS PLANNING CELL (01-6-0418)
 (FM 1-111) (FM 100-14) (FM 100-15)
 (FM 71-100)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The brigade has received an OPORD/FRAGO/WARNORD. The tactical situation dictates the establishment of the aviation deep operations planning and coordination cell. The higher headquarters' and brigade's main command posts (CP) are operational and the staff sections are functioning. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The aviation deep operations planning cell was established and communications between higher and lower headquarters were established and maintained. Planning and tactical information was received, analyzed, and disseminated in an effective manner on a continuous basis.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. +The S3 establishes the aviation deep operations planning and coordination cell.</p> <ul style="list-style-type: none"> a. Selected the staff elements to be represented in the cell in accordance with the unit SOP or as the mission dictates. b. Established procedures that minimized the time required to process information. c. Established procedures that facilitated immediate information exchange between internal and external staff sections. d. Received higher headquarters' intelligence preparation of the battlefield. e. Established required liaison relationships with higher and lower headquarters. f. Began the planning and coordination process with higher headquarters' staff elements. <p>2. +The S3 coordinates with the S6 section to establish command, control, communications, computers, and intelligence systems (C⁴I).</p> <ul style="list-style-type: none"> a. Established digital/nondigital/automated system linkages with higher and lower headquarters in accordance with the unit SOP. b. Maintained communications with higher and lower headquarters throughout operations. <p>3. +The S3 section operates the aviation deep operations planning and coordination cell.</p> <ul style="list-style-type: none"> a. Prepared and maintained situation maps. b. Received and processed required operational reports in accordance with unit SOP. c. Maintained a staff journal. <p>* 4. +Identify and control hazards IAW risk management procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

** indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93P24-SM-TG
011-141-1061	Prepare A Situation Map	STP 1-93P1-SM
011-510-0026	Operate the AN/TYQ-77A(V) Aviation Mission Planning System (AMPS)	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0026.01-0111	PERFORM LIAISON OPERATIONS
01-6-1414.01-0111	PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C ⁴ I) SYSTEMS PLANNING

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: CONDUCT MISSION REHEARSAL (01-6-0419)
 (FM 1-111) (FM 101-5)

ITERATION: 1 2 3 4 5 M
 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U
 (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, or constructive) combat environment. The brigade has published an OPORD/FRAGO and commander's guidance. The main command post (CP) is operational and the staff sections are functioning. Reports are being received through normal channels. Mission planning is complete and a course of action (COA) has been selected. The commander has selected the appropriate type and technique of rehearsal. All staff elements have completed rehearsal preparation requirements. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Rehearsal is conducted based on the timeline sequence in the military decision- making process (MDMP) and validates the synchronization of subordinate unit tasks. To the extent possible, multiechelon rehearsals are conducted simultaneously.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. S3 coordinates with higher and lower headquarters for participation in rehearsals. <ul style="list-style-type: none"> a. Published FRAGO with corps/division/brigade rehearsal date, time, and location. b. Identified attendees for corps/division/brigade rehearsal. * 2. Rehearsal director conducts rehearsal briefing. <ul style="list-style-type: none"> a. Completed introductions and overview. b. Briefed standards of task execution. c. Familiarized participants with terrain or scale model in use. d. Explained graphic control symbols, obstacles, and fire support targets. * 3. Subordinate leaders provide rehearsal input. <ul style="list-style-type: none"> a. Briefed results of any planning or rehearsals already conducted. b. Recommended mission changes as required. * 4. S3 provides rehearsal input. <ul style="list-style-type: none"> a. Read mission statement. b. Briefed current friendly situation. c. Briefed anticipated friendly situation. * 5. S2 provides rehearsal input. <ul style="list-style-type: none"> a. Briefed current enemy situation. b. Briefed anticipated enemy situation. c. Briefed most likely enemy COA. d. Briefed the status of the Reconnaissance and Surveillance (R&S) plan. * 6. Fire support officer (FSO) briefs artillery status. <ul style="list-style-type: none"> a. Detailed the range of friendly artillery fires. b. Detailed the range of enemy artillery fires. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 7. Air defense (AD) coordination officer briefs AD status</p> <ol style="list-style-type: none"> a. Briefed AD unit dispositions. b. Provided information concerning weapons control status. c. Briefed procedures concerning early warning of threat air attack. d. Reviewed Army Airspace Command and Control (A²C²). <p>* 8. Engineer liaison officer (LNO) briefs mobility, countermobility, and survivability issues.</p> <ol style="list-style-type: none"> a. Briefed engineer support priorities. b. Briefed obstacle and barrier plan. c. Identified mobility corridors. <p>NOTE: If the aviation brigade has an engineer, the liaison element is attached.</p> <p>* 9. Rehearsal director conducts rehearsal.</p> <ol style="list-style-type: none"> a. Verbally walked through the concept of the operation. b. Followed the OPORD, synchronization matrix, and decision support template. c. Ensured subordinate leaders and staff interactively participated in the rehearsal. <ol style="list-style-type: none"> (1) Ensured S3 briefed projected friendly force status throughout mission timeline as required. (2) Ensured S2 briefed projected enemy situation throughout mission timeline as required. (3) Ensured subordinate leaders articulated their units' actions and responsibilities based on mission timeline. (4) Ensured FSO briefed artillery actions throughout mission timeline. <ol style="list-style-type: none"> (a) Identified when artillery fires begin. (b) Identified who fires. (c) Identified where artillery fires originate. (d) Confirmed type of ammunition to be used. (e) Described desired target effect (5) Ensured S4 interjected key combat support (CS) and combat service support (CSS) issues at the appropriate times. d. Focused on key events. e. Confirmed synchronization of all elements involved. <p>*10. Commander conducts after action review.</p> <ol style="list-style-type: none"> a. Reviewed lessons learned. b. Directed modification of the mission plan if required. c. Reiterated commander's intent. <p>*11. Commander identifies and controls hazards in accordance with risk management procedures.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0304	Conduct Battalion / Brigade Rehearsal	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-7707.01-0111	EVACUATE CASUALTIES
01-2-7714.01-0111	SUBMIT CASUALTY FEEDER REPORTS AND WITNESS STATEMENTS
01-6-7102.01-0111	SUPPORT THE TACTICAL OPERATIONS CENTER (TOC) AND THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC)

OPFOR TASKS AND STANDARDS: NONE

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0306	Perform Personnel / Administration Staff Duties / Responsibilities	
011-510-0311	Conduct Military Briefings	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0048.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP)(S1)
01-6-0070.01-0111	PERFORM STRENGTH MANAGEMENT
01-6-0419	CONDUCT MISSION REHEARSAL

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Verified tracking and reporting of targets process. f. Verified communications links between sensor systems and attack systems. * 5. S2 participates in the deep operations rehearsal. a. Validated synchronization of key events. 6. S2 section supports deep operations. a. Provided pre-launch intelligence updates. b. In coordination with ASPS and Fire Support Element (FSE), performed battle damage assessment for aviation operations. * 7. S2 identifies and control hazards IAW risk management procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	INTEGRATE THE STAFF IN INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)
01-6-0003.01-0111	PRODUCE INTELLIGENCE PRODUCTS
01-6-0009.01-0111	PROCESS INFORMATION INTO INTELLIGENCE
01-6-0010.01-0111	SYNCHRONIZE DEEP, CLOSE, SECURITY, RESERVE, AND REAR OPERATIONS
01-6-0019.01-0111	DEVELOP RECONNAISSANCE AND SURVEILLANCE PLAN
01-6-0031.01-0111	COORDINATE THE RECONNAISSANCE AND SURVEILLANCE (R&S) PLAN
01-6-0033.01-0111	COORDINATE FIRE SUPPORT
01-6-0045.01-0111	ADVISE THE COMMANDER AND STAFF ON WEATHER FORECASTS, OBSERVATIONS, AND CLIMATOLOGY
01-6-0049.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S2)
01-6-0412	CONDUCT TARGETING PROCESS
01-6-0419	CONDUCT MISSION REHEARSAL

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>(2) In coordination with the S6, coordinated all available resources for relay transmissions during deep operations.</p> <p>(3) Coordinated media plan with higher headquarters as required.</p> <p>e. Coordinates for Combat Search and Rescue (CSAR) IAW unit SOP.</p> <p>f. Forwarded aviation deep operations plan for inclusion in the air tasking order (ATO).</p> <p>* 3. S3, together with the FSO, the Intelligence and Electronic Warfare Staff Officer (IEWSO), and the S2, plans lethal/nonlethal SEAD/JSEAD.</p> <p>a. Developed a fire support execution matrix.</p> <p>(1) Integrated all fire support.</p> <p>(2) Synchronized all assigned and supporting lethal/non-lethal fires.</p> <p>b. Developed fire control measures.</p> <p>* 4. S3 participates in the targeting board meeting.</p> <p>a. Evaluated the current operation.</p> <p>b. Verified available detection assets for each target.</p> <p>c. Verified delivery systems to engage each target.</p> <p>d. Verified process of exchange of target information.</p> <p>e. Verified go/no go criteria.</p> <p>f. Verified target bypass criteria.</p> <p>g. Verified tracking and reporting of targets process.</p> <p>* 5. S3 participates in the deep operations rehearsal.</p> <p>a. Validated synchronization of key events.</p> <p>6. S3 section monitors deep operations.</p> <p>a. Verified all air space control measures were activated.</p> <p>b. Monitored nonlethal fires operations.</p> <p>c. Controlled lethal fires plan in accordance with the execution matrix.</p> <p>d. Processed battle damage assessments.</p> <p>* 7. S3 identifies and control hazards IAW risk management procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-1047	Process Information During Tactical Operations	STP 1-93P1-SM
011-141-1059	Operate the Aviation Mission Planning System (AMPS)	STP 1-93P1-SM
011-141-1061	Prepare A Situation Map	STP 1-93P1-SM
011-141-3015	Supervise the Aviation Mission Planning System (AMPS)	STP 1-93P24-SM-TG

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0006	Conduct Fire Support Planning and Coordination	
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	MOS W 152H 3
011-420-0030	Plan the Employment of Army Aviation as Part of a Combined Arms Team	MOS W 153D 3
011-420-0031	Conduct Intelligence Operations in an Electronic Warfare Environment	MOS W 152H 3
011-420-0035	Employ the Army's Concept of Reducing Fratricide	MOS W 153D 3
011-420-0310	Perform Duties of Aviation Liaison Officer	MOS W 154C 3
		MOS W 152H 3
		MOS W 153D 3
011-510-0003	Employ Mobility / Countermobility / Survivability	
011-510-0005	Employ Air Defense	
011-510-0015	Employ Attack Helicopter Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0019	Plan Aviation Brigade Operations	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0026	Operate the AN/TYQ-77A(V) Aviation Mission Planning System (AMPS)	
011-510-0300	Coordinate Staff Duties / Responsibilities in Tactical Units	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0307	Perform IEW Staff Duties / Responsibilities	
011-510-0310	Perform Duties of Aviation Liaison Officer	
011-510-0311	Conduct Military Briefings	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0010.01-0111	SYNCHRONIZE DEEP, CLOSE, SECURITY, RESERVE, AND REAR OPERATIONS
01-6-0013.01-0111	PLAN, COORDINATE, AND CONTROL TACTICAL OPERATIONS
01-6-0014.01-0111	COORDINATE TACTICAL AIR SUPPORT WITH AVIATION FORCES
01-6-0016.01-0111	INTEGRATE AIRCRAFT SURVIVABILITY MEASURES
01-6-0019.01-0111	DEVELOP RECONNAISSANCE AND SURVEILLANCE PLAN
01-6-0025.01-0111	DEVELOP BRIGADE ORDERS
01-6-0026.01-0111	PERFORM LIAISON OPERATIONS
01-6-0027.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (AIR DEFENSE)
01-6-0028.01-0111	EXECUTE ARMY AIRSPACE COMMAND AND CONTROL (A ² C ²) IN THE DIVISION AREA
01-6-0029.01-0111	MAINTAIN THE CURRENT SITUATION
01-6-0030.01-0111	CONDUCT BATTLE TRACKING

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0031.01-0111	COORDINATE THE RECONNAISSANCE AND SURVEILLANCE (R&S) PLAN
01-6-0033.01-0111	COORDINATE FIRE SUPPORT
01-6-0040.01-0111	EVALUATE NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) CONTAMINATION INFORMATION
01-6-0044.01-0111	PROCESS NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) REPORTS
01-6-0050.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S3)
01-6-0058.01-0111	ADVISE THE COMMANDER ON RISK MANAGEMENT
01-6-0087.01-0111	EXECUTE CONTINGENCY PLANS
01-6-0211.01-0111	CONDUCT DELIBERATE ATTACK
01-6-0412	CONDUCT TARGETING PROCESS
01-6-0419	CONDUCT MISSION REHEARSAL

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
a. Monitored the movement of combat support and CSS elements to designated areas. b. Monitored equipment recovery and evacuation operations. c. Monitored logistics/resupply operations. d. In coordination with S3, conducted battle damage assessment. e. Focused CSS efforts on returning aviation units to prepare for follow-on missions. * 6. S4 identifies and controls hazards IAW risk management procedures (see app C).		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0004	Plan for Aviation and Ground Combat Service Support.	MOS W 153A 5
011-510-0004	Employ Combat Service Support	
011-510-0024	Conduct Forward Arming and Refueling Point (FARP) Operations	
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0309	Perform Logistics Staff Duties / Responsibilities	

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0051.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S4)
01-6-0066.01-0111	SUSTAIN THE BRIGADE
01-6-0069.01-0111	MONITOR LOGISTICS OPERATIONS
01-6-0419	CONDUCT MISSION REHEARSAL
01-6-7726.01-0111	CONDUCT FORWARD ARMING AND REFUELING POINT (FARP) OPERATIONS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMUNICATIONS SECTION

TASK: PROVIDE TACTICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C⁴I) SYSTEMS PLANNING (01-6-1414.01-0111)
(FM 24-1)

ITERATION: 1 2 3 4 5 M
(Circle)

COMMANDER/LEADER ASSESSMENT: T P U
(Circle)

CONDITIONS: The brigade is in simulated (live, virtual, or constructive) combat environment. The staff has received an OPORD/FRAGO and the commander's guidance. The main command post (CP) is operational and the staff sections are functioning. Reports are being received through normal channels. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Tactical operations were enhanced as a result of proper C⁴I planning and implementation. A properly configured tactical local area network (TACLAN) was continuously operated. TACLAN security was not compromised as a result of improper management and planning.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. S6 (communications-electronics staff officer) develops a command, control, communications, computer, intelligence (C⁴I) support plan. <ul style="list-style-type: none"> a. Maintained operational C⁴I systems architecture at all times. b. Provided support to C⁴I system users. c. Monitored operation of C⁴I systems. d. Planned for maintenance, evacuation, and turn-in of C⁴I equipment. e. Integrated all C⁴I systems and communications systems used by battlefield elements to support unit command and control (C²). f. Maintained configuration control of all software by ensuring that the software was current, compatible, and standardized. * 2. S6 integrates C⁴I systems operations into OPORDs and the unit SOP. <ul style="list-style-type: none"> a. Established C⁴I policies and procedures and briefed unit on mission-specific variations. b. Established policies and procedures for coordination and integration between staff section C⁴I systems. * 3. S6 provides a C⁴I architecture that allows the unit elements to acquire, distribute, and store timely, accurate, and reliable information. <ul style="list-style-type: none"> a. Planned, installed, operated, and maintained local area networks (LANs). b. Planned and coordinated with the next higher echelon signal unit for interface with wide area networks. c. Planned configuration of the TACLAN. 4. Brigade staff sections perform user functions for their C⁴I systems. <ul style="list-style-type: none"> a. Coordinated the installation, operation, and maintenance of their respective C⁴I systems and LANs. b. Coordinated LAN interface with the signal officer. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 5. S6 implements C² protect-network security management measures to maintain effective C² by reducing the enemy's potential to influence, degrade, or destroy friendly C² systems.</p> <ul style="list-style-type: none"> a. Implemented protect measures to provide system security. b. Implemented detect measures to detect system intrusion and abuse. c. Implemented react measures to report system intrusion, take appropriate actions, and restore system integrity. <p>6. Brigade communications security (COMSEC) office provides COMSEC support to the brigade.</p> <ul style="list-style-type: none"> a. Received distribution of COMSEC material from the material management section. b. Provided drop-off/pickup point for subordinate accounts. c. Develops, changes, and updates the brigade SOI/SSI. <p>7. COMSEC security technician plans COMSEC architecture within the brigade.</p> <ul style="list-style-type: none"> a. Provided input to the brigade operation order on appropriate crypto network(s). b. Ensured implementation policies regarding accounting and safeguarding of COMSEC material was published. c. Performed COMSEC inspection on subaccounts. d. Took necessary action when COMSEC violations and practices endangering security were reported. e. Ensured physical security measures were followed to safeguard COMSEC materials. f. Ensured appropriate COMSEC material was available (key lists, codes, crypto equipment, etc.). <p>* 8. S6 performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see app C).</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-141-0110	Direct Establishment of a Tactical Operations Center	STP 1-93P24-SM-TG
011-420-0018	Implement Army Airspace Command and Control (A ² C ²)	MOS W 153D 3 MOS W 152H 3
011-510-0014	Employ Aviation Command, Control, and Communications (C3) Operations	
011-510-0018	Plan Army Airspace Command and Control	
011-510-0019	Plan Aviation Brigade Operations	

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0301	Participate in the Military Decisionmaking Process	
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	
113-587-2073	Operate SINCGARS Retransmission	STP 1-93C24-SM-TG
113-596-1068	Install Antenna Group OE-254/GRC (Team Method)	MOS E 31R 1 MOS E 31C 1 STP 1-93P1-SM

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0052.01-0111	PARTICIPATE IN THE MILITARY DECISIONMAKING PROCESS (MDMP) (S6)

OPFOR TASKS AND STANDARDS: NONE

Chapter 6

EXTERNAL EVALUATIONS

6-1. General.

a. This chapter is a guide for preparing and conducting external evaluations. Major paragraphs detail how to prepare the evaluation, select and train OCs, conduct the evaluation, and conduct the AAR.

b. External evaluations provide commanders with an assessment of the unit's ability to perform its critical wartime missions. Brigade evaluations are administered at the discretion of the chain of command; they are usually planned, administered, and evaluated at a level two headquarters higher than the unit being evaluated. For example, the corps headquarters evaluates the brigade with input from the division headquarters. The unit should modify the evaluation based on METT-TC, contingency plans, and the brigade's METL. The METL, in conjunction with the T&EOs in chapter 5 of this MTP, provides the primary basis and focus for an external evaluation.

6-2. Preparing the Evaluation.

a. **General Preparation Procedures.** To ensure the evaluation accurately measures the unit's capabilities, the headquarters administering the evaluation must develop a plan to prepare, administer, evaluate, and report examination results. This section outlines evaluation preparation procedures.

(1) The method used to prepare the evaluation depends on the intent of the commander administering the evaluation. The intent may be to determine the unit's ability to execute its wartime mission. If so, the evaluation should mirror the missions required by their contingency plans. If the evaluation is to be a diagnostic tool to help the commander develop future training plans, the emphasis should be on devising an evaluation that allows him to see his unit perform as many tasks or subtasks as possible in the given time, with as little redundancy as possible.

(2) An evaluation developed to evaluate fighting abilities should use, as a starting point, the brigade's wartime contingency plan and possible missions associated with the execution of that plan. While the scenarios will reflect contingency plans, the preparer of the evaluation must realize that because of the nature of missions being evaluated, there will be redundancy in the tasks that must be executed.

(3) In formulating a diagnostic evaluation to help develop future training plans, the initiating headquarters should look across the spectrum of missions the brigade might be called upon to execute. It should select those with as little task and subtask redundancy as possible. This will give the brigade a more comprehensive evaluation in a given time period.

(4) The brigade evaluation is often a combination of evaluating fighting abilities and developing plans and orders. It includes some missions selected because of the brigade's wartime contingency mission. Other missions are selected because of the value of the tasks and their contribution to a well-rounded evaluation. Regardless of the technique used, the mission and tasks should be identified, and then arranged in a logical sequence. The sequence should be based on the order in which the missions and tasks will occur in the scenario. The selected missions and tasks are then grouped into events. The end of each event represents a break point where the evaluation scenario can be interrupted, if required, for assessment, AARs, or a change in the scenario. After missions and tasks are grouped into events, they are listed on the unit evaluation worksheet (see figure 6-1). The worksheet serves as the base document for the AAR.

(5) Preparing the evaluation also includes developing the following: enemy situations, friendly situations, warning orders, FRAGOs, OPODs, overlays, milestones, and message input to support the scenario. In addition to being a vital requirement for a well-coordinated evaluation, production of these materials and documents provides excellent staff training (see FM 25-4).

UNIT EVALUATION WORKSHEET							Date: _____
Unit: _____							
No.	Mission/ Task	Bn/Co/ Platoon/ Section	Bn/Co/ Platoon/ Section	Bn/Co/ Platoon / Section	Bn/Co/ Platoon/ Section	Unit Overall Rating & Remarks	
		GO	GO	GO	GO		
		NO-GO	NO-GO	NO-GO	NO-GO		
		GO	GO	GO	GO		
		NO-GO	NO-GO	NO-GO	NO-GO		
		GO	GO	GO	GO		
		NO-GO	NO-GO	NO-GO	NO-GO		
		GO	GO	GO	GO		
		NO-GO	NO-GO	NO-GO	NO-GO		
		GO	GO	GO	GO		
		NO-GO	NO-GO	NO-GO	NO-GO		
		GO	GO	GO	GO		
		NO-GO	NO-GO	NO-GO	NO-GO		
		GO	GO	GO	GO		
		NO-GO	NO-GO	NO-GO	NO-GO		
		GO	GO	GO	GO		
		NO-GO	NO-GO	NO-GO	NO-GO		
		GO	GO	GO	GO		
		NO-GO	NO-GO	NO-GO	NO-GO		
		GO	GO	GO	GO		
		NO-GO	NO-GO	NO-GO	NO-GO		

*If more space is required for remarks, use the back side of this form.
Page _____ of _____

Figure 6-1. Unit Evaluation Worksheet.

(6) OC organization and OC information packets also must be developed. OC AARs and meeting requirements should be considered with the milestone schedule and key events list.

(7) To prepare the evaluation for a brigade, the higher headquarters should ensure that ample maneuver space is available, that supporting forces—OPFOR, CS, and CSS elements normally attached to the unit being evaluated—are identified and made available, and that sufficient ammunition, petroleum, oils, and lubricants (POL), and spare parts are on hand.

b. Mission Essential Task List. The brigade METL, in conjunction with the T&EOs in chapter 5 of this MTP, provides the foundation and focus for external evaluations. It lists the collective tasks the unit must successfully perform to accomplish its wartime mission. It also serves as the starting point for developing the evaluation. All mission essential tasks should be evaluated to obtain an accurate assessment of the brigade's capability to perform its mission. Additional collective tasks from chapter 5 can be added to complement the mission essential tasks. Because it is not possible to evaluate every task in this MTP, selective tailoring is required. The list of evaluated tasks also can be modified when the evaluation is used primarily as a diagnostic tool.

c. Evaluation Scenario Development. Once evaluation tasks are identified and listed, the evaluating headquarters develops a broad exercise scenario that approximates the logical sequence in which tasks would usually be performed on the battlefield (see figure 4-2). The scenario should depict general events and broad time-planning factors so it can be revised, refined, and expanded as needed (see table 4-2). The materials in chapter 4 of this MTP are valuable in developing the scenario. To develop the scenario, manpower must be devoted to planning and scheduling activities. Many of these actions can be accomplished concurrently.

(1) The scenario requires development of a variety of supporting materials. Friendly and enemy situations are developed in detail and prepared in the form of intelligence summaries (INTSUMs), OPORDs, map overlays, and related documents. These documents are used later during the evaluation. A master event or incident list is prepared. It depicts the cues or events that will cause the brigade to perform the mission essential tasks. The actual event drivers are developed along with the master event list. These drivers include FRAGOs, messages, OPFOR missions, controller tasks, role player assignments, and records and reports. Included in this process are determinations of evaluation requirements and responsibilities, and preparation of materials that will help the OCs conduct the evaluation.

(2) To prepare the master event list, developers must ensure they incorporate the cues or events that will cause the brigade to perform all mission essential tasks. Because mission essential tasks are directly related to the collective tasks in chapter 5, developers will find cues already identified in the condition statement of each T&EO. As the exercise is being planned and developed, the primary focus must be on structuring the evaluation in such a way that it provides the brigade an opportunity to perform its mission essential tasks to the standards specified in this MTP.

(3) A method of ensuring that most, if not all, mission essential tasks are included in the evaluation is to expand the general scenario by listing the mission essential tasks that will be performed under each phase of the evaluation. Adding an evaluation column to the unit evaluation worksheet produces a chart that can be used to summarize results of the evaluation of each critical task.

6-3. Resource Requirements and Planning Considerations. Resource requirements and other planning considerations become evident as the evaluation is expanded and developed. Even in the planning stages, when everything is subject to change, developers must begin to schedule, coordinate, and plan more to ensure a successful evaluation. Table 6-1 is an example of consolidated support requirements. The evaluation team, or other staff agencies that have been designated specific responsibilities, generally are required to—

a. Schedule training areas.

b. Prepare a calendar of events and key milestones for the evaluation, including the final AAR and preparation of the after-action report.

- c. Identify brigade support requirements and task applicable agencies, personnel, and units required to perform OC, safety, support, OPFOR, and other functions.
- d. Requisition training ammunition, training aids, other training materials, fuel, rations, and other required supplies.
- e. Coordinate unit movement and transportation support requirements.
- f. Identify equipment requirements and coordinate support.
- g. Notify supporting and supported units of the planned evaluation dates and coordinate adjustments, to include personnel and unit support required to perform the unit's mission while it is undergoing evaluation.
- h. Schedule and conduct safety training.
- i. Schedule OC training and orientation sessions.
- j. Identify and schedule OPFOR training.

Table 6-1. Consolidated Support Requirements.

AMMUNITION	QUANTITY
5.56-mm (blank)	134 rounds/rifleman
7.62-mm (blank)	400/M60 machine gun
Caliber .50 (blank)	200 rounds per M2 machine gun
Hand grenade (practice)	2 per Soldier
Hand grenade fuse (practice)	2 per Soldier
Simulator, Artillery	8 per Co./10 OPFOR
Simulator, Boobytrap	6 per Co./3 OPFOR
OTHER ITEMS	QUANTITY
Diesel and MOGAS	500 gal./battalion
JP8	10,000 gal./battalion
Batteries – BA 200 (6-volt)	48 ea./battalion
Batteries – BA 3090 (9-volt)	560 ea./battalion
Chemlights	12 box/battalion
War Wound Mouflage Kit	3 ea.
Miles equipment for all weapons and personnel	
Miles controller guns per OC	

6-4. Selecting and Training Observer/Controllers. An accurate evaluation depends heavily on selecting OCs with the proper experience, training them to fulfill their responsibilities, and supervising them throughout the conduct of the evaluation. Standard procedures are essential; they ensure that the evaluation is administered fairly and correctly for all units commanded by the evaluating headquarters.

a. At the brigade level, the number of OCs required varies. The number depends on the technique of evaluation. If the intent is to conduct a multiechelon, simultaneous evaluation, the number of OCs can be high. If the intent is to stick to the two-echelons-above rule (corps evaluates brigades), the number of OCs can be reduced. An OC team made up of the following personnel is the minimum recommended to perform an external evaluation of a brigade:

- (1) Senior OC: aviation colonel.
- (2) Staff OC: aviation lieutenant colonel.
- (3) Operations OC: aviation lieutenant colonel.

(4) Administrative OC: ranking MOS 75Z.

(5) Logistics OC: ranking MOS 76Y.

b. OCs must be thoroughly familiar with brigade missions, organization, equipment, and doctrine. They need to understand the overall operation of the brigade. They need to know how it is integrated into and supports Army operations. Team members must have a comprehensive working knowledge of common individual and collective tasks. At least one member of the evaluation team must have detailed expertise in the NBC and local defense common task areas. OCs should be at least equal in grade to the person in charge of the element of which they are making the primary evaluation. If possible, OCs should have had previous experience in the position being evaluated. All members of the team must be able to make objective assessments. They must function effectively as team members. They must be able to articulate their findings orally and in writing.

c. OC training focuses on giving OCs a general understanding of the overall evaluation, providing each OC a detailed understanding of his specific duties and responsibilities, and building a spirit of teamwork. OC training should include—

(1) The overall evaluation design, general scenario, master event list, and specific evaluation purposes and objectives. Each event is designed to evaluate specific critical missions or tasks within the overall scenario. The OCs must know the evaluation thoroughly and precisely to ensure that it is implemented correctly.

(2) The brigade METL, and the manner in which it relates to T&EOs and other materials in this MTP. The OC must understand the task, the doctrine required to execute the task, the standards, and the methods used to measure mission and task accomplishment. The brigade TACSOP should be given to each OC. The evaluation validates this document.

(3) OC team composition and the general duties and responsibilities of each team member.

(4) Detailed duties and responsibilities of individual team members. Special emphasis should be placed on the master event list items for which OCs will be responsible. Information is included on the evaluation control system and its use to ensure that the evaluation is administered in a consistent, standardized manner and that the correct data is collected for the final evaluation.

(5) A review of the written instructions and materials contained in the OC folders.

(6) A detailed reconnaissance of the area used for the evaluation.

(7) The OC and command and control systems, to include a review of the OC organization apparatus. The organization is usually depicted on a flow chart showing evaluation coverage in depth. The command and control system normally includes a separate radio net and SOI for OCs. The SOI should include call signs and frequencies for the evaluated unit, controllers, and OPFOR as well as for all OCs. OCs should never rely on the organic tactical radio nets of the unit being evaluated.

(8) Safety procedures.

(9) The evaluation data collection plan and procedures. The plan states how data are to be reported, collected, consolidated, and briefed. It covers times and locations of OC meetings and when OCs should debrief their counterparts.

(10) AAR procedures and techniques in accordance with FM 25-4.

d. A talk-through of the entire evaluation in which the evaluation team wargames all items of the master event list in order of occurrence. The team reviews the objective of each event, individual team member responsibilities, and anticipated problems. OCs should be prepared to ride on aircraft and have in their possession necessary flight gear. FARP locations, landing zone (LZ) locations and pickup zone (PZ) locations must be observed. In some cases it may be necessary for OCs to ride in designated chase aircraft. If so, OCs must not interfere with the brigade being evaluated.

e. The senior OC supervises the operation of the team. He provides team leadership. He focuses his efforts on ensuring that evaluation personnel fulfill their responsibilities and adhere to the evaluation plan. He answers questions concerning the evaluation plan, resolves problems, synchronizes the efforts of team members, ensures close coordination among team members, holds

periodic team coordination meetings, plans and orchestrates the brigade AAR, and conducts specific evaluation team AARs.

6-5. Selecting and Training Opposing Forces. Selection and training of the OPFOR is crucial to the success of a standardized evaluation. While OPFOR support may be used in only a few tasks, proper training and employment of this force is important to ensure a proper assessment of unit capabilities. The OPFOR provides one of the control measures that influence the conditions under which the evaluation is administered. While it is impossible to have the same OPFOR unit each time, the better trained the OPFOR is to a stated standard, the more standard the evaluation. During an external evaluation, OPFOR support should depict the most likely threat force the brigade will encounter. The force must be augmented with sufficient CS and CSS to portray the expected threat accurately.

a. OPFOR Commander. The OPFOR commander should be well-trained in OPFOR tactics and operations. The size of the OPFOR element he commands determines his grade; he can range from senior NCO to field grade officer. In addition to duties and responsibilities leading various OPFOR elements, the OPFOR commander is a part-time member of the OC team. To fulfill these responsibilities, the OPFOR commander must participate in OC planning and training activities. He must also be present during AARs.

b. OPFOR Elements. OPFOR elements must be trained, organized, equipped, and maneuvered to depict threat forces as realistically as possible. As a minimum, they must be distinguishable on the battlefield from friendly forces through use of visual modifications (VISMOD). The characteristics of OPFOR weapons (range of weapons, rounds on board, protection, and penetration) should be the same as the enemy force being depicted. Aircraft survivability equipment (ASE) trainers should be employed to the maximum extent possible to simulate threat air defense capability. Some characteristics can be portrayed using the MILES, while others must be represented by OC interaction. OPFOR training must include—

- (1) Threat tactics.
- (2) OPFOR missions and responsibilities.
- (3) Rules of engagement.
- (4) OPFOR tasks and standards for each mission.
- (5) Threat weapons and equipment, if available.
- (6) Command and control.
- (7) Safety.
- (8) The evaluation scenario (who does what, and when).
- (9) Impact of personnel and equipment shortages in the evaluated unit.

c. Offensive Strength. If available, OPFOR should be armed with weapons organic to the force it is depicting. OPFOR must have the mobility to move rapidly around the battlefield; the forces should be strong enough to offer the evaluated unit a realistic challenge.

d. Defensive Strength. As in the offense, OPFOR must have weapons organic to the force being depicted. Attack/defense ratios can be reduced in direct proportion to the amount of time available for the OPFOR to prepare the defense. The defense should be challenging. Like the offense, it also depends on METT-TC.

6-6. Conducting the Evaluation.

a. General. The senior OC exercises overall responsibility for conducting the evaluation. He also oversees the support provided by the individuals and elements selected and trained to fulfill designated functions and responsibilities.

(1) OCs must be free to observe, report, and record the actions of the unit. Their selection, training, and duties were covered earlier in this chapter (chapter 6).

(2) The brigade's next higher headquarters, or a specialized cell drawn from that headquarters, should be selected and trained to serve as the control element for the evaluation. This element issues orders, receives reports, provides feeder information, and controls the OPFOR. This cell is commonly referred to as the "White Cell."

(3) All exercise participants and supporting personnel have a continuing mission to ensure that every facet of the evaluation is conducted in a safe manner. Personnel observing unsafe conditions must take prompt action to correct them and advise superiors of the situation.

b. Phases of the Evaluation. Conduct of the evaluation is divided into three phases: pre-evaluation, evaluation, and post-evaluation. These phases are described below.

(1) Pre-Evaluation Phase.

(a) Reconnaissance of the Evaluation Area. The senior OC and all other OCs must make a reconnaissance of the evaluation area. This ensures that all OCs understand the boundaries of the area, the locations of key terrain, and the objectives.

(b) Review of OC Folders. Under control of the senior OC, OCs should review their evaluation packets to ensure that they contain all pertinent administrative and tactical directives. The senior OC must ensure that all OCs understand the directives. He should review the milestone schedule. He should also answer any questions pertaining to the evaluation plan, control plan, or tactical scenario for the evaluated unit.

(2) Evaluation Phase.

(a) Controlling the Exercise. Normally, the next higher headquarters acts as the controlling unit in a brigade evaluation. In its role as the White Cell, it issues orders, receives reports, provides feeder information, and controls the OPFOR. This frees the OCs to perform their principal duties of observing, reporting, and recording the actions of the evaluated unit. The higher headquarters may choose to designate a separate control element to accompany the evaluated unit; this allows the OC maximum flexibility because he does not have to function as both a controller and evaluator.

(b) OC Control. A separate control element may be absent, or a problem in the control plan may prove detrimental to the continuity of the scenario. If so, the OC must be able to step in and implement the controls required to salvage the operation. If the OC is forced to take action, he must guard against overreacting and thus disrupting the initiative and momentum of the exercise.

(c) Ending the Event. The senior OC should terminate an event when the evaluated unit has completed all tasks and missions in a particular event; he should also end the event when the unit has suffered such extensive casualties or damage that assigned missions or tasks cannot be executed. Coordination with the senior OC is crucial to ensure events are stopped and started in a timely fashion. The senior OC may decide he wants to run several events in sequence before halting the scenario to conduct a critique or gather evaluation data. While this decision is normally made before the exercise begins, adjustments can be made during the operation if coordinated with the control headquarters.

(d) Guidelines for OCs.

1 Observe critical events based on the milestone schedule. Record any action that might have an effect on later performance or mission outcome. Be specific. Using T&EOs, evaluate events according to the unit evaluation worksheet, current doctrine, and unit SOPs.

2 Ensure that the control headquarters is kept abreast of the unit's location, and intent. This enables the headquarters to control OPFOR action according to the desired sequence of events.

3 Enforce rules of engagement.

4 Enforce safety.

(3) Post-evaluation phase.

(a) As soon as the exercise ends, the senior OC should assemble his OCs, prepare the final AAR, and begin work on the final after-action report. The after-action report is a formal document the commander uses to develop future training plans. It addresses all combined arms functional tasks performed in the missions executed during the evaluation. The format and content of the after-action report may vary among commands; however, all after-action reports should have, as a foundation, the unit evaluation worksheet annotated with the proper rating criteria as demonstrated during the course of the evaluation (see figure 6-1). In addition, the AAR conducted at the end of the exercise aids in preparing the written after-action report. It provides the commander a precise evaluation of his unit training status and serves as the bridge between evaluation and training. It also eliminates ambiguity resulting from use of generalized strength/weakness statements.

(b) Unit evaluation worksheets provide a consolidated roll-up of the unit's performance and of the brigade's overall mission rating, i.e., "Go" or "No-Go", for the missions and their supporting collective tasks. Composition of the worksheet may vary depending on the unit's location, contingency plans, and intent of the evaluation. For example, if the evaluation was designed to give an overall diagnostic assessment, the worksheet concentrates on underlying tasks. For an evaluation to test contingency plans, the worksheet focuses on specific missions.

(c) To aid in planning future training, the brigade's training status is recorded on the unit proficiency worksheet. The worksheet contains assessments of strong and weak areas noted during training and external evaluations. The brigade S3 uses this record of training status to develop and modify long- and short-range training plans to prepare the unit for success in combat.

6-7. Recording External Evaluation Information.

a. The senior OC will prepare and implement the evaluation scoring system. While the commander makes the final evaluation assessment, the full team takes part in the process. Their report reflects the overall proficiency of the unit in accomplishing its wartime missions.

b. The evaluation system is based on assessment of the unit's performance on each mission essential task and all other collective tasks in the overall evaluation plan. Evaluations use the following steps:

(1) Step 1: Identify each mission in the evaluation scenario. Prepare a task summary worksheet for each mission (figure 6-2).

(2) Step 2: Identify the T&EOs in chapter 5 that correspond to each mission of the evaluation scenario.

(3) Step 3: Use T&EO standards to evaluate the brigade's performance of the tasks. Do this for each evaluation task.

(4) Step 4: On the T&EO, record a Go for each task step performed to standard, and a No-Go for each task step not performed to standard.

(5) Step 5: Record T&EO evaluation information on the task summary worksheet.

(6) Step 6: Determine the brigade's overall capability to perform the task using the information recorded on each task summary worksheet and the task standard information from the T&EOs. Use the following as guidance in making this determination:

(a) Go—The brigade successfully accomplished all critical task and task step standards.

(b) No-Go—The brigade did not accomplish the task to task step standards.

(7) Record a T-P-U rating for each mission task on the unit evaluation worksheet (see figure 6-1).

TASK SUMMARY WORKSHEET			
MISSION: Conduct Offensive Operations			
T&EO NUMBER	TASK TITLE	EVALUATION	
		GO	NO-GO
01-6-0022.01-0111	Conduct Deployment Alert Activities		
01-6-0062.01-0111	Coordinate Pre-deployment Activities		
01-2-0702.01-0111	Prepare Unit for Deployment		
01-6-0063.01-0111	Supervise Deployment/Redeployment Activities		
01-6-0060.01-0111	Coordinate Deployment Logistics Support		
01-6-0061.01-0111	Coordinate Deployment Advance Party Activities		
01-6-0001.01-0111	Conduct Intelligence Functions for Deployment		
01-6-0068.01-0111	Coordinate Transportation and Movement		
01-6-0064.01-0111	Perform Port of Embarkation Activities for Deployment		
01-6-0065.01-0111	Perform Port of Debarkation Activities for Deployment		
01-2-0001.01-0111	Plan/Organize the Move		
01-2-2048.01-0111	Conduct Unit Movement		
01-6-2032.01-0111	Conduct Air Movement		
01-2-2052.01-0111	Employ Active Air Defense Measures		
01-2-0201.01-0111	Prepare for Operations Under Nuclear, Biological, and Chemical (NBC) Conditions		
01-2-0280.01-0111	Cross a Radiologically Contaminated Area		
01-2-0101.01-0111	Occupy an Assembly Area		
01-2-0102.01-0111	Secure and Defend Unit Position		
01-6-0042.01-0111	Relocate Main Command Post (CP)		
01-6-0059.01-0111	Provide Main CP Security		
01-6-0082.01-0111	Conduct Military Decisionmaking Process (MDMP)		
01-6-0083.01-0111	Direct the Brigade Staff		
01-6-0018.01-0111	Establish and Maintain a Tactical Operations Center (TOC)		
01-6-0008.01-0111	Establish and Maintain the Administrative and Logistics Operations Center (ALOC)		
01-6-7102.01-0111	Support the TOC and the ALOC		
01-6-0014.01-0111	Coordinate Tactical Air Support with Aviation Forces		
01-6-0020.01-0111	Employ Operations Security (OPSEC) Measures		
01-6-1414.01-0111	Provide Tactical C ⁴ I Systems Planning		
01-6-0013.01-0111	Plan, Coordinate, and Control Tactical Operations		
01-6-0048.01-0111	Participate in the Military Decisionmaking Process (S1)		
01-6-0049.01-0111	Participate in the Military Decisionmaking Process (S2)		
01-6-0050.01-0111	Participate in the Military Decisionmaking Process (S3)		
01-6-0051.01-0111	Participate in the Military Decisionmaking Process (S4)		
01-6-0052.01-0111	Participate in the Military Decisionmaking Process (S6)		
01-6-0011.01-0111	Participate in the Military Decisionmaking Process (A ² C ²)		
01-6-0027.01-0111	Participate in the Military Decisionmaking Process (Air Defense)		
01-6-0053.01-0111	Participate in the Military Decisionmaking Process (Chemical)		
01-6-0409	Participate in the Military Decisionmaking Process (Safety)		

TASK SUMMARY WORKSHEET			
MISSION: Conduct Offensive Operations			
T&EO NUMBER	TASK TITLE	EVALUATION	
		GO	NO-GO
01-6-0411	Participate in the Military Decisionmaking Process (Standards)		
01-6-0002.01-0111	Integrate the Staff in Intelligence Preparation of the Battlefield (IPB) Process		
01-6-0019.01-0111	Develop Reconnaissance and Surveillance Plan		
01-6-0031.01-0111	Coordinate Reconnaissance and Surveillance Plan		
01-6-0003.01-0111	Produce Intelligence Products		
01-6-0033.01-0111	Coordinate Fire Support		
01-6-0025.01-0111	Develop Brigade Orders		
01-6-0026.01-0111	Perform Liaison Operations		
01-6-0058.01-0111	Advise the Commander on Risk Management		
01-6-0057.01-0111	Coordinate the Safety Program		
01-6-0079.01-0111	Monitor the Status of Brigade Personnel		
01-6-0016.01-0111	Integrate Aircraft Survivability Measures		
01-6-0412	Conduct Targeting Process		
01-6-0028.01-0111	Execute Army Airspace Command and Control (A ² C ²) Measures in the Division Area		
01-6-0070.01-0111	Perform Strength Management		
01-6-0071.01-0111	Conduct Replacement Operations		
01-6-0072.01-0111	Conduct Casualty Reporting		
01-6-0066.01-0111	Sustain the Brigade		
01-6-7105.01-0111	Perform Passage of Lines		
01-6-6107.01-0111	Conduct Hasty Attack		
01-6-0211.01-0111	Conduct Deliberate Attack		
01-6-0029.01-0111	Maintain the Current Situation		
01-6-0030.01-0111	Conduct Battle Tracking		
01-6-2044.01-0111	Conduct Battle Handover/Relief in Place		
01-6-7726.01-0111	Conduct Forward Arming and Refueling Point (FARP) Operations		
01-4-0320.01-0111	Provide Unit Supply Support		
01-6-0074.01-0111	Provide Legal Support		
01-6-0045.01-0111	Advise the Commander and Staff on Weather Forecasts, Observations, and Climatology		
01-4-7708.01-0111	Provide Food Service Support		
01-6-0039.01-0111	Supervise Medical Support Services		
01-4-1029.01-0111	Perform Vehicle Recovery Operations		
01-4-7723.01-0111	Perform Unit-Level Maintenance		
01-6-0056.01-0111	Conduct the Command Religious Support Program		
EVALUATOR'S COMMENTS			
EVALUATOR'S SIGNATURE		DATE	

Figure 6-2. Task Summary Worksheet.

c. Other locally designed reports approved by the senior OC and prescribed in the evaluation plan may be used to collect evaluation information. These reports should assist the team in recording the information concerning the brigade's capability to perform its wartime mission according to the established standards. This information also assists the senior OC in determining the unit's overall final rating. Some reports that may be used include—

(1) **Unit Data Sheet.** This report records personnel and equipment status information as well as narrative strength and weakness data (see figure 6-3).

(2) **Environmental Data Sheet.** This report records information on weather and terrain conditions present during task performance (see figure 6-4).

(3) **Personnel and Equipment Loss Report.** This report records information on brigade personnel and equipment losses in OPFOR engagements (see figure 6-5).

(4) **Other Reports/Collection Charts.** These reports cover command and control, NBC, CSS, vehicle status, and supply status, as locally prescribed (see figures 6-6 through 6-10).

6-8. Conducting the After Action Review.

a. AARs expand the value of an evaluation. They provide direct feedback to brigade members by involving them in the training diagnosis process and enabling them to discover for themselves what happened during the evaluation and why. Participants themselves identify errors and seek solutions that increase the value of the training and reinforce learning. The senior OC is responsible for the AAR process. He coordinates the entire AAR program from the initial planning of the evaluation through after-action phases.

b. Key steps in the AAR process include the following:

(1) **AAR Planning.** Planning for AARs is initiated during preparation activities long before the start of the actual evaluation. AARs are integrated into the general scenario at logical break points and into the detailed evaluation scenario that is developed later. Qualified OCs are selected and trained. This phase also includes identification of potential AAR sites and the requisition of equipment and supplies needed to conduct the AAR.

(2) **AAR Preparation.** Preparation for the AAR begins with the start of the actual evaluation. In addition to the OCs watching the brigade perform its combat critical tasks, this phase includes a review of training objectives, orders, and doctrine. Final AAR site selection is completed, and timelines and attendance requirements are established. AAR information is gathered from OCs and applicable brigade personnel. The AAR is organized and rehearsed.

(3) **AAR Conduct.** AARs are an ongoing process throughout the evaluation. They are conducted at logical break points in the exercise, at the end of each event or mission, at intervals directed by the senior OC, and at the end of the evaluation. In a multilevel evaluation, an oral AAR of the action to date takes place at every level between the OC and his counterpart in the evaluated unit. After AAR participants assemble, the senior OC opens the AAR with a statement of purpose. He also establishes the AAR ground rules and procedures and restates the training and evaluation objectives. The following are some guidelines for a successful AAR.

(a) AARs are not critiques. They are professional discussions of training events.

(b) The senior OC guides the discussion to ensure that the participants openly discuss important lessons.

(c) Dialogue is encouraged among OCs and unit personnel. Discussion covers not only strengths and weaknesses, but also the rationale behind the decisions and actions that resulted in the demonstrated strengths or weaknesses.

(d) All individuals who participated in the evaluation are present for the AAR if possible. As a minimum, every unit or element that participated in the exercise is represented.

(e) Participants discuss not only what happened, but also how it happened and how it could have been done better.

(f) Events that were not directly related to the major training objectives are not examined.

(g) Participants do not offer self-serving excuses for inappropriate actions.

(h) The reason for success or failure of a unit is specifically tied to its performance on a task. Summations by the OC should focus on the demonstrated proficiency of the unit in executing T&EOs.

(i) Sequentially, the discussion will normally cover what was planned and what happened relative to the doctrine that applies to the action, followed by critiques from the OC and OPFOR points of view.

(j) Discussion should focus on training objectives as they relate to the battlefield operating systems.

(k) The end result should be that soldiers and leaders, through discovery learning, gain a better understanding of their individual and collective strengths and weaknesses and become more proficient in training for and performing their combat critical tasks.

ENVIRONMENTAL DATA SHEET						
EXERCISE NUMBER AND DESCRIPTION:						
DATE/TIME EXERCISE STARTED:						
DATE/TIME EXERCISE ENDED:						
1. WEATHER CONDITIONS: (Circle appropriate description)						
Clear	Partly Cloudy	Cloudy	Hazy	Rain	Snow	Fog
Other:						
Temperature:						
2. GROUND CONDITIONS: (Circle appropriate description)						
Dry	Wet	Ice	Snow			
Other:						
3. LIGHT CONDITIONS: (Circle appropriate description)						
Day			Night			
Moon Phase:	None	1/4	1/2	3/4	Full	
Average Range of Visibility Due to Light:						
4. TERRAIN: (Circle appropriate description)						
Flat	Rolling	Mountainous	Jungle	Desert	Urban	Arctic
Other:						
Top Soil:	Sandy	Rocky	Clay	Other:		
Average Range of Visibility Due to Terrain:						
5. REMARKS:						

Figure 6-4. Environmental Data Sheet.

COMMAND AND CONTROL					
OBSERVABLE RESULTS:	BDE	ATKB	CAVS	HHC	GSAB
Alert notification received at					
Warning order issued at					
KEY EVENTS:					

Figure 6-6. AAR Collection Chart: Command and Control System.

NBC			
OBSERVABLE RESULTS:			
	LOSSES	ELEMENT	REMARKS
Friendly losses to chemical tasks			
	LOSSES	ELEMENT	REMARKS
Friendly losses persistent contamination (after attack)			
	MINUTES	ELEMENT/TYPE	REMARKS
Time after chemical strike mission continues			
KEY EVENTS:			

Figure 6-7. AAR Collection Chart: NBC.

COMBAT SERVICE SUPPORT				
OBSERVABLE RESULTS:				
	ATKB	CAVS	HHC	GSAB
Number/percentage of brigade vehicles/elements than ran out of class III or class V items				
Number/percentage of damaged vehicles recovered versus not recovered				
KEY EVENTS:				

Figure 6-8. AAR Collection Chart: Combat Service Support.

COMBAT SERVICE SUPPORT (VEHICLE STATUS)						
TYPE VEHICLE	BUMPER/ TAIL NUMBER	DAMAGED/ DESTROYED/ MAINTENANCE	LOCATION	DATE NON- AVAILABLE	REMARKS	TOTAL DAYS
Combat Vehicles Listed						
Recovery Vehicles Listed						
Supply Vehicles Listed						
Command and Control Vehicles Listed						
KEY EVENTS:						

Figure 6-9. AAR Collection Chart: CSS – Vehicle Status.

COMBAT SERVICE SUPPORT (REQUISITION STATUS SUPPLY ITEMS)			
UNIT PRIORITIES	03	06	13
ATKB			
CAVS			
HHC			
GSAB			
TOTAL			
REMARKS:			

Figure 6-10. AAR Collection Chart: CSS – Requisition Status Supply Items

Appendix A

COMBINED ARMS TRAINING STRATEGY

A-1. General.

a. The combined arms training strategy (CATS) is the Army's "over-arching training architecture." The CATS contains approved training and doctrinal strategy; it provides the framework for total Army structured training for both units and institutions. The CATS functionally groups tasks to guide the integration of tasks into combined arms oriented training strategies. The current CATS provides doctrine-based training strategies. Events, gates, and training resource options for the institution or unit trainer are included. The CATS integrates training horizontally among levels of a type unit and vertically across the combined arms and services team. The aviation CATS includes a crosswalk of individual, crew, and collective mission essential task list (METL) tasks that require flying hours. As such, the CATS provides a basis to prepare a unit's flying hour program.

b. Commanders are expected to become intimately familiar with the CATS as a tool to determine who (units, individuals), when, where, and how collective and individual tasks will be trained. The CATS also helps commanders identify, quantify, and acquire required training resources. The CATS comprises long- and short-range, individual and collective strategies.

(1) Commanders are most concerned with short-range strategies contained in the overall CATS. These are the training plans to attain and sustain the desired level of performance proficiency on each critical warfighting task. They are prescriptive rather than descriptive for unit commanders. Each of the short-range strategies—

(a) Identifies specifically who, what, when, where, and how each critical task is trained.

(b) Identifies training media/method/site options.

(c) Identifies initial and sustainment training requirements for individual and unit critical tasks.

(d) Estimates resource requirements.

(e) Provides a doctrine-based foundation for a unit's training plan.

(2) The long-range strategies contained in the overall CATS look to the future training requirements of the Army. They describe in broad terms how the Army trains its units and soldiers. They may not appear to be an immediate tool to support training; however, commanders and staffs should become familiar with ongoing training development initiatives. Future training processes, tools, and resources are often made available in a piecemeal approach. They include training support packages, distance learning products, and training aids, devices, simulators, and simulations (TADSS). They may be useful to the commander who is aware of their availability.

(3) Self-development is the individual's responsibility. The self-development strategies contained in the overall CATS—published as part 2 of the Career Development Model—provide a guide for an individual to posture himself for promotion, better job performance, or self-motivated improvement in personal performance. The self-development strategies are available to facilitate leader development.

A-2. Aviation CATS. Aviation training principles are not significantly different from those in other combat arms branches; however, unique considerations are given to developing and maintaining currency and proficiency at the individual, crew, and collective levels. Effective individual and crew training programs form the foundation for an aviation battle-focused training program. These programs produce combat-ready crews, and become the basis for the unit's collective training program.

a. The aviation CATS includes a crosswalk between individual, crew, and collective tasks. These tasks require flying hours to determine the operating temp (OPTEMPO) required to train and sustain individual, crew, and collective proficiency.

b. The aviation CATS reflects multiechelon training to optimize training opportunities at all levels. As such, individual and crew sustainment training must be an integral part of a unit's ongoing collective training. Approximately 75 percent of individual and crew aviator sustainment training can be done while performing collective tasks. It is important to note, however, that not all individual and crew training can be done while units are engaged in training a collective task. Some training resources must be allocated to individual and crew training as outlined in the appropriate aircrew training manuals (ATMs).

c. The aviation CATS is crosswalked with the Battalion Level Training Model (BLTM) to ensure adequate OPTEMPO resourcing. The aviation CATS is also crosswalked with the readiness requirements in AR 220-1. TC 1-210 provides guidance on readiness reporting.

d. The aviation CATS is crosswalked with available simulators and simulations to provide guidance on tasks that can be accomplished in these devices. Commanders should set up structured simulation training exercises.

e. A commander and his staff use the aviation CATS to aid in preparing an aircrew training strategy (see figure A-1). The model is flexible. For example, a commander may add or delete individual, crew, or collective tasks. Assumptions for an aviation brigade in a heavy division include—

- (1) One hundred percent assigned strength.
- (2) Twenty-five to fifty percent turnover rate.
- (3) Aviation Combined Arms Tactical Trainer (AVCATT) and flight simulators are available (if not, an equivalent live OPTEMPO is required).
- (4) There are no forward air controller 3 (FAC 3) aviators.
- (5) Thirty-three percent of newly assigned aviators can be placed in a readiness level 1 (partially) (RL1(P)) based on a records check.

f. TC 1-210 and the appropriate ATM include specific aviation CATS guidance. The aviation CATS is available to help commanders plan and easily develop a flying hour program via the associated database.

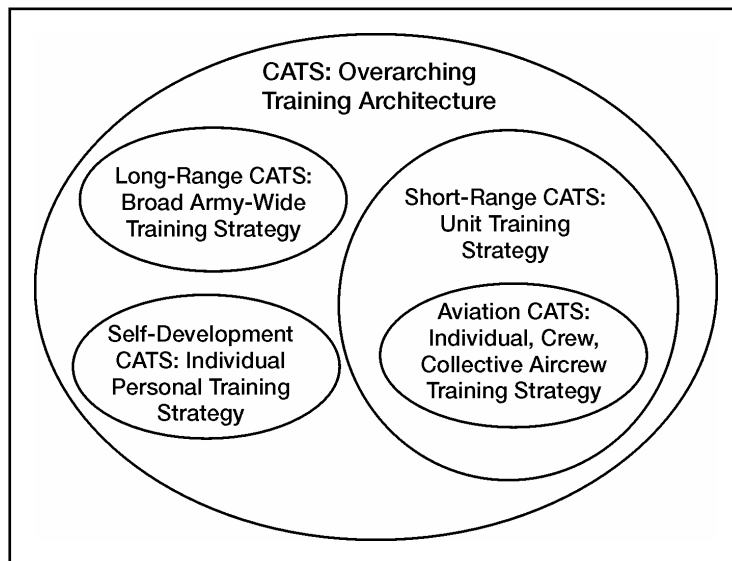


Figure A-1. Combined Arms Training Strategy.

Appendix B

EXERCISE OPERATION ORDERS

B-1. General. Exercise scenarios present a general situation that provides the participants with the background information normally available in a combat situation. Exercise operation orders (OPORDs) issued from a higher headquarters are the primary instruments used to provide detail and guidance to the training unit. The guidance is sufficient for the unit to prepare OPORDs, annexes, and overlays. Exercise OPORDs also ensure that the training unit takes actions that lead to achieving the training objectives of the exercise. These OPORDs may use standard OPORD formats (see FM 101-5), or they may use nonstandard formats to facilitate modularity, retraining, administrative conditions, flexibility, and re-usability. For example, the dates used in the exercise OPORD may be expressed in terms of training days rather than actual dates. This use of days rather than dates is especially applicable for exercises that use simulations, because battlefield conditions can be easily manipulated to allow a unit to repeat a particular day's training with little resource impact. A sample of an aviation brigade exercise OPORD that makes use of this feature is included below. It portrays the general scenario, including the missions of higher and adjacent units—whether live, virtual, or constructive—and the training that the brigade will conduct.

UNCLASSIFIED

Copy ___ of ___ copies
4th BCT
MOJAVIA
Training Day 01 thru 09

OPORD 9-00 (DESERT FURY)

Reference: Map information from the Close Combat Tactical Trainer (CCTT) terrain database known as Primary #2 (National Training Center (NTC)/Desert Database). The map sheets are (SIMULATION ONLY): Sheet 2654 I, Series 1, Edition AF, CCTT Primary #2 Tiefert Mountains; Sheet 2754 IV, Series 1, Edition AF, CCTT Primary #2 Red Pass Lake; Sheet 2654 II, Series 1, Edition AF, CCTT Primary #2 Alvord Mountain; Sheet 2754 III, Series 1, Edition AF, CCTT Primary #2 Cave Mountain.

Time zone used throughout the order: LIMA (L)

Task Organization: Annex A (Task Organization).

1. SITUATION

a. Enemy Forces. Annex B (Intelligence).

b. Friendly Forces:

(1) III US Corps Mission: Continue deployment to MOJAVIA; continue marshaling operations, and on order, conduct combat operations with ground, air, and naval forces to reestablish the International MOJAVIA/KRASNOVIA border.

(a) Corps commander's Intent: Complete the deployment of forces to establish a defense with three divisions to prevent any further penetration of MOJAVIA's territory. Once the divisions are in place, we will counter attack, with an infantry division (mechanized) in the center sector (4th ID (M)) as the main effort, to re-establish the international border. The divisions in the north and south sectors will conduct supporting attacks on 4th ID's flanks. Success is restoration of the international border and the Corps in a posture to conduct pursuit operations into KRASNOVIA's territory.

(2) 4th ID (M) mission: 4th ID (M) secures Division airhead in OBJ STRIKE on TNG DAY 01 and conducts forward deployment of forces using ground assets and intra-theater airlift. Defend in sector along PL GRANT (LD) NLT TNG DAY 02, and complete the rearward passage of lines of MOJAVIA forces NLT TNG DAY 03. Attack enemy theater ballistic missile sites on TNG DAY 04 to protect the force during the III (US) Corps build-up. Conduct a Movement to Contact (MTC) from PL GRANT to PL IKE beginning TNG DAY 06. Conduct a guard along PL IKE beginning TNG DAY 08. O/O, attack in zone to restore the original MOJAVIA/KRASNOVIA border, and establish a defense in sector along the MOJAVIA/KRASNOVIA border (PL GEORGE to PL MARSHALL), to repel any follow-on attacks by KRASNOVIA forces.

(a) Division commander's intent: Restore the territorial integrity of MOJAVIA. I intend to use the 4th Brigade Combat Team (BCT) as an aviation-heavy covering force to provide time and space for the rest of the Division to deploy in sector. I see this covering force defeating at least a regimental size attack. I want to air assault an infantry task force under the command and control of the aviation brigade to secure the Division's airhead in OBJ STRIKE and complete the forward deployment of the rest of the Division's assets using intra-theater airlift, air movement, and ground assets. Speed is the key to success in this operation. We must get the balance of the Division's combat power forward as quickly as possible. Brigades must plan air loads to facilitate quick deployment and occupation of sectors. When the rest of the Division closes in sector, we will attack to re-establish the border NLT TNG DAY 10. Success is defined as restoring the former international border, and establishing a defense along the border with at least 70% of our combat power retained.

(b) Concept of the Operation. The Division will accomplish this operation in three phases. Phase I - now thru completion of the Reception, Staging, Onward Movement, and Integration (RSO&I) of the 4th ID in sector. This phase ends with the 1st, 2nd, and 3rd BDEs in place and prepared to conduct offensive operations. Phase II - Attack to re-establish the international border. This Phase ends with the restoration of the former border and the preparation of our defense. Phase III - Defense on the international border (PL MARSHALL) thru cessation of hostilities.

(c) 4th BCT, initially the main effort, establishes a covering force from PL GRANT to PL IKE in sector. We will begin with the 4th BCT conducting an air assault to secure the Division airhead in OBJ STRIKE. 4th BCT will then conduct attacks on enemy theater ballistic missile launchers and infrastructure while we build sufficient combat power in theater to conduct decisive operations. Upon deployment to the area of operations, 2nd BDE becomes the main effort, and attacks to seize OBJ BLUE and clears enemy from PL GEORGE to PL MARSHALL. 1st BDE conducts a supporting attack in the northern sector to seize OBJ RED and clears enemy from PL GEORGE to PL MARSHALL. 3rd BDE conducts a supporting attack in the southern sector to seize OBJ GOLD and clears enemy from PL GEORGE to PL MARSHALL. 4th BCT supports the main effort by attacking KRASNOVIA reserve forces. 1st MOJAVIA INF DIV is the rear Tactical Combat Force (TCF).

(3) 1st BDE, 4th ID (M) conducts forward deployment and defends in sector along PL GRANT in the northern sector.

(4) 2nd BDE, 4th ID (M) conducts forward deployment and defends in sector along PL GRANT in the center sector.

(5) 3rd BDE, 4th ID (M) conducts forward deployment and defends in sector along PL GRANT in the southern sector.

(6) 1st MOJAVIA INF DIV (M), to 4th ID's front, established covering force areas in sector after halting KRASNOVIA forces west of PL IKE. The MOJAVIA Forces are currently at 50% strength. However, their morale is high and they are prepared to defend their homeland at all costs.

(7) 55th ID (M), on 4th ID's left flank, is currently building combat power to prepare for offensive operations.

(8) 25th AD, on 4th ID's right flank, is currently building combat power to prepare for offensive operations.

(9) 6th (US) Air Force provides:

- (a) Counterair (CA).
- (b) Air Interdiction (AI).
- (c) Close Air Support (CAS).
- (d) Intra-theater airlift.

- (10) (USN) Carrier TF 2-21 (USS Bracewell) provides:
- (a) Counterair (CA)
 - (b) Air Interdiction (AI)
 - (c) Close Air Support (CAS)
 - (d) Naval Surface Weapons Support (USS Arleigh Burke)

c. Attachments and Detachments: See ANNEX A.

2. MISSION: 4th BCT conducts an air assault to seize the Division airhead and secure OBJ STRIKE on TNG DAY 01. Conducts combat operations from TNG DAY 02 to TNG DAY 09 to support the forward deployment of the 4th ID (M) and set the conditions for 4th ID (M) counterattack beginning NLT TNG DAY 10.

3. EXECUTION

Commander's Intent: The Cavalry will screen forward of OBJ STRIKE to identify any mechanized or mobile threat to the air assault. The ATKHB will provide pre-assault fires, overwatch and conduct hasty attacks against any threat identified by the Cavalry. The GSAB and HVY Lift Bn must maintain the ability to support Division CS and CSS requirements with aerial re-supply during all phases of the operation. Success is seizure of OBJ STRIKE and the brigade postured to support the Division's defense, preparing to transition to the offense, and retaining 70% of our combat power.

a. Concept of the Operation. See Annex C (Operations Overlay).

(1) Maneuver. This operation will be conducted in three phases in synch with the 4th ID (M) concept of the operation.

(a) Phase I. 4th BCT conducts an air assault to seize the Division airhead in OBJ STRIKE on TNG DAY 01 and completes the rearward passage of lines of MOJAVIA forces NLT TNG DAY 03. 4th BCT conducts air movement to support the forward deployment of the Division beginning TNG DAY 02. The 4th BCT, initially the main Division effort, will attack enemy tactical ballistic missile targets (launchers & infrastructure) beginning TNG DAY 04, while the Division moves forward to brigade Tactical Assembly Areas (TAAs). 4th BCT will conduct a Movement To Contact (MTC) from PL GRANT (LD) to PL IKE beginning TNG DAY 06. 4th BCT will conduct a Guard along PL IKE beginning TNG DAY 08.

(b) Phase II. 4th BCT and supporting artillery conduct deep battle operations against enemy artillery and other high payoff targets.

(c) Phase III. 4th BCT conduct deep battle operations on advancing KRASNOVIA forces and counterattacks with the Division Reserve to prevent any penetration of PL MARSHALL.

(2) Fires.

(a) Scheme. The purpose of fires is to support the air assault to suppress and attrit the enemy in zone with emphasis on OBJ STRIKE. Provide pre-assault fires for a task force size air assault. Assist in suppression of enemy in all phases

(b) Priority of fires by phase: See Annex D (Fire Support).

(c) CAS. The BCT has 8 sorties per day.

(d) Restrictions. Target priority of engagement initially is ADA, reconnaissance assets, tanks, and APCs.

(3) Reconnaissance and Surveillance. Division and higher intelligence assets will provide reconnaissance.

(4) Intelligence. Priority of information collection is reconnaissance assets, air defense assets, first echelon regiment, artillery, second echelon regiments, and radars.

(5) Engineer.

(a) Engineer support will be centralized under the BCT to provide rapid situational obstacle emplacement capability. Engineers will be prepared to employ situational obstacles to support a transition to the hasty defense if necessary. Engineer recon will emphasize terrain and enemy obstacle information.

(b) Priority of engineer support by phase: see Annex F (Engineer).

(6) Air Defense.

(a) Priority of protection by phase: see Annex G (Air Defense).

(7) Information Operations.

- (a) Deception. The deception objective is to confuse the KRASNOVIA commander as to our true strength in sector. Maintain radio listening silence until crossing the LD.
- b. Tasks to Maneuver Units.
 - (1) 1/10th Cavalry.
 - (a) Phase I:
 - 1. Conduct a screen along PL GRANT beginning TNG DAY 01 until OBJ STRIKE is secure.
 - 2. Assist the rearward passage of lines of MOJAVIA forces beginning TNG DAY 02 thru TNG DAY 03.
 - 3. Conduct a Guard along PL GRANT on TNG DAY 04-05.
 - 4. Conduct a Movement To Contact (MTC) in zone from PL GRANT to PL IKE on TNG DAY 06-07 to locate and defeat the advance guard of the 1st CAA's first echelon regiment.
 - 5. Conduct a Guard along PL IKE on TNG DAY 08-09.
 - (b) Phase II:
 - 1. O/O released to Division control to support the 4th ID (M) counterattack to re-establish the international border.
 - (2) 1-4 ATKHB.
 - (a) Phase I:
 - 1. O/O OPCON to 2-4 GSAB for the Air Assault of TF 1-22 IN.
 - 2. O/O conduct Air Assault Security to set the conditions for the successful air assault of TF 1-22 IN on TNG DAY 01
 - 3. O/O conduct Hasty Attacks in support of the rearward passage of lines of the KRASNOVIA forces on TNG DAY 02-03.
 - 4. O/O conduct a Deliberate Attack to destroy Tactical Ballistic Missile sites on TNG DAY 04-05.
 - 5. O/O conducts Hasty Attacks in support of the Movement To Contact from PL GRANT to PL IKE on TNG DAY 06-07.
 - 6. O/O conduct Hasty Attacks in support of the guard along PL IKE on TNG DAY 08-09.
 - (b) Phase II:
 - 1. O/O conduct a Deliberate Attack of KRASNOVIA reserve forces.
 - (c) Phase III:
 - 1. O/O conduct Hasty Attacks in support of the Division defense in sector.
 - (3) 2-4 GSAB.
 - (a) Phase I:
 - 1. Air Assault TF 1-22 IN on TNG DAY 01 to seize the Division airhead and secure OBJ STRIKE.
 - 2. O/O conduct Air Movement operations to support the forward deployment of the Division on beginning TNG DAY 02-09.
 - 3. Provide one command and control aircraft in support of Division operations.
 - (b) Phase II:
 - 1. O/O conduct Air Movement operations for re-supply in Division AO.
 - 2. Provide one command and control aircraft in support of Division operations.
 - (c) Phase III:
 - 1. O/O conduct aerial re-supply in Division AO.
 - 2. Provide one command and control aircraft in support of Division operations.
 - (4) 1-159 AVN BN (HVY).

- (a) Phase I:
1. O/O OPCON to 2-4 GSAB for the Air Assault of TF 1-22 IN.
 2. Air assault TF 1-22 IN on TNG DAY 01 to seize the Division airhead and secure OBJ STRIKE.
 3. O/O conduct Air Movement operations to support the forward deployment of the Division on beginning TNG DAY 02-09.
- (b) Phase II:
1. O/O conduct Air Movement operations for re-supply in Division AO.
- (c) Phase III:
1. O/O conduct aerial re-supply in Division AO.
- (5) TF 1-22 IN.
- (a) Phase I:
1. O/O Air Assault to seize Division airhead and secure OBJ STRIKE on TNG DAY 01.
 2. Maintain security of the Division airhead until released to 1st BDE NET TNG DAY 09.
- c. Tasks to combat support units.
- (1) Fire Support. See Annex D (Fire Support).
 - (2) 1/A/2-439 ADA.
Organization for combat:
 - 1/1/A/2-439 (MANPAD TM) (OPCON 1/10 CAV)
 - 2/1/A/2-439 (MANPAD TM) (DS 1/10 CAV)
 - 3/1/A/2-439 (MANPAD TM) (DS 1/10 - TEXAS FARP)
 - 4/1/A/2-439 (MANPAD TM) (DS 4th BCT - NEVADA FARP)
 - 5/1/A/2-439 (MANPAD TM) (DS 4th BCT - BDE CP)
 - 6/1/A/2-439 (MANPAD TM) (DS 4th BCT - BDE CP)
 - (3) 1/A/56th ATS BN.
 - (a) Establish Division airfield in ISB (O/O in AA DOG) and conduct required coordination/liaison as per Annex D (A²C²).
 - (b) O/O provide NAVAID support at brigade FARPs.
 - (c) Provide flight following services during all phases.
 - (4) C/299 EN.
 - (a) Situational Obstacles. Coordinate situational obstacle location with ground assets.
 - (b) Obstacles.
 1. Report and mark all obstacles.
 2. O/O breach minefields.
 - (c) O/O mark and maintain lanes to support bypass.
- d. Coordinating Instructions.
- (1) CCIR.
 - (a) Which avenue of approach is the focus of enemy reconnaissance?
 - (b) Is the enemy deploying separate advance guard battalions on multiple regiment avenues of approach?
 - (c) Upon contact with CRPs, where are the FSE(s) in relation to the AGMB(s)?
 - (d) Upon contact with the FSE, where is the main body in relation to the advance guard battalion(s).
 - (e) Has the enemy deployed three row surface-laid or FASCAM minefields in support of the advance guard?
 - (f) Loss of two or more tanks by any platoon.
 - (g) Loss of three or more CFVs by any platoon.
 - (h) Loss of more than two aircraft from any company.
 - (2) Risk Reduction.

- (a) Immediate action per SOP.
- (b) Vehicle identification per SOP.
- (3) Rules of Engagement. Units conducting reconnaissance engage aircraft only in self defense.
- (4) Force Protection. Troop safety: negligible risk to unwarned, exposed personnel.
 - (a) MOPP: Level 2. OEG: 50CgY.
 - (b) Air defense posture is YELLOW weapon control status is TIGHT.
- (5) Ground units make visual contact at all contact points on boundaries.
- (6) Bypass authorized at company/troop level for dismounted OPs in restrictive terrain.
- (7) Downed pilot pick-up points are CPs 2-10.
- (8) Actions on Contact. Suppress, report, and bypass all enemy contact during the Phase I Air Assault on OBJ STRIKE.

4. SERVICE SUPPORT See Annex F (Service Support).

5. COMMAND AND SIGNAL

a. Command.

(1) TAC CP.

- (a) Phase I: O/O, collocated with 1/10 CAV TOC, location TBD.
- (b) Phase II: Collocated with 1/10 CAV TOC. O/O, OBJ STRIKE.
- (c) Phase III: AA DOG.

(2) Main CP.

- (a) Phases I and II: At ISB
- (b) Phase III: AA DOG.

(3) Rear CP at ISB; future location TBD.

(4) Alternate CP located at 2-4 GSAB TOC.

(5) Succession of Command: CDR 1/10 CAV, 2-4 GSAB, 1-4 ATKHB.

b. Signal.

- (1) SOI index KTV 1600C in effect.
- (2) Messenger schedule and routes TBP.
- (3) Support deception plan with minimal radio traffic until crossing the LD.
- (4) Emergency signals per TACSOP.

ACKNOWLEDGE:

NICHOLS
COL

OFFICIAL:

PENNY

S3

ANNEXES: A - Task Organization.

B – Intelligence.

C - Operations Overlay.

D - Fire Support.

F - Engineer.

G - Air Defense.

- H - Signal.
- I - Service Support.
- O - Airspace Command and Control.

UNCLASSIFIED

B-2. Tailoring Orders. Subsequent higher headquarters OPORDs/FRAGOs are developed that portray various factors that affect the difficulty of the missions. These orders give the commander/exercise director options to tailor the exercise to the unit's level of proficiency using the "crawl, walk, run" training philosophy (see chapter 4). For example, as portrayed in the upper half of figure B-1, based on his assessment of the unit, the commander/exercise director used the crawl version of the Mission 1 FRAGO. Based on the unit's performance, the commander/exercise director next used the walk version of the Mission 2 FRAGO, and then the run version of the Mission 3 FRAGO. In the lower half of figure B-1, the commander/exercise director also began with the crawl version of the Mission 1 FRAGO. However, based on the unit's performance and his judgment, the commander/exercise director had the unit repeat Mission 1, this time using the walk version of the Mission 1 FRAGO. These are just two of the many options and combinations that are possible.

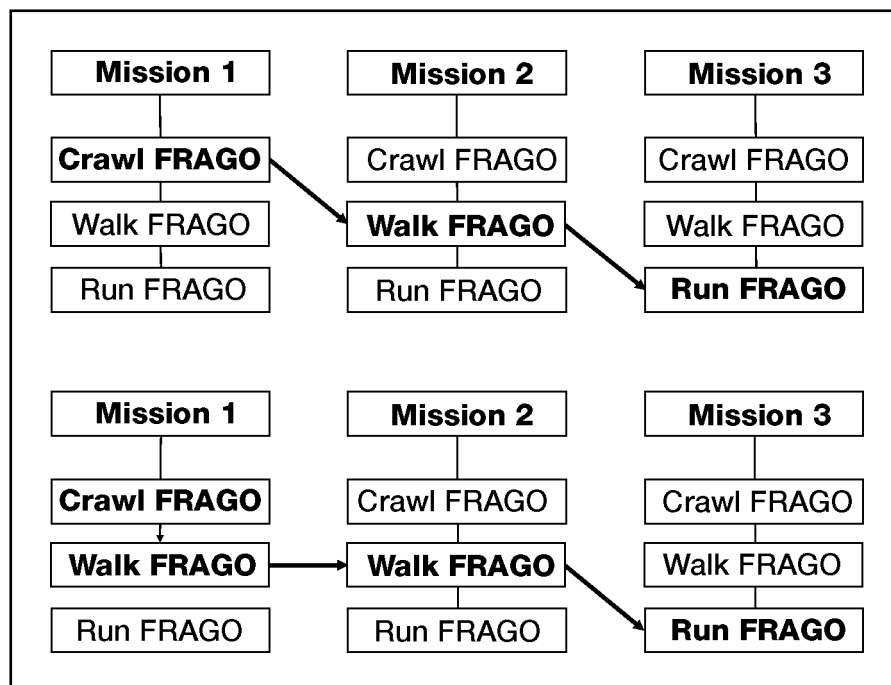


Figure B-1. Tailoring Orders.

Appendix C

RISK MANAGEMENT

C-1. Background. Risk management is the process of identifying and controlling hazards to protect the force. It is the Army’s principal risk reduction process. The intuitive management of risk in conducting military training and operations is old; however, its systematic application as part of Army doctrine is relatively new. Therefore, this appendix presents a summary of how-to-do-it information based on FM 101-5 and FM 100-14.

Note: Key risk management terms are defined at the end of this appendix.

C-2. Application. Risk management is applied to reduce the risk of the full range of mission, enemy, terrain, troops, time, and civilian considerations (METT-TC) hazards, including enemy action. It is integrated into the military decisionmaking process (MDMP), as indicated in figure C-1.

Military Decisionmaking Process*	Risk Management Steps				
	Identify Hazards	Assess Hazards	Develop Controls & Make Risk Decision	Implement Controls	Supervise & Evaluate
1. Receipt of Mission	X				
2. Mission Analysis	X	X			
3. COA Development	X	X	X		
4. COA Analysis (Wargame)	X	X	X		
5. COA Comparison			X		
6. COA Approval			X		
7. Orders Production				X	
8. Rehearsal	X	X	X	X	X
9. Execution & Assessment	X	X	X	X	X
*FM 101-5, 31 May 1997					

Figure C-1. Risk Management Integrated into the Military Decisionmaking Process.

C-3. Responsibilities.

a. General Responsibilities at Battalion, Brigade, and Higher Levels. Every staff officer must integrate risk management into the planning and execution of training and operational missions. The staff officer assists the commander in minimizing unnecessary risk by increasing certainty in all operations. He uses the risk management process to assess his functional area and make control measure recommendations to reduce or eliminate risk to support the combat power dynamic of force protection. Examples of ways in which the staff officer integrates risk management into the planning and execution of training and operational missions include—

(1) Applying risk management during the MDMP to identify force protection shortcomings in the battlefield operating system (BOS) functions.

(2) Developing and implementing controls for the commander that support the mission by avoiding unnecessary risk and loss of combat power.

(3) Providing support to operational requirements and establishing procedures and standards that are clear and practical for each specified and implied task.

b. Specific Responsibilities at Battalion, Brigade, and Higher Levels.

(1) Commander (overall).

(a) Provide risk guidance.

(b) Select hazard control options.

(c) Make risk decision for course of action (COA).

(d) Enforce and evaluate controls.

(2) Executive officer (XO)/deputy commander (staff supervision).

(a) Supervise risk management integration across entire staff.

(b) Ensure hazards and controls are integrated into plans and orders.

(c) Ensure staff monitors and enforces controls during execution.

(3) Staff officers (functional area).

(a) Identify hazards most likely to result in loss of combat power (i.e., hazards that are not adequately controlled).

(b) Develop control options that address reasons for hazards.

(c) Integrate hazards and selected controls into functional area paragraphs, graphics, and annexes of operation order (OPORD).

(4) Safety officer/noncommissioned officer (coordination).

(a) Assist commander and staff with risk management integration during mission planning, execution, and assessment.

(b) Collect hazards and controls identified by staff; use this information to prepare risk assessment and control measures for all operations.

(c) Coordinate staff risk management and make recommendations to the operations and training officer (S3).

c. Responsibilities at Company/Troop and Lower Levels. The commander/leader performs or delegates performance of the risk management process for each step of the troop-leading procedures (see figure C-2).

Troop-Leading Steps		Identify Hazards	Assess Hazards	Develop Controls & Make Risk Decision	Implement Controls	Supervise & Evaluate
1	Receive mission	X				
	Perform initial METT-TC Analysis	X				
2	Issue the warning order	X				
3	Make a tentative plan	X	X			
	a. Make an estimate of the situation	X	X			
	b. Detailed mission analysis	X	X			
	c. Develop situation and courses of action for:	X	X			
	(1) Enemy situation (enemy COAs)	X	X			
	(2) Terrain and weather (OCOKA)	X	X			
	(3) Friendly situation (troops and time available)	X	X			
	(4) Courses of action (friendly)	X	X			
	d. Analyze courses of action—wargame	X	X			
	e. Compare courses of action			X		
	f. Make decisions			X		
	g. Expand selected COA into tentative plan			X		
4	Initiate movement				X	
5	Reconnoiter				X	
6	Complete the plan				X	
7	Issue the order				X	
8	Supervise and refine the plan					X

Figure C-2. Risk Management Integrated into Troop-Leading Procedures.

C-4. Risk Management Procedures. The commander and staff perform the actions listed below. The safety officer collects the information generated during these actions and enters it on the risk management worksheet (see figure C-3).

RISK MANAGEMENT WORKSHEET					PAGE 1 of 1	
1. MSNTASK: Insertion / Extraction		2. DTG BEGIN: 042100SEP97 END: 042200SEP97		3. DATE PREPARED: 041300SEP97		
4. PREPARED BY: MAJ PARKER, ASSISTANT S-3 RANK/LAST NAME/DUTY POSITION						
5. HAZARDS	6. INITIAL RISK LEVEL	7. CONTROLS	8. RESIDUAL RISK LEVEL	9. HOW TO IMPLEMENT	10. HOW TO SUPERVISE	11. C R E O F T I L E
<u>Adverse Environment</u> - 0% Illumination - Complete Blackout - Visibility during Flight - Brownout						ID Hazards
<u>Continuous Operations</u> - Fatigue						
<u>Unfamiliar Terrain</u> - Flight Plan - Landing Zone						
<u>Inadequate Planning</u> Time						
9. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (CIRCLE ONE):				10. RISK DECISION AUTHORITY:		
LOW MODERATE HIGH EXTREMELY HIGH				RANK/LASTNAME/DUTY POSITION		

Figure C-3. Risk Management Worksheet – ID Hazards.

a. Identify Hazards.

(1) Collect METT-TC hazard facts for each COA for the mission or task (see figure C-4). Sources include:

- (a) Mission order/task instructions.
- (b) Commander’s critical information requirements.
- (c) Mission planning systems.
- (d) Tactical standing operating procedure (SOP).
- (e) Unit accident history.
- (f) Reconnaissance.
- (g) Experience.

- MISSION:
 - AIR ASSAULT INFANTRY PERSONNEL
 - INSERT NLT 042100 SEP, ROVER BEACH LZ
 - PREPARED TO EXTRACT NLT 042200 SEP, SAME LZ
- CONDITIONS:
 - ONE COMPANY UH–60, 2 CH47–D, 2 AH–64
 - LOAD: 14 FULLY EQUIPPED SOLDIERS, 540 LBS SPECIAL EQUIPMENT
 - BLACKOUT CONDITIONS
 - LZ: 114 MI. FROM DEPARTURE POINT, 100 YDS WIDE, SAND/DIRT/GRASS
 - WX: RESTRICTED VISIBILITY EN ROUTE & LZ (ILLUM, RAIN, FOG, LOOSE SAND)
- SITUATION:
 - CREW: FULLY QUALIFIED, EXPERIENCED, SUPERB TEAMWORK
 - MISSION BRIEF AT 041530 SEP (CREW & PAX)

Figure C-4. Example Mission Factors.

(2) Review the mission’s METT-TC factors to identify those enemy and accident/fratricide hazards that are most likely to cause loss of combat power. That is, identify those hazards that are not adequately controlled at this or the next lower echelon of command. To do this, answer the questions in the matrix shown in figure C-5 to determine if the hazard needs to be risk managed.

	<u>Adequate</u>	
	YES	NO
Support – Is type/amount/capability/condition of support adequate to control hazard? - Personnel - Equipment/materiel - Supplies - Services/facilities		
Standards – Is guidance/procedure adequately clear/ practical/specific to control hazard?		
Training – Is training adequately thorough and recent to control hazard?		
Leader – Is leadership ready, willing and able to enforce standards required to control hazard?		
Unit Self Discipline – Is unit performance and conduct self-disciplined to control hazard?		
– If all “yes”, no further action. – If one or more “no”, risk manage this hazard (ENTER IT ON THE RISK MANAGEMENT WORKSHEET).		

Figure C-5. Determining If Hazard Requires Risk Management.

(3) Hazards determined to require risk management are identified to the safety officer/NCO, who enters them in block 5 of the risk management worksheet.

b. Assess Hazards.

(1) Determine the risk level of each hazard that is not adequately controlled. Use the risk assessment matrix shown in figure C-6 and your best judgment to select the risk level.

Risk Level: <i>E - Extremely High</i> <i>H - High</i> <i>M - Moderate</i> <i>L - Low</i>		HAZARD PROBABILITY				
		<i>Frequent</i>	<i>Likely</i>	<i>Occasional</i>	<i>Seldom</i>	<i>Unlikely</i>
s e v e r i t y	<i>Catastrophic</i>	E	E	H	H	M
	<i>Critical</i>	E	H	H	M	L
	<i>Marginal</i>	H	M	M	L	L
	<i>Negligible</i>	M	L	L	L	L

Figure C-6. Risk Assessment Matrix – Assess Hazards.

(2) Provide the risk level for each hazard to the safety officer/NCO. The safety officer/NCO enters this information in block 6 of the risk management worksheet as the initial risk level for each hazard (see figure C-7).

RISK MANAGEMENT WORKSHEET					PAGE 1 of 1
1. MSN/TASK : Insertion / Extraction		2. DTG BEGIN : 042100SEP97 END : 042200SEP97		3. DATE PREPARED: 041300SEP97	
4. PREPARED BY: MAJ PARKER, ASSISTANT S-3 <small>RANK/LAST NAME/DUTY POSITION</small>					
5. HAZARDS	6. INITIAL RISK LEVEL	7. CONTROLS	8. RESidual RISK LEVEL	11. HOW TO IMPLEMENT	12. HOW TO SUPERVISE
Adverse Environment - 0% Illumination - Complete Blackout - Visibility during Flight - Brownout	EH				
Continuous Operations - Fatigue	H				
Unfamiliar Terrain - Flight Plan - Landing Zone	H				
Inadequate Planning Time	EH				
9. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (CIRCLE ONE): LOW MODERATE HIGH EXTREMELY HIGH				10. RISK DECISION AUTHORITY: <small>RANK/LASTNAME/DUTY POSITION</small>	

Figure C-7. Risk Management Worksheet – Assess Hazards.

c. Develop Controls.

(1) Develop one or more controls to eliminate each hazard or to reduce its level of risk. Controls should address the reason(s) the hazard needs to be risk managed (see paragraph C-4a(2) above).

(2) Provide controls to the safety officer/NCO, who enters them in block 7 of the risk management worksheet (see figure C-8).

RISK MANAGEMENT WORKSHEET						PAGE 1 of 1
1. MSN/TASK : Insertion / Extraction		2. DTG BEGIN : 042100SEP97 END : 042200SEP97		3. DATE PREPARED: 041300SEP97		
4. PREPARED BY: <u>MAJ PARKER, ASSISTANT S-3</u> <small>RANK/LAST NAME/DUTY POSITION</small>						
5. HAZARDS	6. INITIAL RISK LEVEL	7. CONTROLS	8. RESIDUAL RISK LEVEL	11. HOW TO IMPLEMENT	12. HOW TO SUPERVISE	13. COMMENTS
Adverse Environment - 0% Illumination - Complete Blackout - Visibility during Flight - Brownout	EH	Enroute altitude greater than 500 ft AGL. Ensure Crew has current hazard map NVDs will be used PC/AC will brief brown-out procedures Aircraft ramp tongue and cargo door closed				
Continuous Operations - Fatigue	H	Ensure crew rest plan is adhered to				
Unfamiliar Terrain - Flight Plan - Landing Zone	H	Ensure crew has current photos/maps of LZ				
Inadequate Planning Time	EH	Full rehearsal will be conducted				
9. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (CIRCLE ONE): LOW MODERATE HIGH EXTREMELY HIGH			10. RISK DECISION AUTHORITY: <small>RANK/LASTNAME/DUTY POSITION</small>			

Figure C-8. Risk Management Worksheet – Develop Controls.

d. Determine Residual Risk.

(1) For each hazard, use the risk assessment matrix (figure C-9) and your best judgment to determine the level of risk remaining, assuming the controls are implemented.

Risk Level: <i>E - Extremely High</i> <i>H - High</i> <i>M - Moderate</i> <i>L - Low</i>		HAZARD PROBABILITY				
		Frequent	Likely	Occasional	Seldom	Unlikely
Severity	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L

Figure C-9. Risk Assessment Matrix – Determine Residual Risk.

(2) Provide the residual risk level for each hazard to the safety officer/NCO, who enters it in block 8 of the risk management worksheet (see figure C-10).

RISK MANAGEMENT WORKSHEET						PAGE 1 of 1
1. MSN/TASK: Insertion / Extraction		2. DTG BEGIN: 042100SEP97 END: 042200SEP97		3. DATE PREPARED: 041300SEP97		
4. PREPARED BY: MAJ PARKER, ASSISTANT S-3 <small>RANK/LAST NAME/DUTY POSITION</small>						
5. HAZARDS	C C N T R O L L E V E L	7. CONTROLS	R E S I D U A L R I S K L E V E L	11. HOW TO IMPLEMENT	12. HOW TO SUPERVISE	13. C O F F I C E R L I S T
<u>Adverse Environment</u> - 0% Illumination - Complete Blackout - Visibility during Flight - Brownout	EH	Enroute altitude greater than 500 ft AGL. Ensure Crew has current hazard map NVDs will be used PC/AC will brief brown-out procedures Aircraft ramp tongue and cargo door closed	H			
<u>Continuous Operations</u> - Fatigue	H	Ensure crew rest plan is adhered to	M			
<u>Unfamiliar Terrain</u> - Flight Plan - Landing Zone	H	Ensure crew has current photos/maps of LZ	M			
<u>Inadequate Planning Time</u>	EH	Full rehearsal will be conducted	H			
9. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (CIRCLE ONE): LOW MODERATE HIGH EXTREMELY HIGH			10. RISK DECISION AUTHORITY: COLONEL BATTISTE/BDE CDR <small>RANK/LASTNAME/DUTY POSITION</small>			

Figure C-10. Risk Management Worksheet – Residual Risk.

e. Determine COA Risk.

(1) The safety officer/NCO determines the overall risk level for each COA assuming the commander selects the controls and they are implemented. He uses procedures in the unit’s SOP to do this. If the unit has no such procedures, the COA’s overall risk level is the same as the hazard with the highest residual risk. The safety officer/NCO circles the COA’s risk level in block 9 (see figure C-10).

(2) The safety officer/NCO analyzes the feasibility and acceptability of each COA in terms of residual risk. He scores the residual risk criterion for each COA using weights determined by the XO and provides these scores for entry on the decision matrix.

(3) The safety officer/NCO presents hazards, controls, and risks during the commander’s decision briefing. Risk management worksheets may be used for this purpose.

f. Make Risk Decision.

(1) The commander selects the COA and decides whether or not to accept the COA’s risk level. He decides what level of residual risk he will accept and approves control measures that will result in that level or a lower level of risk. He obtains the higher commander’s approval to accept any level of residual risk that might imperil the higher commander’s intent or is not consistent with his risk guidance. The safety officer/NCO enters the name, rank and duty position of the commander accepting the COA’s risk level in block 10 of the risk management worksheet (see figure C-10).

(2) The S3 develops and issues a warning order that contains the commander’s refined risk guidance.

g. Implement Controls.

(1) Based on the commander’s decision and risk guidance, staff determines how each control will be put into effect or communicated to the personnel who will make it happen; for example, FRAGO, OPORD, tactical standing operating procedures (TACSOP), mission briefing, and rehearsals. The safety officer/NCO enters this information in block 11 of the risk management worksheet (see figure C-11).

RISK MANAGEMENT WORKSHEET				PAGE 1 of 1	
1. MSN/TASK: Insertion / Extraction		2. DTG BEGIN: 042100SEP97 END: 042200SEP97		3. DATE PREPARED: 041300SEP97	
4. PREPARED BY: MAJ PARKER, ASSISTANT S-3 <small>RANK/LAST NAME/DUTY POSITION</small>					
5. HAZARDS	6. INITIAL RISK LEVEL	7. CONTROLS	8. REDUCED RISK LEVEL	11. HOW TO IMPLEMENT	12. HOW TO SUPERVISE
<u>Adverse Environment</u> - 0% Illumination - Complete Blackout - Visibility during Flight - Brownout	EH	Enroute altitude greater than 500 ft AGL. Ensure Crew has current hazard map NVDs will be used PC/AC will brief brown-out procedures Aircraft ramp tongue and cargo door closed	H	Mission Brief Rehearsals Mission Brief Rehearsals	← ← ← ←
<u>Continuous Operations</u> - Fatigue	H	Ensure crew rest plan is adhered to	M	TACSOP	← ← ←
<u>Unfamiliar Terrain</u> - Flight Plan - Landing Zone	H	Ensure crew has current photos/maps of LZ	M	Mission Brief Rehearsals	← ←
<u>Inadequate Planning Time</u>	EH	Full rehearsal will be conducted	H	FRAGO	←
9. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (CIRCLE ONE): LOW MODERATE HIGH EXTREMELY HIGH			10. RISK DECISION AUTHORITY: COLONEL BATTISTE/BDE CDR <small>RANK/LASTNAME/DUTY POSITION</small>		

Figure C-11. Risk Management Worksheet – Implement.

(2) The staff coordinates controls, integrates them into the FRAGO and/or appropriate paragraphs and graphics of the OPORD, and confirms understanding by subordinate units during the rehearsal.

h. Supervise.

(1) The staff determines how each control will be monitored and/or enforced to ensure it is effectively implemented. For example: command presence, direct supervision, precombat inspection (PCI), precombat checks (PCC), situation report (SITREP), spot check, radio net monitoring and crosstalk, back brief, etc.

(2) The staff provides control supervision methods to the safety officer/NCO, who enters them in block 12 of the risk management worksheet (see figure C-12).

i. Conduct Risk Management Assessment.

(1) The staff evaluates the effectiveness of each control in reducing the risk of the targeted hazard. They provide a “yes” if effective, or “no” if not, to the safety officer/NCO, who enters this information in block 13 of the risk management worksheet.

(2) For each control judged not effective, the staff determines why and what to do the next time the hazard is identified; for example, change the control, develop a different control, or change the method of implementation or supervision. They provide this information to the safety officer/NCO, who reports it during the after action review (AAR).

(3) The safety officer/NCO evaluates the unit’s risk management performance and reports it during the AAR. The matrix shown in figure C-13 may be used for this report.

RISK MANAGEMENT WORKSHEET						PAGE 1 of 1
1. MSN/TASK: Insertion / Extraction		2. DTG BEGIN: 042100SEP97 END: 042200SEP97		3. DATE PREPARED: 041300SEP97		
4. PREPARED BY: MAJ PARKER, ASSISTANT S-3 <small>RANK/LAST NAME/DUTY POSITION</small>						
5. HAZARDS	6. INITIAL RISK LEVEL	7. CONTROLS	8. RESIDUAL RISK LEVEL	11. HOW TO IMPLEMENT	12. HOW TO SUPERVISE	13. C. FORCE/OPORD/FRAGO/REHEARSALS
<u>Adverse Environment</u> - 0% Illumination - Complete Blackout - Visibility during Flight - Brownout	EH	Enroute altitude greater than 500 ft AGL. Ensure Crew has current hazard map NVDs will be used PC/AC will brief brown-out procedures Aircraft ramp tongue and cargo door closed	H	Mission Brief Rehearsals Mission Brief Rehearsals	Direct Supv Mission Updates	
<u>Continuous Operations</u> - Fatigue	H	Ensure crew rest plan is adhered to	M	TACSOP	Direct Supv	
<u>Unfamiliar Terrain</u> - Flight Plan - Landing Zone	H	Ensure crew has current photos/maps of LZ	M	Mission Brief Rehearsals	Direct Supv Mission Update	
<u>Inadequate Planning Time</u>	EH	Full rehearsal will be conducted	H	FRAGO	Direct Supv	
9. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (CIRCLE ONE): LOW MODERATE HIGH EXTREMELY HIGH			10. RISK DECISION AUTHORITY: COLONEL BATTISTE/BDE CDR <small>RANK/LAST NAME/DUTY POSITION</small>			

Figure C-12. Risk Management Worksheet – Supervise.

Assessment Questions	GO	NO GO
Identified the most important hazards.		
Available facts for each METT-TC factor gathered and considered?		
Hazards (enemy and accident) most likely to result in loss of combat power identified?		
Assessed risk level of each hazard.		
Valid method/tool used to assess initial risk levels?		
Developed appropriate control options and determined residual risk.		
Each control addressed hazard reason(s)?		
Residual risk level realistic for each hazard?		
Valid method/tool used to determine the residual risk level for each COA?		
Residual risk level for each COA entered on decision matrix?		
Made risk decision for selected COA.		
Valid procedure/guidance used for determining risk decision authority?		
Hazards and controls clearly communicated to responsible unit/leadership.		
Controls integrated into appropriate paragraphs and graphics of the OPORD/FRAGO and rehearsals?		
Implemented and enforced controls.		
Effective methods used to supervise/enforce controls?		

Figure C-13. Risk Management / Task Standards and Performance Assessment.

C-5. Definitions.

a. HAZARD – Actual or potential condition that can cause injury, illness, or death of personnel; damage to or loss of equipment or property; or mission degradation.

b. CONDITION – The readiness status of personnel and equipment with respect to the operational environment during mission planning, preparation, and execution. Readiness that is below standard leads to human error, material failure, and inadequate precautions for environmental factors, which may cause accidents, fratricide, and mission degradation.

c. RISK – The probability of exposure to injury or loss from a hazard. Risk level is expressed in terms of hazard probability and severity.

d. PROBABILITY – The likelihood that an event will occur. Levels of probability are—

(1) Frequent – Occurs often, continuously experienced.

(2) Likely – Occurs several times.

(3) Occasional – Occurs sporadically.

(4) Seldom – Unlikely, but could occur at some time.

(5) Unlikely – Can assume it will not occur.

e. SEVERITY – The expected consequence of an event in terms of degree of injury, property damage, or other mission-impairing factors. Levels of severity are—

(1) Catastrophic – Death or permanent total disability, system loss, major damage, significant property damage, mission failure.

(2) Critical – Permanent partial disability, temporary total disability in excess of 3 months, major system damage, significant property damage, significant mission degradation.

(3) Marginal – Minor injury, lost workday accident, minor system damage, minor property damage, some mission degradation.

(4) Negligible – First aid or minor medical treatment, minor system impairment, little/no impact on mission accomplishment.

f. CONTROLS – Actions taken to eliminate hazards or reduce their risk.

g. RISK ASSESSMENT – The identification and assessment of hazards (the first two steps of the risk management process).

h. RESIDUAL RISK – The level of risk remaining after controls have been selected for hazards. (Controls are identified and selected until residual risk is at an acceptable level or until it cannot be practically reduced further.)

Appendix D

AIRCRAFT SURVIVABILITY

SECTION I. FUNDAMENTALS AND THREAT CONSIDERATIONS

D-1. Fundamentals of Aircraft Survivability. Tactical helicopters operate throughout the battlefield. While conducting their assigned missions, they are protected with aircraft survivability equipment (ASE). There is a tendency to view ASE as the whole of aircraft survivability. However, ASE is but a portion of electronic warfare (EW), which, in turn, is but one of several pillars that support information operations (IO)/information warfare (IW). FM 100-6 changed EW terminology to the three functions described below.

a. Electronic Attack. Electronic attack (EA)—formerly electronic countermeasures (ECM)—is the portion of EW that involves using electromagnetic or directed energy to attack personnel, facilities, and equipment. The intent is to degrade, neutralize, or destroy enemy combat capability. EA includes actions taken to prevent or reduce the enemy's effective use of the electromagnetic spectrum through jamming, destruction, and electromagnetic deception. EA also includes the employment of weapons that use either electromagnetic or directed energy—lasers, radio frequency, and particle beams, for example—as their primary destructive mechanism. Sources of electromagnetic energy also may be used as the primary means of terminal weapons guidance to damage or destroy personnel, facilities, or equipment. ASE systems include chaff, flares, radar jamming, and infrared (IR) jamming.

b. Electronic Protection. Electronic protection (EP)—formerly electronic counter-countermeasures (ECCM)—is that part of EW that involves actions taken to protect personnel, facilities, and equipment from effects of friendly or enemy EW actions that may degrade, neutralize, or destroy friendly combat capability. To minimize its vulnerability to EA, EP should be considered for all battlefield systems deriving operational capabilities through the use of the electromagnetic spectrum. EP includes optical, electronic, IR, and radar target acquisition, non-cooperative target recognition (NCTR) systems, as well as smart weapons system sensors, fuses, guidance, and control components. ASE systems include antenna design, signature reduction, IR absorbing paint, etc.

c. Electronic Support. Electronic support (ES)—formerly electronic support measures (ESM)—is the portion of EW that involves actions tasked by, or under the direct control of, an operational commander. Actions are those taken to search for, intercept, identify, and locate sources of radiated electromagnetic energy for immediate threat recognition in support of EW operations. ES also includes tactical actions, such as threat avoidance, homing, and targeting. ES focuses on surveillance of the electromagnetic spectrum to support the commander's immediate decisionmaking requirements for use of EW or other tactical actions. Other tactical actions include threat avoidance, targeting, or homing. ES normally is provided by organic intelligence and sensing devices based on EW technology integrated into other weapon systems. ES also may be provided by assets from other echelons capable of providing combat information to the supported command. ES ensures EA and EP applications receive the input needed to operate effectively. Examples of ES actions include battlefield systems executing direction-finding operations, detecting and identifying enemy missions or other electromagnetically-measured signatures for immediate exploitation, locating high value targets for electronic attack, and providing threat avoidance information. ASE systems include radar, laser, and IR missile-detecting sets.

D-2. ASE Tenets. The role of ASE is to reduce the vulnerability of our aircraft, thus allowing the aircrew to accomplish their immediate mission and survive to fight another day. The methodology for achieving survivability is supported by the ASE tenets, a five-fold approach to ensure that Army aircrews are able to accomplish their mission again and again. Sound tactical flight and signature reduction provide the baseline for using the tenets. Warning leads to jamming. The five tenets are described below. They are in sequential order, starting from the most effective and least expensive and proceeding to the least effective and most expensive.

a. Tactics. Proper tactics reduce exposure times to enemy weapons. Nap-of-the-earth (NOE) flight not only limits line-of-sight (LOS) exposure times, but also places the aircraft's radar, IR, and optical signature in a cluttered environment. NOE tactics, combined with ASE protection and stand-off ranges, allow Army aviation not only to survive, but also to perform its mission on the battlefield. ASE protection is severely degraded when the aircraft is flown when not tactically sound (blue-sky background).

b. Signature Reduction. These EP measures are taken into account by engineering or design changes such as flat canopies, exhaust suppressers, and coating the aircraft with low-IR reflective paint. Signature reduction alone greatly increases survivability. Without signature reduction, ASE effectiveness is degraded and in some cases erased. The aviator choosing how much signature to expose to the threat also performs signature control.

c. Warning. The next step in ASE protection is to provide warning to aircrews when they are about to be engaged, allowing them time to react. Examples are radar, laser detecting sets, and IR missile warning systems.

d. Jamming and Decoying. Aircrews must stay on station despite warnings. When this occurs, countermeasures capable of jamming and/or decoying the fire control or guidance systems of threat weapons are required. Chaff, flares, and radar and IR jammers provide this type of EA protection.

e. Aircraft Hardening. This vulnerability reduction protection provides for ballistic tolerance, redundant critical flight systems, and crashworthy features to minimize the damage to an aircraft once it has been hit.

D-3. Threat Considerations. This section is not system-specific; rather, it provides general information on threat systems that can be applied to specific threats on a case-by-case basis. Threat considerations include threat engagement sequence, time and space, tools, engagement envelope, and probability of hit, as outlined below.

a. Threat Engagement Sequence. All weapon systems must complete a series of events—called an engagement sequence—to actually have effect on the target (aircraft). Any step in the engagement sequence that is missed forces the threat to start over again. Example: Five elements required to compute an anti-aircraft artillery (AAA) fire control solution are range, azimuth, elevation, velocity, and time of flight (TOF). If one of the five elements is incorrect, the AAA system will not hit the target. Weapon systems sensors must—

- (1) Detect.
- (2) Acquire.
- (3) Track.
- (4) Launch and guide (or fire and ballistics).
- (5) Assess damage.

b. Time and Space. The threat must detect, acquire, track (establish fire control solution), and fire at the aircraft. The TOF of the projectile must be determined. The threat must predict where the aircraft target will be (within a few meters) when its ordnance travels to a point in space and time. The difference between detection and acquisition, versus tracking, is important. In detection and acquisition, the threat weapon system does not have refined data to fire at an object. The threat weapon system must track the aircraft long enough to determine range, azimuth, elevation, and velocity to predict when and where to fire to hit its target. Indications of search or acquisition activity

may indicate, to the aircrew, time to increase their vigilance (e.g., change mode of flight, actively search for masking terrain features, etc.). Tracking indications alert the aircrew to an immediate action requirement (masking or—when terrain is not readily available—ASE decoys and evasive maneuvers).

c. Tools. Tactics, signature reduction, warning, jamming, and decoys are the tools available to preclude a successful threat engagement. If hit, you may have to count on aircraft hardening.

d. Engagement Envelope. All threat systems are confined by physics. Each system has a maximum altitude and range in which its projectile will travel. In addition, all threat systems have a minimum and maximum effective altitude and range. These numbers are computed against a cooperative engagement—non-maneuvering aircraft, blue-sky background, flat terrain, steady velocity, if any, etc. The effective envelope for a threat system is based upon a 50 percent hit probability. That is, at the maximum (or minimum) effective range (or altitude), the weapon system is able to hit the target one out of two times. As the target gets further into the threat's envelope, the probability of a first shot kill increases. As the target gets further outside the threat envelope, the probability decreases until the target is outside the threat's maximum range (or altitude) where it is physically impossible to be hit.

e. Probability of Hit. The aircrew has the ability to decrease the probability of hit by making the engagement more difficult for the threat. A stationary target, for example, allows the threat to adjust each shot off the last until it hits the aircraft. A more difficult engagement would be a moving, constant velocity shot. A prediction can be made and, if a miss occurs, an adjustment can be made based on the last shot. The most difficult engagement is against a moving target that varies range, altitude, elevation and velocity. Prediction is impossible because all four factors are changing at differing rates.

D-4. Threat Weapon Sensors. Generally four major types of threat weapon sensors exist. These may be man portable or transported by land, sea, or aerial platforms. It is important to determine the actual sensor type and guidance package for each threat and understand their inherent capabilities and limitations. (For indepth information on particular threat systems, contact your unit ASE/electronic warfare officer or tactical operations officer.) The four major threat weapon sensors—radar, IR, laser and directed energy weapons, and optical/electro-optical (EO)—are discussed below.

a. Radar Radio Frequency. Direct threat radar weapons require LOS to hit the target. Direct threat radar weapons are either fire-controlled AAA or, for missile systems, command, semi-active radar homing (SARH), active radar homing, track-via-missile (TVM), or ground-aided seeker (GAS). Radar weapons must detect, acquire, track, launch and guide (or fire a ballistic solution), and assess damage. Radar systems have trouble with ground clutter. To pick out targets from ground clutter, radar systems can detect movement through the use of a moving target indicator (MTI), Doppler (continuous wave radar), or pulse Doppler. Some modern radar systems can, and do, track not only the movement of the aircraft itself, but also the movement of rotor blades. A few older radar systems had blind speeds (called a Doppler notch) where they could not detect an aircraft flying a specific speed towards or away from the radar. However, not only do modern radar systems cancel blind speeds, but also even with older radar systems, an aircraft had difficulty maintaining constant speed and angle to or from the one radar. (It is impossible to be in the Doppler notch of more than one radar at a time.) Radar systems can be detected, avoided, decoyed, jammed, and destroyed by direct and indirect fires (self, artillery, and anti-radiation missiles).

b. Infrared. All IR direct threat weapons require LOS to be set before launch; the in-flight missile must maintain LOS with the target until impact or detonation of the proximity fuse. IR missiles require the operator to visually detect the target and energize the seeker before the sensor acquires the target. The operator must track the target with the seeker caged to the LOS. The operator must do so until it is determined that the seeker is tracking the target and not background objects (natural or manmade objects such as vehicles, the sun, reflected energy of the sun off clouds, etc.). The IR sensor is also susceptible to atmospheric conditions (haze, humidity), the signature of the aircraft and its background, flares, decoys, and jamming. Generally, IR systems are difficult to—

- (1) Detect prior to launch (passive sensor).
- (2) Predict where they may be located (portability).
- (3) Respond to (short TOF after launch).
- (4) Hard kill (requires shooting at an in-flight missile).

c. Laser and Directed Energy Weapons. Laser/directed energy weapons (DEW) weapons really fit two distinct categories—laser-guided or laser-aided weapons, and pure laser/DEW weapons. Laser-guided or laser-aided weapons are those that use the laser to perform ranging, tracking, or guiding functions for conventional explosive missiles or projectiles. Pure laser/DEW weapons use laser and other forms of DEW to inflict damage to the aircraft or its sensors (as a byproduct, the aircrew's eyes may be damaged). Pure laser/DEW weapons are not required to burn a hole in the target to destroy it—although these weapons are reaching that capability. Simply igniting fuel vapor near vents or burning through fuel lines are effective as well as glazing the cockpit glass so the aircrew cannot see out. Inherently laser/DEW weapons are short duration, hard to detect, extremely hard to decoy or jam, and hard to kill. Fortunately they must rely upon LOS, atmospheric conditions, and are somewhat short-ranged at present.

d. Optical/Electro-Optical. Optical/EO sensors are used either as the primary or secondary sensor for all weapon systems. Although they rely upon LOS, they are, with very few exceptions, completely passive. They are limited by human eyes, atmospheric conditions, distance, jitter, and, in many cases, by darkness. The optical/EO sensors are most difficult to detect, seldom can be decoyed, can be jammed in the sense of obscurants, but, when located, can be killed.

SECTION II. AIRCRAFT SURVIVABILITY EQUIPMENT (ASE)

D-5. General. ASE systems can be categorized in three areas: signature reduction, situational awareness, and active countermeasures.

a. Aircraft Signature Reduction. All tactical helicopters are painted with non-reflective IR absorbing paint.

(1) Reducing the aircraft exhaust gas signature aids the effectiveness of the AN/ALQ-144A IR missile jammer by reducing missile lock-on ranges.

(a) AH-64 aircraft have exhaust suppression called "Black Hole" that reduces the IR signature and aids the effectiveness of the AN/ALQ-144A IR missile jammer.

(b) UH-60/EH-60 aircraft are equipped with the Hover Infrared Suppression System (HIRSS) that reduces the IR signature by suppressing hot exhaust gases.

(c) OH-58D (Kiowa Warrior) aircraft are equipped with an exhaust gas suppression system that reduces the IR signature by diverting hot exhaust gases into the rotor system. By directing the exhaust gases up and away from the horizontal view of the aircraft, IR missile lock-on ranges are reduced.

(2) The radar and IR signature of tactical helicopters is least when viewed from the front.

(3) The maximum IR signature is from the rear quadrants, while the maximum radar signature is from the side aspects.

(4) The aircrews have the ability to decrease the signature exposed to threats by changing the aircraft's aspect.

b. Situational Awareness. All tactical helicopters are equipped with pulsed wave radar signal detecting sets (RSDS) (for example, AN/APR-39A(V)1), which provide the aircrew with alerts of radar activity. AH-64 and OH-58D aircraft have additional situational awareness provided by the AN/AVR-2/2A, which provides alerts to aircrews of laser activity. Aircrews use the cues from the RSDS to change modes of flight (contour to NOE) or increase vigilance (actively seek masking terrain features).

c. **Active Countermeasures.** ASE countermeasures are required when masking terrain is not readily available to buy time until the aircraft can maneuver to masking terrain or outside of threat range. IR threats can be jammed by AN/ALQ-144A(V)1. Radar threats can be decoyed by use of the M-130 with chaff (not normally installed on OH-58s).

D-6. AH-64 ASE Suite. The AH-64 is equipped with a suite of ASE designed to protect it while performing its unique missions. This suite is illustrated in figure D-1.

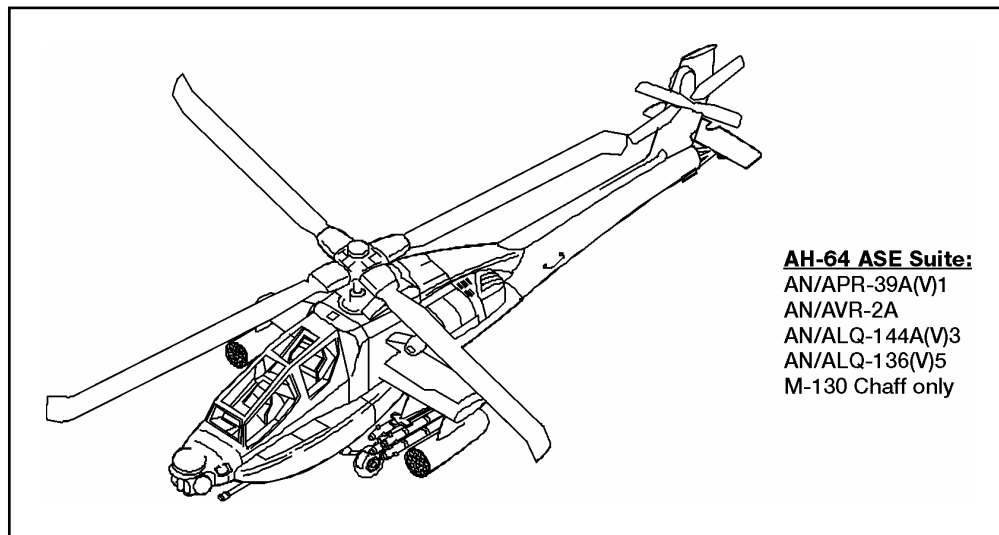


Figure D-1. AH-64 ASE Suite.

D-7. EH-60/UH-60 Suites. Each EH-60 and UH-60 aircraft is equipped with a suite of ASE designed to protect it while performing its unique missions. This suite is illustrated in figure D-2.

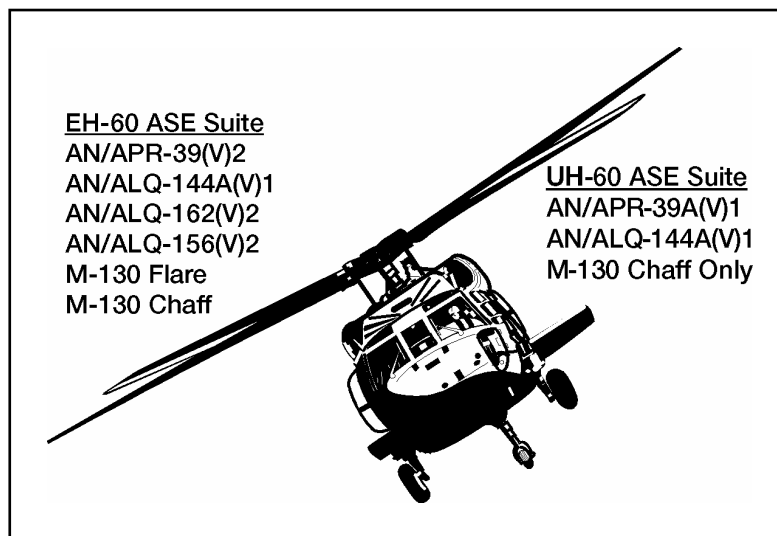


Figure D-2. EH-60/UH-60 ASE Suites.

a. EH-60 ASE Suite Capabilities. The EH-60 ASE suite provides for pulsed wave (PW) radar and continuous wave (CW) radar signal detection, and CW radar jamming and decoying for radar-directed threats. Additionally the ASE suite provides omnidirectional IR jamming and decoying for IR-directed threats.

b. UH-60 ASE Suite Capabilities. The UH-60 ASE suite provides for PW radar jamming and decoying for radar-directed threats. Additionally the ASE suite provides omnidirectional IR jamming for IR-directed threats.

D-8. OH-58D ASE Suite. The OH-58D is equipped with a suite of ASE designed to protect it while performing its unique missions. This suite is illustrated in figure D-3.

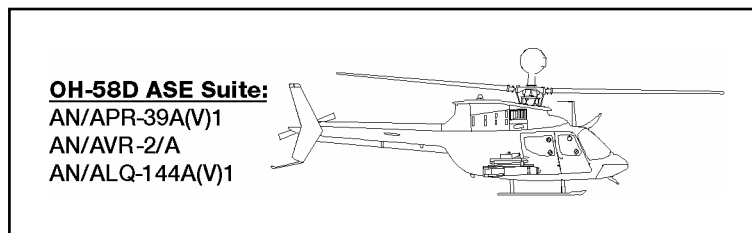


Figure D-3. OH-58D (Kiowa Warrior) ASE Suite.

D-9. ASE System Descriptions. A brief description of each ASE system is provided below, along with the configuration available to optimize the ASE system.

a. AN/APR-39A(V)1. The AN/APR-39A(V)1 RSDS is an upgraded version of the AN/APR-39(V)1. It uses a digital processor, alphanumeric symbol display, and synthetic voice warning to provide the aircrew coverage of radar-directed air defense threat systems. It provides coverage for C/D- and E- through M-band PW radar. The theater-specific Emitter Identification Database (EID) software is reprogrammable.

b. AN/AVR-2/2A. The AN/AVR-2/2A laser detecting set is a passive laser warning system. It provides input to the AN/APR-39A(V)1 to detect laser energy. The 2A version is also used as sensors for the Multiple Integrated Laser Engagement System (MILES) Air Ground Engagement System (AGES). The system has a reprogrammable EID.

c. AN/ALQ-144A(V)1. The AN/ALQ-144A(V)1 countermeasure set (CMS) is an active, continuously-operating omni-directional, IR jammer system for helicopters designed to confuse or decoy threat IR missile systems. The AN/ALQ-144A(V)1 CMS is designed to provide jamming of all known threat IR missile systems when operated on an aircraft that has been equipped with low reflective paint and engine exhaust suppressers. The system has specific jam program number (JPN) settings that must be set prior to flight (see figure D-4).

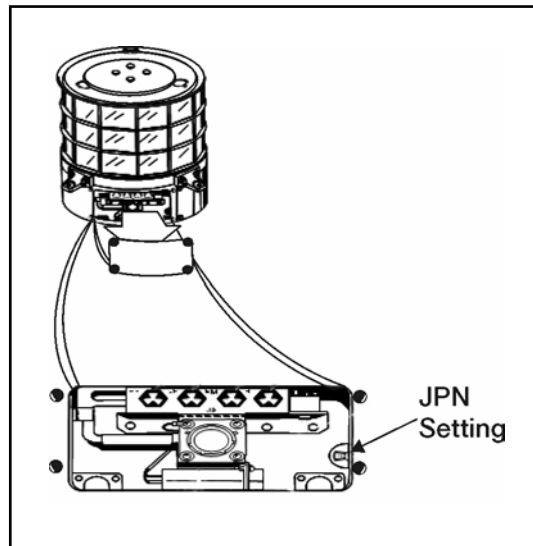


Figure D-4. AN/ALQ-144A Setting.

d. M-130. The M-130 general purpose dispenser dispenses chaff and flares. The system is operated either manually or automatically through interface with other countermeasure systems. The chaff provides protection against radar-directed anti-aircraft weapon systems, while the flares provide protection against IR-directed missile systems. When dispensing chaff, the M-130 reduces or eliminates the enemy's ability to hit and destroy aircraft by using radar-controlled, anti-aircraft weapons. When dispensing flares, the M-130 reduces, or eliminates, the enemy's ability to hit and destroy aircraft by use of IR-guided missiles. When the M-130 is set to dispense chaff, the electronic control module must be set with the program setting for the aircraft prior to flight.

D-10. ASE Configuration Settings. Configuration settings for ASE are located on the classified Multi-Service Electronic Combat Bulletin Board System (MSEC-BBS) sponsored by the Army Reprogramming Analysis Team (ARAT) located at Eglin Air Force Base, Florida. Connection to the MSEC-BBS requires an accredited computer, communications software, null modem cable, and a secure telephone unit III (STU III). The MSEC-BBS must be contacted to ensure each unit has the most current ASE settings for each theater of operations.

D-11. Tactical Operations Officers and ASE/EWOs.

a. Tactical Operations Officers. For ASE to provide effective protection during a mission, configuration settings must be optimized for the threats encountered. The tactical operations officers (TOOs) at the brigade and battalion staff assist the S3 operations officer in mission planning for aircraft survivability while accomplishing the mission. Table(s) of organization and equipment (TOE) place the TOOs in the aviation troop as a CW3, in battalion or squadron operations as a CW4, and in the regiment or brigade as a CW5. The TOO is identified by the skill qualification identifier (SQI) I (for example, 152DI). DA PAM 611-21 describes the TOO position as warrant officers qualified to:

- (1) Plan, schedule, coordinate, and brief tactical and non-tactical missions.
- (2) Operate the aviation mission planning system.
- (3) Develop, plan, coordinate, and brief electronic warfare operations.
- (4) Manage flying hours and ASE programs.

b. ASE/EWOs. The ASE/EW officer is a CW2 in the aviation troop or company. The ASE/EW officer is identified by the additional skill identifier (ASI) H3 (for example, 152D0H3). The ASE/EW officer ensures optimum ASE configuration settings are prepared for each flight.

SECTION III. OPERATIONAL EMPLOYMENT CONSIDERATIONS

D-12. General. Aircraft survivability functions must be included throughout mission planning, rehearsal, execution, and recovery operations. Intelligence drives the operations. Mission planning begins with the receipt of the situation and mission; it continues through completion of mission execution and after action review (AAR) (see figure D-5). From the receipt of the enemy situation and mission, it is important to plan and implement aircraft survivability functions.

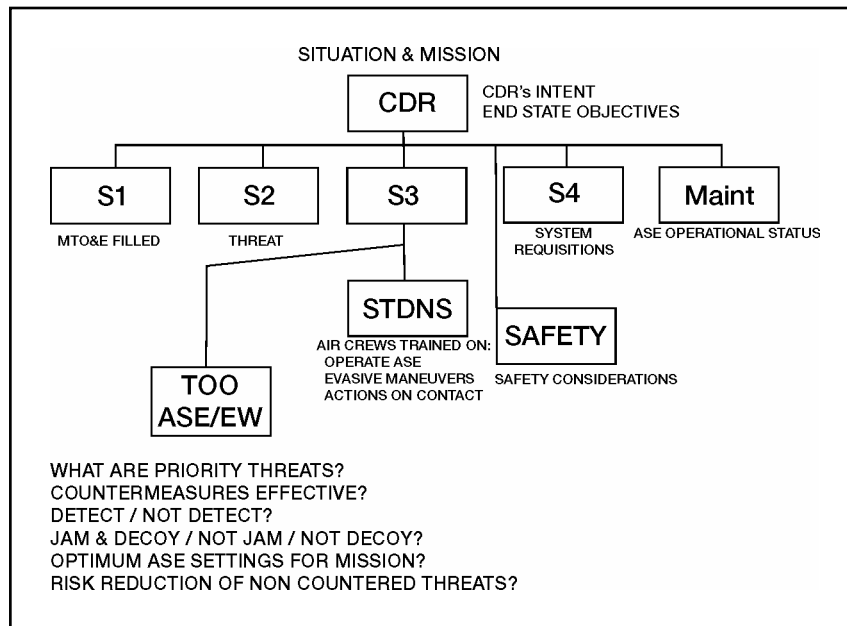


Figure D-5. Mission Planning Roles and Functions.

D-13. Mission Planning. ASE and EW must be considered in all phases of mission planning. The level of planning involved is always predicated on the time, information, and personnel available. OPORDs for military operations are extensive in scope and contain information that acts as a baseline for most unit operations.

a. OPORD. The generation of the OPORD begins upon receipt of the enemy and friendly situation, the mission, and the commander's intent. The EW annex is created to support the OPORD using this information (see sample EW annex). The enemy and friendly situations are further defined with the emphasis on the EW capabilities each aircrew has in order to find, fix, jam, deceive, disrupt, or destroy each other. Once the situation is clearly defined, the mission is analyzed to evaluate the risk to friendly forces at the same time the mission is being accomplished within the prescribed guidelines. After the risk assessment is complete, risk reduction techniques are specified in the execution instructions. These techniques require the commander's approval if mission constraints need to be altered significantly from the original intent. The next step is to determine service support for EW and the command and signal guidance necessary to accomplish the EW phase of the mission.

SAMPLE ANNEX I (ELECTRONIC WARFARE)

SECURITY CLASSIFICATION

ISSUING HEADQUARTERS

LOCATION

DAY, MONTH, YEAR, HOUR, ZONE

ANNEX I (ELECTRONIC WARFARE) TO OPORD XXXX-XX (U)

() References: List basic documents required.

1. () Situation

a. () **Enemy.** Refer to annex B. Provide an estimate of the enemy's communications, non-communications, and EW systems capabilities, limitations, and vulnerabilities including the ability to interfere with the accomplishment of the EW mission stated herein. Determine the ability to detect radar altimeter, Doppler, FM, VHF, and UHF communications, and the ability to interrogate transponder for modes 1, 2, 3A, and 3C. Determine Air Defense EW systems and analyze parameters (i.e. frequencies, PRF, PRI, scan type, wavelength, etc.) for use in risk analysis.

b. () **Friendly.** Provide a list of friendly EW systems available for the mission (i.e. communications, non-communications, navigation, sensors, countermeasures, and Electro-optical systems). Include friendly EW assets that can exploit and disrupt the enemy's usage of the electromagnetic spectrum.

c. () **Assumptions.** State any assumptions about friendly or enemy EW capabilities and possible courses of action that may influence the planning or execution of EW operations.

2. () **Mission.** State the mission to be accomplished by EW operations to support the mission in the basic plan.

3. () Execution

a. () **Concept of Operations.** Summarize the scope of EW operations and the methods and resources to be used. Include TTPs for the threats that may be encountered.

b. () **Tasks.** In separate sub-paragraphs, assign individual tasks to EWOs and crews including instructions and references.

c. () **Coordinating Instructions.** Place instructions applicable to two or more sub-units in the final sub-paragraph.

d. () **Guiding Principles.** State or refer to policies, doctrine, tactics, techniques, and procedures that provide guidance to be followed. Establish any additional guidance and authorized deviations from standardized practices. Describe any constraints that may apply to the mission.

e. () **Special Measures.** Provide any special procedure to be used that is not provided elsewhere.

4. () **Service Support.** Specify support units to provide EW service support. Include verification of threat parameters and ASE settings through the Army Re-programming Analysis Team (ARAT).

5. () **Command and Signal.** Provide information on IFF mode settings and mode Activation/Deactivation line, ASE configuration settings, Havequick settings, SINCGARS settings, A²C² frequencies, AWACS contact points, brevity codes, etc.

Acknowledge:

Name (Commander's last name)

Rank (Commander's rank)

OFFICIAL:

APPENDIXES:

DISTRIBUTION:

(SECURITY CLASSIFICATION)

(This sample EW appendix is unclassified, but when actually accomplished should show proper classification markings of each paragraph.)

b. FRAGO. Once the OPORD, including the EW annex, is generated, it becomes the base document. For specific missions, complete OPORDs may not always be required. In these instances, FRAGOs outlining the changes from the basic OPORD are created and issued to affected units (see figure D-6). Upon receipt of the FRAGO, the staff planners must evaluate the information available and re-validate the EW annex. Any changes to the EW annex must be detailed and disseminated to the aircrews as part of the mission briefing.

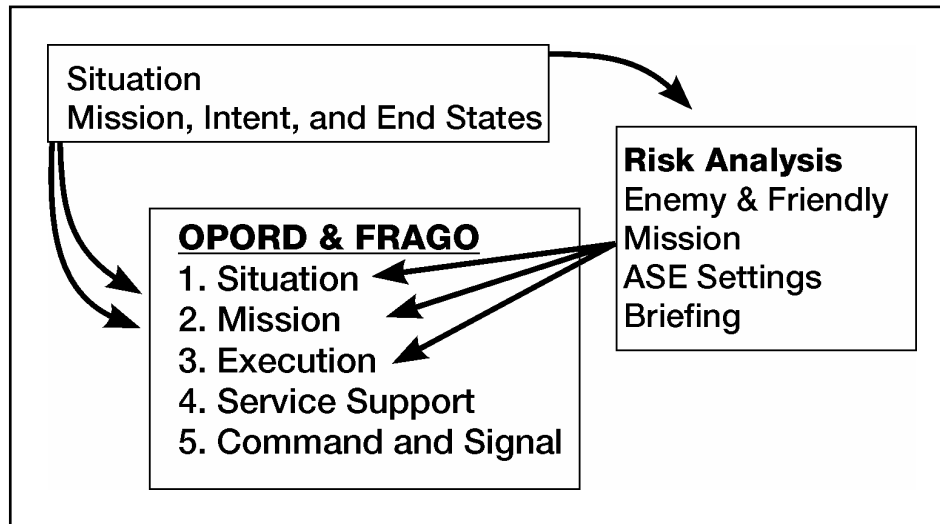


Figure D-6. OPORD and FRAGO.

D-14. ASE Considerations in Risk Management.

a. Identify the Risk. To perform a thorough risk assessment, detailed information about threat system operating procedures, tactics, system capabilities, and locations must be analyzed to determine the enemy's advantages or disadvantages in the use of EW. The capabilities and limitations of friendly EW systems must be compared to the threats to assess the level of risk associated with the mission. S2 and TOO identify the following:

- (1) Operating frequencies of radar threats.
- (2) Radio frequency threats that can or cannot be detected.
- (3) Radio frequency threats radar jamming equipment will affect.
- (4) Radio frequency threats that can be decoyed.
- (5) IR threats that may be encountered.
- (6) IR threats that can be detected.
- (7) IR threats that can be jammed or decoyed.
- (8) Laser/DEW threats that can or cannot be detected.
- (9) Optical/EO threats.

b. Assess the Risk. Prioritize the threat systems and optimize ASE settings for the highest priority threats. Determine the level of risk based on the threat's capabilities and limitations, the capabilities and limitations of the ASE, and the mission (see figure D-7). Use the highest risk to determine the overall risk to the mission. If the risk due to IR threats is high risk, then the overall mission risk would continue to be high risk. The risk assessment worksheet is used to determine what is causing the highest risks so that controls can be developed to reduce those risks. Units can also incorporate ASE risk analysis into unit risk management. FM 100-14 includes a risk management worksheet that meets Force XXI risk management guidelines.

Survivability Risk Analysis				
ACFT Type:	Mission:	Date:		
Mission Profile:	<100' AGL	>100' AGL	Value:	
	Night	Low		Medium
	Day	Medium		High
IR Threats:	Suppressed	Un-Suppressed	Value:	
	IRCM	Low		Medium
	Non-IRCM	Medium		High
RF Threat:	Warning	No-Warning	Value:	
	RFCM	Low		Medium
	Non-RFCM	Medium		High
EO Threat:	Low Visibility & Contrast	High Visibility & Contrast	Value:	
	Masking	Low		Medium
	No-Masking	Medium		High
Laser/DEW Threat:	Warning	No-Warning	Value:	
	Masking	Low		Medium
	No-Masking	Medium		High
Overall Risk:			Highest Value:	
	Re-evaluate mission profile, ASE, or flight routes.		Low	
	Re-evaluate mission profile, ASE, or flight routes.		Medium	
	Re-evaluate mission profile, ASE, or flight routes.		High	
Priority Threats:				
IR:	A	B	C	D
RF:	A	B	C	D
E/O:	A	B	C	D
Laser/DEW:	A	B	C	D
ASE Configuration Settings:				
ALQ-144A	Supressed: _____	Un-Suppressed: _____		
ALQ-162	Jam Program: _____			
APR-39A(V)1	OFP: _____	EID: _____		
APR-39(V)2	Low/High: _____	Theater Position: _____		
M-130 Chaff	Program: AH-64: _____	UH-60: _____	EH-60: _____	
ALQ-156:	_____			
IFF:Mode1	Mode2	Mode3A	Mode3C	Mode4
	_____	_____	_____	_____
				IR= Infrared
				IRCM= IR countermeasures
				Suppressed= IR paint & exhaust
				RF= Radio frequency
				RFCM= RF countermeasures
				EO= Electro-optical

Figure D-7. ASE Risk Assessment Worksheet.

c. Make Decisions and Develop Controls. Determine the optimum ASE configuration settings for each aircraft type and the threats in the mission area.

(1) Identify threats that are highly lethal and not countered by ASE. Develop priority intelligence requirements (PIR), which are submitted by the S2 to higher levels. Take, as an example, the SA-X, which is very lethal. Assume that no organic countermeasures are present. This threat poses a high risk to mission accomplishment. One must determine where the SA-X is located in our area of operations. The latest time of value for this information is XXXX hours.

(2) Apply risk reduction techniques to minimize the risk and enhance the probability of survival, as follows:

- (a) Plan mission time earlier or later to take advantage of night operations.
- (b) Use only suppressed aircraft for the higher risk portions of the mission.
- (c) Request escort aircraft to suppress threats.
- (d) Plan lethal and non-lethal suppression of enemy air defense (SEAD) at critical points to reduce vulnerability.
- (e) Prep the landing zone (LZ)/pickup zone (PZ) with indirect fires.
- (f) Alter flight routes to avoid known air defense areas.
- (g) Plan for deception to include false insertion.
- (h) Take measures to reduce the aircraft signature (emission control (EMCON)).
- (i) Adjust formation/sortie size.

(3) The ASE/EW mission briefing disseminates information and instructions to the aircrews before the mission. The briefing alerts aircrews to the risks associated with the threats, informs them of the optimum ASE settings, and reviews the tactics specific to the mission. These tactics include evasive maneuvers, actions on contact, multiship breakup and reformation procedures, and rules of engagement for countermeasures weapons employment. Figure D-8 shows a sample ASE/EW mission briefing.

d. Implement Controls and Supervise. Commanders and aircrews must take an active role in reducing risks by implementing controls and supervising their implementation.

(1) Commanders ensure ASE/EW considerations and configuration settings are considered and briefed to all aircrews and maintenance personnel.

(2) During preflight checks, aircrews ensure that ASE configuration settings are correct and ASE is operational.

(3) During mission, aircrews ensure identification, friend or foe (IFF) codes are activated and deactivated at proper times and locations during flight.

(4) During AAR, commanders ensure debriefings from aircrews are collected.

(5) Commanders report ASE/EW problems (ambiguities, false alarms, equipment failures, short comings) to higher headquarters.

(6) Aircrews input AMPS data for next mission or other aircrews (for example, threat data, countermeasure responses, locations of false alarms, friendly systems reported as threat).

ASE/EW BRIEFING FORMAT			
OVERALL RISK:	Low	Medium	High
CAUSED BY:	Mission Profile ASE Suite Threat		
ASE and IFF Configuration Settings:			
ASE can detect:			
ASE cannot detect:			
ASE can jam:			
ASE cannot jam:			
Primary threats:	IR RF EO Laser/DEW		
Risk Reduction Measures:			
Changes to Standard TTPs:			
QUESTIONS:			

Figure D-8. ASE Mission Brief Format.

SECTION IV. MISSION EXECUTION

D-15. Mission Execution. During conduct of the mission, it is important for aircrews to be familiar with the ASE situational awareness displays and the expected threat indications. Some actions must be performed without delay. When the visual indications of a gun or missile are fired at the aircraft, or the ASE indicates radar track or launch, the aircrew has but seconds to perform an action to prevent the aircraft from being engaged. There are three distinct parts to reacting to threat engagements—

- Indication (determine immediate actions).
- Evasive maneuver (when masking terrain is not readily available).
- Actions on contact (decision to continue or abort mission).

a. Crew Coordination. Crew coordination must be rehearsed to perform evasive maneuvers. Standardized terminology such as “Missile Three O’clock, Break Right” and “Breaking Right” should be used to avoid confusion. At other times, such as radar search or acquisition, indications do not require evasive maneuvering.

b. Multiship Considerations. Select formations and spacing intervals that provide all aircraft maneuver space to evade hostile fire. Standardized terminology such as “Chalk Two Breaking Right Missile” or “Chalk Three Tracers Three O’clock Breaking Left” should be used to alert the flight to your actions. Briefings should include evasive formation break up procedures and how to reform the formation after breaking the engagement. It is important to communicate your ASE indications to other aircraft in the formation because you may be the only aircraft receiving it due to terrain, narrow radar beam, altitude, or maintenance problems.

D-16. Conclusion. Survivability for Army aviation on the modern battlefield and in stability and support operations (SASO) requires extensive coordination with other staffs. Liaison officer (LNO) operations must include coordination with next higher and maneuver task force staffs at a minimum. Because Army aviation can cover broad spaces at high speeds, coordination for airspace and fire control measures is paramount. The TOO and ASE/EWO are trained to incorporate ASE/EW considerations into the mission planning and execution. ASE is only effective if configured properly and used with tactics to counter the threat’s capabilities. Army aviation must plan to make maximum use of the electromagnetic spectrum and fully exploit the weaknesses of the threat’s EW capabilities.

Appendix E

TRAINING AIDS, DEVICES, SIMULATORS, AND SIMULATIONS (TADSS)

E-1. General. Aviation units enjoyed success in recent combat and stability and support operations (SASO). Much of this success originated with the training done in individual and crew mission simulators. The development of new simulation and simulator technology provides essential tools to train individual aviators and crews. It allows air and ground units, and their staffs, to train for a myriad of operations under trying environmental conditions.

E-2. TADSS Overview. Training aids, devices, simulators, and simulations (TADSS) are vital tools for achieving combat readiness. The Army has a long history of using TADSS in every facet of operations worldwide. Decisionmakers consider analytical results derived from TADSS. The Army uses TADSS to improve the quality of the acquisition process and the products delivered to soldiers.

a. Definitions.

(1) Model. A model is a representation of some or all of the properties of a device, system, or object. There are three basic classes of models: mathematical, physical, and procedural.

(2) Simulation. A simulation is an operating representation of selected features of real-world or hypothetical events and processes. It represents activities and interactions over time. A simulation may be fully automated (i.e., it executes without human intervention), or it may be interactive or interruptible (i.e., the user may intervene during execution). The Corps Battle Simulation (CBS) is a simulation that integrates various models. The functionality of a simulation depends upon the numerous models that serve as the building blocks. For example, an Apache-equipped attack helicopter unit within CBS requires a model of how an AH-64 fights under different conditions. Likewise, the simulation needs models of an M1 Abrams tank, an M2 Bradley fighting vehicle, an M3 cavalry fighting vehicle, and other systems, operating under different conditions. These different models are then consolidated and processed to build the simulation.

(3) Models and Simulations. Model(s) and simulation(s) (M&S) are often used as synonyms. They relate significantly to each other; however, they are not exactly the same in a technical sense. Models are the essential elements or characteristics of a simulation.

(4) Simulator. Although M&S are sometimes used as synonyms (both internal and external to the U.S. Department of Defense (DOD)), the terms simulators and simulations should not be used in that manner. In the training context, simulators are most often associated with either individual or crew skill training. These simulators replicate either significant segments or the entire piece of equipment. An example of a simulator that is associated with crew training is the AH-64A Apache combat mission simulator (CMS). The relationships among models, simulations, and simulators are depicted in figure E-1.

(5) Wargame. Wargaming is used in both training simulations and simulators. A wargame is a simulation of a military operation that involves two or more opposing forces. Rules, data, and procedures designed to depict an actual or assumed real-life situation are used. Wargaming allows those taking part to experiment with alternative tactics and operations against an opposing force. This process forces those taking part to react to the opposing force in developing plans and executing operations. The complexity and sophistication of current simulations bring a high degree of reality to wargame participants.

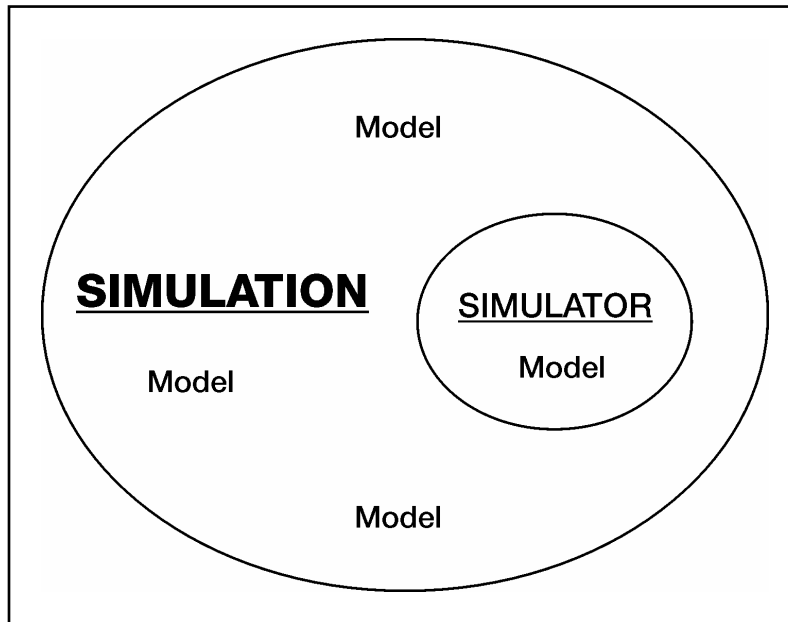


Figure E-1. Relationship of Simulations, Simulators, and Models.

b. Types of Simulations. Simulations can be categorized as constructive, virtual, and live (see figure E-2).

(1) Constructive Simulation. A constructive simulation consists of wargames and models, many of which rely heavily on mathematical methods. Examples include Janus (A), Spectrum, and Brigade/Battalion Battle Simulation (BBS).

(2) Virtual Simulation. A virtual simulation focuses largely on manned simulators interacting within a synthetic environment and, in many cases, with other simulators. Well-known examples are the Simulations Network (SIMNET) simulators in common use throughout the Army for both training and developmental work.

(3) Live Simulation. A live simulation is actual soldiers and equipment operating together, often on instrumented ranges. The Army's combat training centers (CTCs) are highly instrumented, live simulation facilities.

E-3. Unit-Level TADSS Training. An integrated use of live, virtual, and constructive training tools can provide commanders the best-trained Army aviators and units. Igor Sikorsky wrote that the use of the helicopter is limited only by the imagination of the user. This wisdom also holds true for the use of simulations and simulators.

a. How Simulations Support Training. Simulations support training in unique ways. Understanding how simulations support training can help the commander incorporate the unique features of simulations into an overall unit training strategy. Simulations—

- (1) Can portray large areas for conducting operations.
- (2) Can portray large, capable, and doctrinally correct opposing forces.
- (3) Can task load commanders and staffs, and provide realistic, stressful conditions under which commanders must make decisions.
- (4) Allow different units to train under the same conditions and to the same standards.

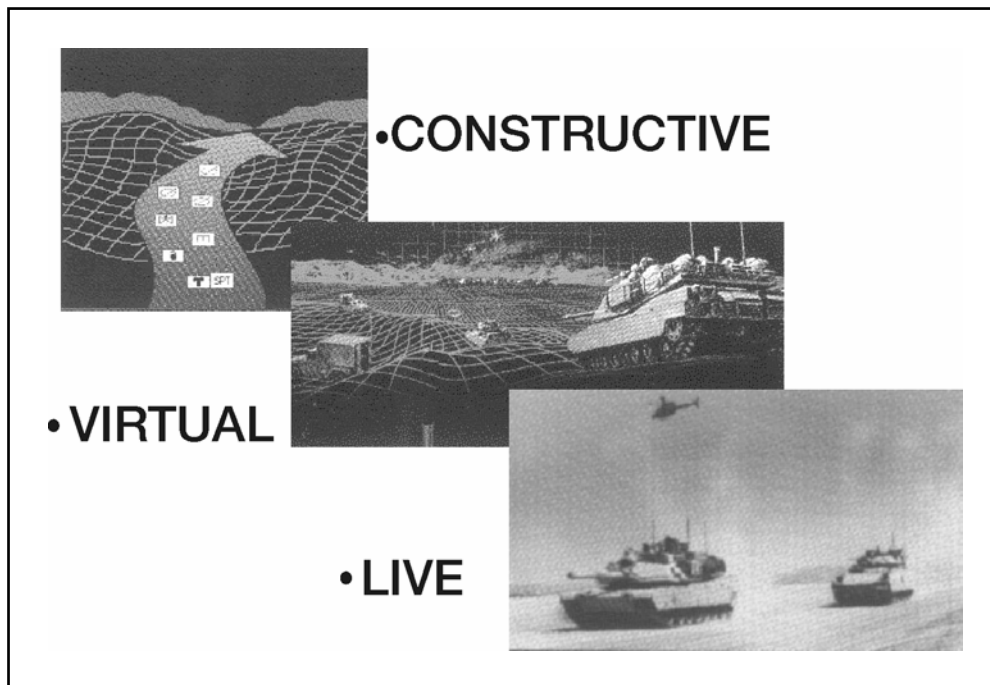


Figure E-2. Types of Simulations.

b. Brigade and Battalion Training.

(1) In the constructive environment, simulations such as BBS, Janus, or Modular Semi-Automated Forces (ModSAF) can provide commanders, crews, and staff members with some mission battlefield visualization skills. BBS and Janus enable the user to portray friendly and enemy forces on a two-dimensional map using high fidelity terrain information. ModSAF accomplishes the same objective, but in a three-dimensional world. Staffs wargame various mission options and judge the effectiveness of their plans accordingly. Crews gain an appreciation of terrain intervisibility or movement effect as the battle unfolds. In future developments, Warfighters' Simulation (WARSIM) will replace BBS/CBS and Janus; One Semi-Automated Forces (OneSAF) will replace ModSAF. In an upgraded target acquisition designation sight (TADS) selected tasks trainer (TSTT), a gunner can integrate with the WARSIM or OneSAF simulation with the pilot flying from a control workstation. The pilot can execute various mission options, including evasive actions, multiple target engagements, and actions on contact. Enhancements to the AH-64 CMS also allow WARSIM or OneSAF integration. The TSTT and the CMS can pair on missions and conduct limited engagements. Leaders can develop battle drills and visually display those drills under the conditions the crews may expect to encounter. Maintenance personnel can observe the commander's desired operating tempo (OPTEMPO) and determine appropriate support options. Increased portability of the WARSIM, OneSAF, or some other type of mission planning rehearsal tool (MPRT) will allow the unit to transport simulation equipment to the field and conduct training using simulations while deployed. Digital terrain walks can be conducted and crews can see the terrain over which they will operate.

(2) In the virtual environment, the Aviation Combined Arms Tactical Trainer (AVCATT), reconfigurable manned simulator allows units to replicate the battlefield and to conduct a full spectrum of aviation operations at a level not attainable in the live or constructive realm. AVCATT supports training of crew skill through company collective tasks. The battalion commander has near perfect vision of the training; he can tailor his teaching, coaching, and mentoring according to each of his commanders' strengths and weaknesses. Crews can observe the full effect of their decisions. By linking WARSIM or OneSAF to the AVCATT, battlestaffs can work large-scale operations in real time.

(3) Crews conduct operations under various mission profiles; they examine potential branches and sequels. With appropriate home station instrumentation (HSI), live crews and virtual crews conduct operations when maintenance posture does not support actual aircraft flight. The situational experience gained from the constructive and virtual environment is value added. Crews are exposed to multiple challenges in realistic environments. These virtual and constructive situational experiences should be viewed as opportunities to enhance readiness and ensure mission success. Live missions are still conducted. The overall training tempo will increase without a corresponding increase in resource requirements.

c. Company-Level Training. The company commander and his crews benefit from the integration of simulators and simulations into their training. Without integrated use of simulators and simulations, aircraft readiness and funding drives unit training tempo. In the past, units would slow down the training tempo in order to have funding available for major events, such as the National Training Center (NTC). With an integrated training vision, the training does not slow down. The commander has more options available to support his plan while allowing his soldiers the opportunity to maintain complex aircraft systems. During a typical weekly training schedule, events such as Motor Stables, Rotor Stables, Sergeant's Time, and Readiness Level (RL) training are included. Integrated throughout the week are windows for simulator and simulations training to support the overall training plan. Platoon leaders, company commanders, and instructor pilots use WARSIM, OneSAF, TSTT, CMS, and AVCATT to prepare for live training. Crews work in the appropriate simulator or simulation to reinforce the live training conducted during the week or to prepare for the next week's training. While aircraft are being repaired and readied for the next mission, crews can train at nearly the same level of fidelity and stress. Units are able to train and maintain without compromising readiness.

d. Individual Training. TADSS will never replace live training events. Aviators require a baseline of hands-on experience. This experience can be gained only through realistic training on actual equipment in tough, demanding conditions. This baseline, called situational experience, is the basis for individual success. Once this solid foundation of situational experience is established, we can begin to exploit the tremendous potential of simulators and simulations. Consider figure E-3 as an example. Aviators need time in the cockpit to fully develop air sense; they need it to understand the complexities of their particular airframe. The feel developed during this time is partially developed in a simulator, such as during initial aircraft qualifications. However, simulators cannot replace actual flight time. As the aviator's situational experience and understanding increase, other simulation tools can be used to supplement the baseline. If we can demonstrate certain mission profiles via a mission simulator or simulation, the overall situational experience of the aviator can grow. This is a key safety concept, especially considering the potential dangers that exist in most mission profiles. Those missions or events that cannot be realistically conducted in actual flight conditions (e.g., certain emergency procedures, selected weapons engagements, specific weather conditions) must be conducted in either virtual or constructive simulations. As the aviator matures, the complexities of modern mission profiles and drills requires training that can be replicated to exacting standards or rehearsed to validate certain drills or missions. This is when simulations and simulators can directly assist units in increasing combat readiness. We must also develop those senior aviators who will lead aviation forces in future engagements and missions. The only way to hone their skills is by placing them in a training environment where they can experience the most demanding missions possible. Simulations are a means of doing so.

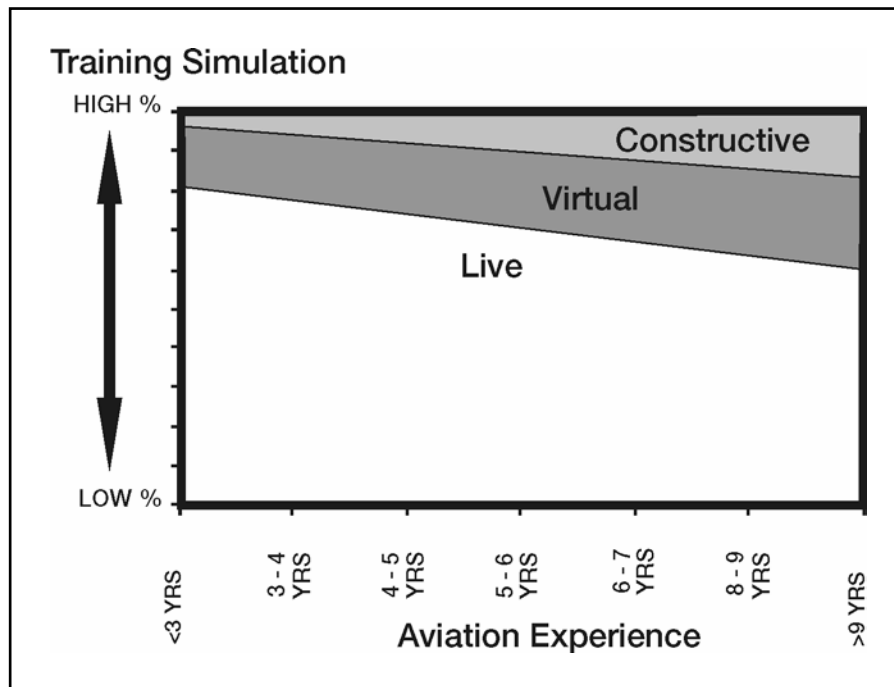


Figure E-3. Aviator Experience and Simulation Training (Example).

E-4. Simulations in Command and Staff Training. The Army's command and staff training simulations are computer-driven simulations that assist in training commanders and their staffs. Most of these simulations place command and staff elements in a combat-like environment that stimulates decisionmaking, command and staff interaction, and staff coordination. In a simulation-driven exercise, the participating commanders and staffs (the trainees or training audience) may operate in command posts (CPs) or tactical operation centers (TOCs) at field locations. Specifically, command and staff training simulations can:

- a. Assist units in preparing for external evaluations while minimizing costs and resources.
- b. Exercise and evaluate internal staff training and unit standing operating procedures (SOPs).
- c. Aid units in developing an awareness of the lethality and complexity of the modern battlefield.
- d. Provide a forum to evaluate written material and verbal communication processes between units, vertically and horizontally.
- e. Provide feedback to measure situational responses and staff ability to develop alternative courses of action.

Note. See chapters 3 and 4 for more information on training the staff using exercises and simulations.

E-5. Simulations and Simulators Available for Brigade Training.

a. The Family of Simulations (FAMSIM).

(1) The Army FAMSIM consists of a proponent-approved group of simulations for training unit commanders and battle staffs in command post exercises (CPXs) and leader development training simulations. The overall objective for FAMSIM is to continue evolutionary enhancements to ensure that the simulations remain relevant. Current objectives are to give commanders the ability to

train subordinate commanders and staffs from the platoon through the corps levels in synchronizing all the battle operating systems (BOSs) under conditions that closely replicate the battlefield. Each corps and division is able to conduct home station CPXs for a variety of theaters and scenarios to include the integration of heavy, light, aviation, and special operations forces (SOFs). The six fielded simulations in FAMSIM are as follows:

- (a) Janus.
- (b) Spectrum.
- (c) Brigade/Battalion Battle Simulation (BBS).
- (d) Corps Battle Simulation (CBS).
- (e) Tactical Simulation (TACSIM).
- (f) Combat Service Support Training Simulation System (CSSTSS).

(2) The FAMSIM members are effective training tools when their capabilities are matched with the targeted echelons and trainees (see figure E-4).

Simulation	Training Audience
TACSIM	Intelligence staffs at all echelons.
Spectrum	Company to division commanders, staffs, and platoon leaders.
Janus	Platoon leaders to brigade commanders and staffs.
BBS	Battalion and brigade commanders and staffs.
CBS	Division to echelon above corps (EAC) commanders and staffs (brigade secondary).
CSSTSS	CSS commanders and staffs from battalion to EAC.

Figure E-4. FAMSIM Training Audiences.

(a) **Janus.** Janus is a low-cost, flexible, interactive, event-driven wargaming simulation. It is used for training platoon and company-level commanders, as well as brigade and battalion-level staffs. As a staff trainer, Janus provides an environment that requires detailed interaction between the commander, S2, and S3 as they develop and execute the tactical plan. Commanders must apply sound warfighting principles and achieve full synchronization of the BOS to fight a successful Janus battle.

(b) **Spectrum.** Spectrum was designed to address deficiencies in command and control training in SASO. All other military simulations model force on force combat operations. Spectrum operates in the Microsoft Windows® environment on personal computers.

(c) **Brigade/Battalion Battle Simulation.** BBS is designed as a low-cost training simulation used to provide maneuver brigade and battalion-level commanders and their battle staffs an opportunity to practice decisionmaking skills in a realistic, multi-threat, time-stressed combat environment. They must be able to develop, correlate, and assess large quantities of tactical and logistical data, formulate situational estimates, and make immediate decisions in the command and control (C²) and synchronization of combat, combat support (CS), and combat service support (CSS) assets. BBS supports training of combat maneuver commanders and the staffs at brigade and battalion levels. Company-level commanders, CS, and CSS units also receive valuable secondary training as part of any BBS driven CPX.

(3) **Future Developments.** The major development effort for FAMSIM is WARSIM 2000. WARSIM 2000 will exploit new technology to enable CPs at all echelons to train in a realistic, distributed interactive simulation (DIS)-compliant environment. The increased realism of WARSIM 2000 over existing models will allow units to synchronize across each operating system in depth. WARSIM 2000's design will allow warfighting CPs to interact without using TOE equipment.

WARSIM 2000 will also be capable of depicting a joint and combined environment across the operational continuum.

b. Other Army Simulations and Simulators.

(1) Simulation Networking-Trainer. The Simulation Networking-Trainer (SIMNET) was a joint Army/Defense Advanced Research Projects Agency (DARPA) project. It exploited the ability of computer technology to transfer data streams across networks containing large numbers of simulators with real-time update of all simulators in the network. SIMNET-T trains combat units at the crew through battalion-level echelons. Existing simulators are in the form of reconfigurable helicopter simulators, M-1 tanks, and infantry fighting vehicles. Emulation of artillery, engineer, dismounted infantry, air defense (AD), and CSS also exist. The follow-on systems are the Close Combat Tactical Trainer (CCTT) and the AVCATT.

(2) Combined Arms Tactical Trainer Family. The Combined Arms Tactical Trainer (CATT) family is a simulation-training concept that links requirements of several functional areas to form a combined arms virtual battlefield. The CCTT and the AVCATT are the first components in this concept. The training audience for this concept consists of crew, company, and battalion-level elements. The CATT supports units as they work on fundamentals that directly or indirectly support their mission essential task lists (METLs). These fundamentals include battle drills, tactical maneuvers, combat engagements, communications, SOPs, synchronization of unit and supporting elements' activities and interface, and fire support coordination. Used in a pre-exercise situation, the CATT can help units gain higher levels of proficiency before field training. As a post-exercise medium, CATT can hone skills from the field and limit skill degradation between field training opportunities. When this concept is totally operational, the following combat trainers will be part of the CATT family:

- (a) CCTT.
- (b) AVCATT.
- (c) Fire Support Combined Arms Tactical Trainer (FSCATT).
- (d) Air Defense Combined Arms Tactical Trainer (ADCATT).
- (e) Engineer Combined Arms Tactical Trainer (ENCATT).

(3) When networked, the CATT family of simulators will permit units to conduct combined arms training. When the systems are used separately with the workstations representing other BOSSs, units will be able to train in a combined arms environment. As each follow-on CATT manned simulator is fielded, a semi-automated forces (SAF) component is replaced by that manned simulator. The components of most significance to aviation training are the CCTT and the AVCATT discussed below.

(a) Close Combat Tactical Trainer. CCTT is a collective training system. In this system, armor and mechanized infantry units man full-crew simulators to conduct unit training in a combined arms environment. CCTT has a great deal of flexibility to support the commander's training intent and exercise design. It can stretch to accommodate a battalion task force training exercise when leaders are in the trainers and subordinate vehicles are represented by computer generated forces that report and shoot. Commanders must exercise normal command and control of these forces. CCTT consists of networked vehicle simulator manned-modules, SAF, CS workstations, computer networks and protocols, and after action review (AAR) systems. CCTT manned-modules consist of the M1A1, M1A2, M2/3A2, FIST-V, M113A3, HMMWV, and dismounted soldier. These manned-modules are high-fidelity simulators that require individuals and crews to perform their respective tasks correctly in order to accomplish their collective missions. SAF have the capacity to create a variety of OPFOR and BLUFOR vehicles and units with which units can train. SAF entities exhibit highly realistic behaviors and can be tailored to varying levels of competence. The components of this system combine to create a highly complex synthetic battlefield on which soldiers can conduct training in a combined arms environment. The system allows unit commanders to train collective tasks in a variety of virtual environments to include day, night, and varying limitations on visibility. The AVCATT can be integrated with the CCTT to provide combined arms training for aviators with their ground counterparts manning the virtual simulators of the CCTT.

(b) Aviation Combined Arms Tactical Trainer. The AVCATT is a modular suite of reconfigurable aviation warfighting platforms driven by software that creates a virtual battlefield. It provides a realistic, high intensity, task-loaded combat environment, composed of attack, reconnaissance, and lift aircraft platforms, SAF work stations, the Aviation Mission Planning System (AMPS), AAR capability, and battalion-level staff work stations. AVCATT can be tailored to specific unit needs, such as mission planning, rehearsal, and collective task training, through use of DIS protocols and tactical simulation interface units (TSIUs). This system is aviation-specific. It is designed to complement and function in conjunction with the CATT family of virtual reality simulators. It provides the third dimension of maneuver on the virtual battlefield. AVCATT supports institutional, organizational, and sustainment training for aviation units worldwide.

E-6. Unit Simulations Training Strategy.

a. Incorporating Simulations into the Training Plan. The commander and staff determine how simulations are incorporated into a unit's training strategy. Chapter 3 outlines the training planning process and links the organization's METL with subsequent execution and evaluation of training. A relatively centralized process, planning develops mutually supporting METL-based training at all levels within an organization. Thus, higher and lower command echelons may train simultaneously in the same exercise at different levels of realism based on participation. The commander and staff must determine who is to be trained, the specific tasks on which they need training, which simulation can provide that training, and the availability of the simulation and resources necessary to provide the required training. Guidance on simulation uses and capabilities can be found in *Training with Simulations: A Handbook for Commanders and Trainers*, from simulation users' guides, and from the experienced staff at simulation facilities. Simulation users' guides specify the actions necessary to plan and conduct simulation exercises by addressing most of the following items:

- (1) Exercise organization.
- (2) Key personnel resources and their primary responsibilities.
- (3) Planning timelines.
- (4) Development of the commander's training objectives.
- (5) Assigned responsibilities for planning.
- (6) Conduct of the exercise.

b. Selecting the Proper Simulation to Meet Training Needs. When simulations are selected, they should be selected because they can assist the commander in achieving or maintaining task performance. They should not be selected if a more appropriate training vehicle is available.

(1) The commander should not get caught in a trap by thinking that simulation use equals training success or that simulation can train everything well 100 percent of the time. Simulations are training aids that allow the commander to practice certain tasks and skills in a scenario specifically developed to test them. They do not give a 100 percent replication of the real world. They can simulate a number of battlefield and operational conditions very well; however, most simulations are limited in imposing psychological stresses, a major factor on the battlefield and in the success of military operations.

(2) The assistance that simulations provide the commander is invaluable as long as the commander places the simulation experience into the overall development of the unit and its individual members. Tactical success in a command and staff simulation exercise will not necessarily equate to tactical success on the battlefield.

(3) Simulations use can be broken down into two areas: leader development training and collective task training.

(a) In leader development training, the primary purpose of the training is to develop the skills of an individual. Often this is accomplished in a formal educational setting specifically designed to train and test individual skills. Some of the characteristics of this area of training are—

- 1** Development of specific skills, knowledge, and attitudes.
- 2** Some built-in flexibility for individual experimentation.
- 3** Focused interaction between the trainer and trainee.
- 4** Immediate individual feedback.

(b) Collective task training is best incorporated in a unit setting where team-building is desired so collective task effectiveness can be improved. This is not to say that individual training does not occur here. However, by design, the predominate focus is on collective tasks rather than on individual leadership development or skill(s) performance. Selecting the command and staff simulation that provides the level of resolution needed is based primarily on the specific end use and focus of the simulations. Figure E-5 shows the level, type, and echelon of trainee for each of the command and staff simulations in the family of simulations.

Leader Development Training* (Individual Skill Development)	
Trainees	Simulation
Squad Leaders Crew Chiefs Platoon Leaders Company, Troop, Battery and Battalion/Squadron Commanders	Janus (excellent for S2 and S3 skill development, weak in CSS)
Collective Task Training* (Team Building)	
Trainees	Simulation
Company/Troop (Combat or CS)	BBS (Command and Staff Trainer, CPX, for all BOSs), Janus
Battalion/Squadron (Combat or CS)	BBS (Command and Staff Trainer, CPX, Seminar Trainer)
Battalion/Squadron (CSS)	CSSTSS (Command and Staff Trainer, CPX, Seminar Trainer)
Battalion/Squadron and Brigade/Regiment (Combat or CS)	Janus (Command and Staff Trainer, but weak on CSS)
Brigade/Regiment (CSS)	BBS/CBS (Command and Staff Trainer, CPX, Seminar Trainer)
DISCOM, COSCOM, TAACOM Groups (CSS) (Corps and EAC)	CSSTSS (Command and Staff Trainer, CPX, Seminar Trainer)
Division Corps Echelons Above Corps Joint and Multinational	CSSTSS/CBS (Command and Staff Trainer, CPX, Seminar Trainer)
Note: *SPECTRUM can be used in all the above.	

Figure E-5. C² Simulation Training Applications.

(4) **Developing a Simulation Training Strategy.** Several items should be taken into consideration when developing the unit simulation training strategy:

- (a) Integrate simulation into the overall training strategy during the training plan process.

(b) Determine which simulations would be beneficial to units with upcoming training events (e.g., external evaluation). The trainer must determine the echelon to train, the upcoming event requirements, and the simulation most likely to benefit this echelon when used as a train-up device. In developing a training strategy, one must answer the following questions:

- 1 Who am I trying to train?
- 2 What tasks am I trying to train?
- 3 What conditions must be presented against which tasks that are to be trained?
- 4 What are the training objectives?
- 5 What training tool will assist in meeting the training objectives?

(c) Ascertain which leaders and staff members must be trained. It is possible that they can receive training with other units, as well as within their own unit.

(d) Review the higher commander's guidance to ensure that his intent is met. List each training activity and determine how sister units can assist and support training activities and receive secondary reinforcement in their skills in the process.

(e) Use simulation to complement live training. When a live training event cannot be conducted, simulations should be considered as an alternative.

E-7. TADSS Training in Practice. An attack helicopter unit is used in the following conceptual example, but this discussion is applicable to all types of aviation units. At the weekly unit training meeting, the commander decides to plan a training session on the METL item "Conduct an Attack." As part of the analysis, the commander identifies the following battle tasks that must be conducted to support the training:

- Prepare for operations.
- Move to and occupy a battle position/attack by fire position.
- Engage targets.
- Call for indirect fires.
- Employ close air support.
- Provide spot and status reports.
- Depart from a battle position/attack by fire position.
- Conduct rearm and refuel operations.

The commander realizes that the training plan must be supportable by qualified crews and a responsive maintenance flow. With this focus identified, he begins the training process as outlined in chapter 3. This process is discussed below as it relates to simulation training.

a. Plan the Training. The commander conducts an initial assessment of the battle tasks to be trained and the tools available. This assessment is presented, graphically, in figure E-6. The simulation/simulator tools rated with a 1 provide a high level of task replication and fidelity. Tools in this range also provide excellent visualization properties. A 2 rating indicates an adequate level of value, while a 3 rating indicates a low-end support tool with several shortcomings that may detract from training efforts.

Task	Janus	BBS	ModSAF	TSTT	CMS	AVCATT
Prepare for operations.	1	3	1	2	2	1
Move to and occupy a battle position/attack by fire position.	2	3	1	3	2	1
Engage targets.	3	3	3	2	2	1
Call for indirect fires.	1	2	1	3	3	1
Employ close air support.	1	3	1	3	3	1
Provide spot and status reports.	2	3	2	2	2	1
Depart from a battle position/attack by fire position.	2	3	1	3	2	1
Conduct rearm and refuel operations.	2	2	2	3	2	1

Figure E-6. Simulation/Simulator Training Assessment.

(1) Task analysis.

(a) Prepare for Operations. Janus and ModSAF provide excellent constructive simulations to review company-level SOPs and battle drills. Depending upon location, high fidelity terrain databases of the home station may be acquired and used to portray the operation from start to finish. By using ModSAF, three-dimensional fly-through reviews can be conducted. In some cases, terrain databases can be modified to replicate local landmarks, further heightening sensory cues. The terrain analysis capability of Janus and ModSAF provides graphical presentation of lines of sight, intervisibility conditions, and maneuver corridors. Threat forces can be portrayed and alternative scenarios, based upon unit battle drills, can be conducted. Other combined arms tasks that can be trained include call for fire, close air support, and air-ground maneuver coordination. AVCATT's virtual training environment encompasses all of the functionality specified for Janus and ModSAF; however, it is superior in its integrated approach to replicating a specific training environment. The key point concerning the use of simulations and simulators with this battle task is that they are tools that set the stage for the remaining tasks. Every aspect of how to prepare and conduct a mission can be viewed and a common understanding of the battlespace can be gained.

(b) Move to and Occupy a Battle Position/Attack by Fire Position. Simulators and simulations provide the commander with a tool he can use to verify the common understanding of procedures the unit will follow during the execution of this task. By rehearsing this task in the constructive or virtual environment, the commander allows subordinate leaders the opportunity to plan and execute their portion of the mission before live execution. With minimal costs and resources, a short situational training exercise (STX) can be conducted. Platoon leaders and their crews can work at operator stations and conduct dry runs of the upcoming live mission. The commander can observe, validate, and lead the mission from a master control station that lets him observe the entire situation. Because this task involves the mechanics of flying, the CMS and AVCATT are the best tools to use for route orientation and visualization. The CMS uses a geo-typical terrain database in contrast to a geo-specific one. Thus, the unit will not be able to train on the same route they will fly in the live environment. In addition, the CMS is a stand-alone system that does not currently link with other training systems. AVCATT allows the integration of multiple cockpits on a common database. ModSAF also provides a three-dimensional view; however, it does not allow a crew to operate the full array of systems they would normally use in flight. Janus' terrain database is excellent, but it does not allow three-dimensional viewing.

(c) Engage Targets. Rapid and efficient execution of target engagements is vital to a successful mission. Simulation flight missions cannot fully replicate the engagement of targets in a full fidelity tactical scenario. Factors such as accurate OPFOR targets, comprehensive electronic warfare conditions, and battlefield clutter can be achieved only in a virtual simulator. CMS and AVCATT are the primary tools for training this task. AVCATT is interconnected with other cockpits and the OPFOR can be dynamically adjusted to meet the needs of the commander's training. TSTT

permits gunners to conduct limited crew engagements; however, it cannot be linked for platoon or company operations. Constructive simulations—such as Janus and ModSAF—can be used to demonstrate target engagement priorities and procedures. They cannot, however, replicate individual aircraft engagement procedures.

(d) Call for Indirect Fires. The skills needed to integrate indirect fires during a mission are best supported using AVCATT or ModSAF. Janus also replicates indirect fires; it is an excellent tool to evaluate the current level of unit training. CMS and TSTT can be used to a limited extent but require numerous workarounds. If crews execute calls for fire and subsequent adjustments to standard, the commander can tailor upcoming training to match that level of expertise.

(e) Employ Close Air Support. The tools used for “Call for indirect fires” can also be used with this task. In addition, airspace management issues can be fully replicated in the virtual environment and, to a lesser extent, in the constructive realm.

(f) Provide Spot and Status Reports. Any of the simulators or simulations can support this task, but virtual systems are better suited for this training. Janus provides intelligence that would not normally be available to a crew. To add realism, crews could filter this information to the commander. While this may be an acceptable training trade-off, crews are not provided the opportunity to track battle engagements and results accurately. Other factors, such as fuel and ammunition status, are not simulated to the same fidelity in Janus as they are in AVCATT or CMS.

(g) Depart from a Battle Position/Attack by Fire Position. The same tools used for “Move to and occupy a battle position/attack by fire position” can be used to train this battle task.

(h) Conduct Rearm and Refuel Operations. CSS operations are not replicated to a high fidelity in any current simulation or simulator designed for battalion training. BBS provides the best logistical play in any of the systems but it does not allow a crew to fly to a forward arming and refueling point (FARP) to rearm and refuel. The system tracks an icon moving to a CSS unit’s location; however, it does not provide the fidelity to address specific issues normally found in a unit’s SOP.

(2) Training Guidance. The commander weighs the OPTEMPO of the unit and the availability of selected simulators and simulations. The identification and lock-in of resources several weeks prior to execution provides the commander the following tools: AVCATT, Janus, ModSAF, and TSTT. Armed with this analysis, the commander issues the training guidance to the unit illustrated in figure E-7.

DAY	TIME	EVENT	TOOL
Monday	1300-1700	Prepare for operations.	Janus, ModSAF
Tuesday	0800-1200	Move to and depart from BP, engage targets, call for fire, employ CAS, provide reports.	AVCATT, ModSAF
	1300-1700	Move to and depart from BP, engage targets, call for fire, employ CAS, provide reports.	Aircraft
Wednesday	0800-1200	Review previous training, retrain tasks.	Janus, ModSAF
	1300-1700	Prepare for operations.	Janus, ModSAF
Thursday	1300-1700	Full-dress rehearsal for night mission.	AVCATT, ModSAF
	2000-2400	Move to and depart from BP, engage targets, call for fire, employ CAS, provide reports.	Aircraft
Friday	1300-1700	Review previous mission, retrain tasks.	Janus, ModSAF

Figure E-7. Example Simulation Training.

The plan outlined illustrates a “crawl, walk, run” approach to training the METL item “Conduct an Attack,” using a mix of simulation and the actual aircraft. On Monday, Janus and ModSAF are used to demonstrate how the mission should be executed, as the company conducts a complete review of the upcoming training. The digital playback capability of both constructive simulations allows training at a pace that supports unit needs. All aspects of the mission, as addressed in SOPs, can be accommodated. On Tuesday, the company conducts a rehearsal of the mission in the AVCATT. The commander reviews all missions and corrects any problem areas before expending live resources later that day. Particular focus during the AVCATT mission is on engaging targets with direct, indirect, and close air support fires. The afternoon mission is the walk portion of the training. Because the unit does not have the organic capability to replicate a live threat, they perform as many aspects of the mission as possible with emphasis on moving to and leaving from the battle positions. Wednesday is an in-depth review of training to date and retraining of selected tasks if necessary. Emphasis is on preparing for the mission on Thursday night. The run portion of training starts on Thursday afternoon. Again, the unit conducts a full mission rehearsal in the AVCATT. On Thursday night, the commander leads the unit on the night execution of the mission. As mentioned earlier, the commander balances the execution of the mission with the tools available. During the night phase, emphasis is again placed upon moving to and leaving from battle positions. Use of the AVCATT is stressed because it provides a robust and dynamic threat environment. Friday is used to review the week’s training and to retrain crews as required.

b. Train and Certify Leaders. Training with simulations and simulators requires all participants to have a solid working knowledge of how the systems operate. Platoon leaders and instructor pilots (IPs) must understand how each tool can be used to support their training needs. One of the aviators in the unit may be assigned the mission to become fully versed on the use of simulations and simulators for training; however, it is critical that all members work to achieve a comfortable level of familiarity with these systems. IPs cannot be the sole source of knowledge concerning these systems. If the unit does not commit itself to understanding these tools, the full benefit of using simulators and simulations will not be realized.

c. Reconnoiter the Training Sites. Reconnoitering the training sites is an important step that applies to the virtual and constructive realms. It is critical that the leadership of the unit visit the battle simulation center (BSC) to verify the availability of the systems and the terrain database. The BSC personnel can be an asset to support training as long as they are aware of the requirements.

d. Issue the Training Plan. Issuing the training plan early allows the aviators to review it and prepare for the upcoming mission. It is critical that the commander fully explain the upcoming training and his expectations.

e. Conduct Rehearsals. The commander and platoon leaders must review the training for the week and validate the plan by reviewing all aspects with key personnel. The first sergeant and IPs must understand their respective roles in the training. The first sergeant ensures that all aircraft are ready for training and the IPs validate individual training levels for all members and provide the commander recommendations concerning crew mix. Failure to rehearse and review the upcoming mission sets the stage for less than satisfactory training.

f. Execute Training. Units train to achieve and maintain readiness. The amount and quality of work expended prior to this event will become evident as the training is conducted. Failure to plan adequately reduces the effectiveness of the training for the unit and expends resources needlessly.

g. Conduct an After Action Review. The commander’s plan has AAR periods embedded. The use of AVCATT, Janus, and ModSAF allow for high fidelity reviews of the mission via digital playbacks.

h. Retrain (Time Permitting). Retraining is often neglected. Time and resources must be allocated to correct deficiencies identified during training events. The use of virtual simulators minimizes the expenditure of critical, high cost resources.

Appendix F

AVIATION BRIGADE DEEP OPERATIONS TRAINING

SECTION I. INTRODUCTION

F-1. General. The aviation brigade plays a key role in the operation of the deep operations coordination cell (DOCC) for Army aviation deep attack operations. To perform effectively in this role, the aviation brigade staff needs specialized training. If training opportunities at the combat training centers or during corps battle command training program (BCTP) exercises are too infrequent to sustain the brigade's proficiency in operating with the DOCC, the aviation brigade must conduct its own staff training. This means that the aviation brigade commander must continually determine the staff's training needs, plan and execute a training program that focuses on critical tasks, and then assess the results. The best venue for this type of training is a corps or division headquarters deployed to a training site and conducting at least map exercises. However, if there are insufficient exercise opportunities, brigades must attempt to replicate critical corps staff elements. The purpose of this appendix is to familiarize aviation brigade battle staffs with the intricacies of training for deep operations. While not all-encompassing, it should serve to outline the training required for battle staff to operate with the DOCC in the conduct of deep operations.

F-2. Deep Operations Coordination Cell. The DOCC is typically located at the corps/division main command post (CP). Its primary function is to plan, synchronize, coordinate, and execute corps or division deep operations. The DOCC is concerned with Army aviation helicopters attacking targets beyond the forward line of troops (FLOT). It also provides a focused, centralized organization for planning and coordinating all deep operations.

a. DOCC Functions. The DOCC is the battle command and control facility that supports deep operations. The DOCC's primary functions are to plan, synchronize, coordinate, and execute deep operations. These functions are illustrated in figure F-1, and are described in greater detail below.

(1) Plan. The DOCC maintains situational awareness by staying abreast of the status of close and rear operations and continually assessing their relationship with deep operations criteria. The DOCC develops and wargames courses of action (COAs) based on decisions to attack deep targets. The DOCC identifies high-payoff targets (HPTs) to be tracked and attacked, and defines intelligence collection requirements. The DOCC develops and issues orders in support of deep operations.

(2) Synchronize. The DOCC provides critical fusion of information and synchronizes assets across all battlefield operating systems (BOSs). The DOCC allocates combat power for the execution of deep operations, and synchronizes deep operations with joint and higher headquarters.

(3) Coordinate. The DOCC coordinates attack means for target engagement. The DOCC coordinates intelligence and electronic warfare (EW) assets; it confirms and validates information to determine if the original decide criteria for the attack remains valid. The DOCC coordinates airspace and deep fires to ensure support for planned deep operations. It also coordinates input into the air tasking order (ATO).

(4) Execute. The DOCC acts as the battle command and control facility for executing deep operations. The DOCC executes the targeting process, ensuring that the commander's intent, missions, and events drive the process. Also, the DOCC makes battle damage assessments (BDAs) to determine if attacks have had the desired effects. The DOCC develops specific abort criteria for each deep attack operation.

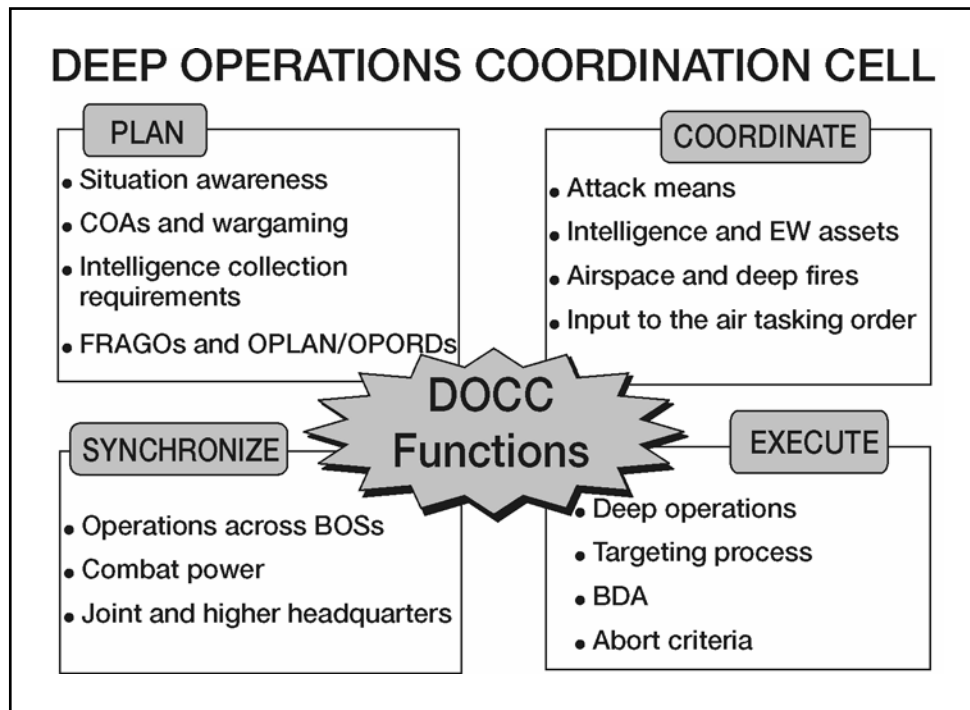


Figure F-1. DOCC Functions.

b. Corps vs. Division. The DOCC is typically located at the main CP. If formed within the corps, the DOCC is generally a fixed, full-time organization. If formed within the division, the DOCC may be either a full-time cell or an ad hoc organization, depending on the size, scope, mission and organic deep attack assets assigned to the division. In either case, the DOCC is not resourced in the table(s) of organization and equipment (TOE)—resources must come from the allocated force structure. Other distinguishing characteristics of the DOCC at the corps and division levels are as follows:

(1) Corps is usually the first echelon at which other service components provide significant fire support assets beyond field artillery and other Army systems. As compared with the division, the corps has more organic assets to look deep into the battlefield. It also has various systems that link it to echelons above corps and to national collection and attack systems. The corps normally conducts deep operations against the enemy's uncommitted forces or resources to prevent him from using them where and when he wants on the battlefield.

(2) The actions and functions of the corps and division targeting teams are essentially the same. The primary differences are the depth at which the commander focuses his deep fight and the organic assets available to the commander to execute his plan.

(3) Corps aviation brigades conduct shaping and deep operations in the corps area while division aviation brigades conduct shaping and decisive operations in the division area.

c. DOCC Organizations. Making deep operations work requires the efforts of several elements working with the fire support coordinator (FSCOORD). The corps artillery brigade commander, or chief of staff—who recommends approval of all deep operations—usually leads the DOCC. Routine operations are usually performed and assigned to a DOCC battle captain. The DOCC may consist of members of the following sections or staff elements:

- Targeting team.
- Army aviation:
 - Division: from the aviation brigade.
 - Corps: from the corps aviation brigade; corps attack regiment; and/or corps aviation group (if assigned).
- Fire support element (FSE).
- Intelligence cell.
- Army airspace command and control (A²C²) element.
- G3 Air and G3 Plans.
- Electronic warfare officer (EWO).
- Air defense artillery (ADA).
- Psychological operations (PSYOP).
- Air liaison officer (ALO).
- Naval liaison element.
- Special operations command and control element (SOCCE).

Additional assistance may be required from other staff agencies. Also, several members of the DOCC may perform functions within multiple cells (see figure F-2).

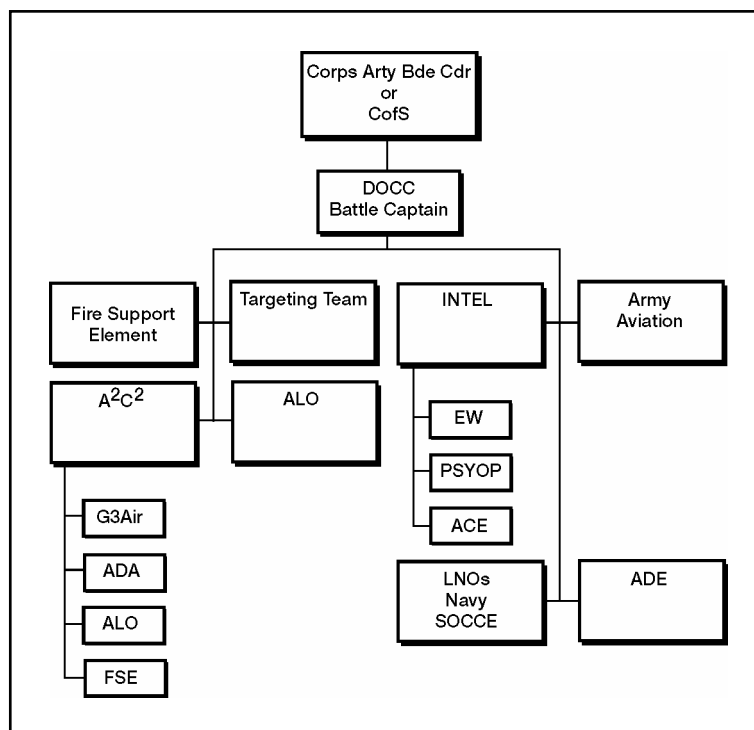


Figure F-2. DOCC Organization.

F-3. Overview of Deep Operations Planning. Deep operations planning is not only accomplished in the DOCC. It is an integral part of the military decisionmaking process (MDMP) that division and corps battlestuffs use to develop plans and orders. During this process, staffs use the decide, detect, deliver, and assess (D3A) targeting methodology.

a. Targeting Process. Targeting is a combination of intelligence functions, planning battle command, weaponneering, operational execution, and combat assessment. The D3A methodology facilitates the attack on the right target, with the right asset, at the right time. The following is a brief

description of the D3A methodology, followed by a discussion of deep operations planning and targeting during the MDMP. A detailed description of the D3A methodology is included in FM 6-20-10.

(1) **Decide.** The decide function provides the overall focus and sets priorities for intelligence collection and attack planning. In the process, the staff answers the following questions:

- What targets must we acquire and attack?
- In what priority should we attack the targets?
- When and where are we likely to find the targets?

(2) **Detect.** The detect function determines the accurate, identifiable, and timely requirements for collection systems. In the process, the staff answers the following questions:

- Who or what can locate the targets?
- What target location accuracy is required to attack the target?
- How long will the target remain in its location once acquired?
- If the HPT is mobile, how do we track it?

(3) **Deliver.** The deliver function executes the target attack guidance and supports the commander's battle plan once the HPTs are located and identified. In the process, the staff answers the following questions:

- When should we attack the target?
- What is the desired effect we want to have on the target?
- What attack system (lethal, nonlethal) should we use to attack it?
- What unit(s) will conduct the attack?
- How will we conduct the attack (number, type munitions)?
- What is the response time of the attacking unit?

(4) **Assess.** The assess function is the determination of the effectiveness of force employment. In the process, the staff answers the following questions:

- Did we achieve the desired effects on the target?
- If not, what are the enemy's combat effectiveness, capabilities, and intentions now?
- Is a re-attack necessary?

b. Deep Operations and the Military Decisionmaking Process. The entire staff participates in the MDMP and supporting command estimate process. The MDMP results in the commander's approval of critical operations, including those deep operations that become the focus of the DOCC. The commander determines the HPTs associated with deep operations, identifies the resources available to conduct these deep operations, and directs the DOCC to develop the detailed plan.

(1) **Mission Analysis.** The primary purpose of mission analysis is for the commander to visualize the parameters of his mission. During mission analysis the G2 identifies high value targets (HVTs) from his analysis of the enemy COA. Additionally, other staff members review their BOS assets and identify any that can assist in the detect, deliver, or assess functions. All this information helps to confirm, deny, or modify the commander's visualization of the tactical situation.

(2) **Commander's Guidance.** The commander provides the staff with an understanding of how he visualizes the situation and what he believes is the decisive point of the mission. The commander identifies HPTs—those enemy targets he believes will contribute the most to the success of the mission if successfully attacked. He also issues attack guidance, by BOS, specifying what effects he wants to achieve on each HPT. This focuses the staff on specific COAs.

(3) **Course of Action Development.** During COA development, the staff can make recommendations to add, delete, or modify the HPTs and attack guidance the commander has articulated. Within each COA, forces are arrayed and assigned mission type orders (task and purpose) to acquire, attack, and assess these HPTs to meet the commander's guidance.

(4) **Wargaming.** The commander and staff wargame the COAs to ensure that all BOS elements are fully integrated and synchronized. They prioritize the HPTs, formulate the G2's collection plan, prepare the reconnaissance and surveillance (R&S) plan, and identify systems to use to achieve the desired effects on each HPT. They also determine target selection standards, which

identify the time, accuracy, and observer requirements necessary to launch attacks on HPTs. Additionally, the commander and staff identify all requirements to assess the results of each attack. The results of the wargaming are reflected in the target synchronization matrix. A target synchronization matrix visually indicates—

- The prioritized HPTs.
- The HPTs known, suspected, or templated locations.
- The asset tasked to detect and track each HPT.
- The asset or delivery means tasked to attack each HPT.
- The desired effects.
- Any requirement for assessment and the asset tasked to conduct the BDA.

SECTION II. TRAINING CONSIDERATIONS

Deep operations are difficult from beginning to end. It takes considerable training to become proficient at planning, coordinating, synchronizing, and executing deep operations.

F-4. Fundamentals. The challenges inherent in deep operations require meticulous command and staff training in the DOCC functions, procedures, information management, orders preparation, and rehearsals.

a. Training Method. The aviation brigade commander structures training by presenting the staff with situations in which they participate in the DOCC and subsequently conduct a complete or an abbreviated MDMP at the brigade level to plan the deep attack. The commander coaches and directs questions to the staff members, asking them to explain or clarify their rationale. The commander then assesses the accuracy and depth of their thought processes and their products. He provides feedback to the staff, assessing how well staff members have provided the information and support that the DOCC requires. The commander uses this procedure for staff training in individual and collective battle tasks, basing training on hypothetical situations or on actual war plans. This training helps the commander and staff to—

- Sharpen thinking.
- Assess what additional training the staff needs.
- Increase understanding of how the DOCC operates.
- Improve cohesion and enhance morale, trust, and confidence.
- Determine how best to modify the procedures in a time-constrained environment.
- Increase understanding of each member's role in the DOCC process.

b. Participants and Roles. This training should include all elements that will be expected to participate in the process; it must incorporate staff NCOs and enlisted soldiers. During the training, the staff should identify the specific roles and responsibilities of each individual involved.

c. Initial Training. If the staff is relatively inexperienced, training should begin with seminars on the DOCC process. These classes should focus on ensuring that personnel who participate in the DOCC understand the formal process. A good technique is to conduct this training using the small group instruction (SGI) method, similar to that used in the advanced courses, with the commander serving as the SGI. The staff must first be able to perform its tasks to standard before it can attempt to abbreviate the process.

d. Follow-On Training . After the initial training, the commander should exercise the staff using the DOCC process.

e. Training Frequency. The frequency of the training will depend on personnel turbulence.

F-5. Rehearsals. Deep operations are complex. They require precision in planning and execution. The cognitive thinking that must be displayed on the battlefield can be acquired only through practice and rehearsals. Deep attack rehearsals should be across all BOSs, include essential representation from all BOSs, and rehearse the essential functions of all BOSs—not just maneuver, fire support, and command and control. The first run-through rehearsal should cover the plan and all elements from

beginning to end. Subsequent run-throughs should incorporate different enemy COAs, friendly casualties, and contingencies. This variety forces planning redundancy, and prepares all elements to continue the mission in the event that contingencies are executed during the mission.

F-6. DOCC Aviation Cell Responsibilities and Functions. In support of deep operations, the brigade staff may operate wholly from the brigade main CP, or establish an aviation cell as part of the corps/division DOCC. When established, the manning and configuration of the DOCC aviation cell will vary from unit to unit and sometimes from mission to mission. Also, many supporting actions are conducted from the brigade main CP in coordination with the DOCC aviation cell. Regardless of its particular configuration, the functions that the cell and/or its main CP counterparts perform remain constant. Personnel located in the aviation cell must be prepared to assume the functions and responsibilities of another member.

a. Aviation Commander. The aviation commander at the division level will be the aviation brigade commander. At the corps level, the aviation commander will be the aviation brigade commander, the attack regiment commander, or the aviation group commander. The commander may split time between several locations throughout the course of deep operations. His location on the battlefield should be based on where he can best influence the operation. The aviation commander—

(1) Provides command and control of organic aviation assets and resources that support deep operations.

(2) Advises division/corps commander and staff on the application of aviation in deep operations.

(3) Ensures that the brigade's operations support the higher commander's intent.

(4) Ensures that the division/corps staff is aware of the aviation force's support requirements, especially the detailed intelligence products for en route to the objective, at the objective, and for the return trip.

b. Chief of Staff/Executive Officer. The chief of staff (CofS)/executive officer (XO) typically supports the DOCC from the brigade main CP. The CofS/XO—

(1) Coordinates combat support (CS) for the deep operation.

(2) Ensures that combat service support (CSS) is continuous.

(3) Remains current on the tactical situation and is prepared to assume command if required.

c. S1. The S1 typically supports the DOCC from the brigade administrative and logistics operations center (ALOC). The S1—

(1) Coordinates all replacement operations for the brigade.

(2) Maintains strength accounting for brigade and attached units.

(3) May be the officer in charge (OIC) for the ALOC.

d. S2. The S2 is typically located in the DOCC aviation cell. The S2 directs intelligence operations and the intelligence preparation of the battlefield (IPB), supervises the S2 section, and recommends the commander's critical information requirements (CCIR). The S2 also assists in the development of the R&S plan. The S2—

(1) Provides the commander with the intelligence he needs to make decisions.

(2) Directs intelligence operations to satisfy the commander's requirements, and ensures that intelligence operations support the concept of the operation.

(3) Provides the intelligence link between the corps G2/analysis and control element (ACE) and the aviation brigade commander, his staff, and his subordinate commanders.

(4) Ensures that intelligence and combat information, and weather and topographic products are disseminated to the staff and subordinate units.

(5) Recommends CCIR for brigade operations.

(6) Develops the tactical R&S plan for the brigade, and monitors its execution.

(7) Participates in the targeting process. Coordinates with corps G2/ACE to provide accurate and detailed information on weather conditions, topographic data, and enemy activity along all flight routes, and in the vicinity of all landing zones (LZs), battle positions (BPs), and engagement areas.

(8) Assists in the planning of lethal and nonlethal suppression of enemy air defense (SEAD) for cross-forward line of own troops (FLOT) aviation operations, in concert with corps artillery (CARTY), G2, and G3.

(9) Performs BDA for aviation operations, in concert with the corps G2/ACE.

(10) Assists the S3 in determining decision points.

e. S3 Operations. The S3 Operations is typically located in the DOCC aviation cell. The S3 is a primary decisionmaker and supervises and coordinates the brigade staff at the DOCC. The S3 Operations—

(1) Provides the operational link to the command group, the G3, and the DOCC.

(2) Coordinates, integrates, and synchronizes organic and supporting combat, CS, and CSS assets to support current deep, close, and rear combat operations for the brigade.

(3) Allocates resources and establishes priorities in support of the brigade.

(4) Prepares and issues WARNOs and FRAGOs to support the current operation.

(5) Coordinates and conducts deep operations in support of close and rear operations.

(6) Conducts deep operations Go/No-Go decision brief in accordance with the battle rhythm.

(7) Monitors the operations of higher, lower, and adjacent units.

(8) Monitors close, deep, and rear operations.

(9) Assists the A²C² process by synchronizing the airspace requirements of brigade aviation units with other airspace users.

f. S3 Plans. The S3 Plans is typically located in the DOCC aviation cell. The S3 Plans—

(1) Conducts parallel planning with the S2, S3 Operations, and S4 elements to facilitate transitioning from current operations to implementation of future operations.

(2) Plans, integrates, coordinates, and synchronizes all BOSs into future operations.

(3) Produces OPLANS, WARNOs, and FRAGOs to support transition to future operations.

(4) Continuously monitors current operations to anticipate and adjust future planning requirements.

g. Fire Support Officer. The fire support officer (FSO) is typically located in the DOCC aviation cell. The FSO—

(1) Plans, coordinates, and integrates all fire support for brigade operations.

(2) Synchronizes all assigned and supporting lethal and non-lethal fires in support of deep, close, and rear operations.

(3) Establishes priorities and allocates available fire support resources to support the brigade battle.

(4) Plans and controls all deep fires in support of aviation cell operations.

(5) Provides field artillery intelligence officers (FAIOs) to the ACE to facilitate the aviation cell targeting process.

(6) Responds to requests for additional fire support from other subordinate FSOs.

(7) Participates and supervises the aviation targeting process in the aviation cell and DOCC.

(8) Coordinates with the A²C² element to identify current artillery firing unit locations, changes to fire support coordination measures, and significant fires, which may impact airspace activity.

h. A²C² Liaison Officer. The A²C² elements at the corps and division levels accomplish future operational planning tasks. At the corps level, A²C² staff exercise airspace control responsibilities for the deep fight and corps rear airspace users. At the division level, they focus primarily on the conduct of battles and engagements from the division rear boundary forward. The corps and division A²C² staff representatives include: G3 Air, air traffic services, aviation, ADA, field artillery, Air TACP, ANGLICO, and others, as required. The aviation liaison officers (LNOs) in the A²C² elements at the division and corps levels typically support the DOCC from the corps/division main CP. The A²C² LNO—

(1) Works directly for and responds to taskings by the S3.

(2) Ensures that the airspace is appropriately coordinated, integrated, and synchronized to support deep, close, and rear operations.

(3) Coordinates airspace to support tactical and logistics operations.

(4) Integrates and coordinates United States Air Force (USAF) and Army tactical air support for shaping, decisive, and sustaining operations.

i. Air Defense Artillery Officer. The air defense artillery officer (ADAO) is typically located in the DOCC aviation cell. The ADAO—

(1) Coordinates, integrates, and synchronizes all ADA elements into aviation cell planning.

(2) Continuously monitors ADA unit dispositions and range of weapons systems to ensure that the brigade conducts tactical operations under an overlapping coverage of both corps and higher ADA assets.

(3) Plans, integrates, coordinates, and synchronizes ADA assets in support of the brigade battle.

(4) Coordinates with the S3 Air, aviation cell planners, A²C² ALO, and corps ALO to perform the A²C² mission.

j. Chemical Officer. The chemical officer (CHEMO) typically supports the DOCC from the brigade main CP. The CHEMO—

(1) Coordinates, integrates, and synchronizes all nuclear, biological, and chemical (NBC) elements into aviation cell planning.

(2) Works for and reports to the S3.

(3) Establishes priorities for NBC in support of the brigade deep, close, and rear operations.

k. Signal Officer/S-6. The signal officer/S6 (SIGO) typically supports the DOCC from the brigade main CP. The SIGO—

(1) Coordinates, integrates, and synchronizes all organic and supporting communications assets (including satellite communications) to support the brigade battle(s).

(2) Allocates resources and establishes priorities for deep, close, and rear signal operations.

(3) Anticipates and plans for the employment and positioning of communications assets for future operations.

(4) Plans brigade communications operations.

(5) Conducts battlefield frequency spectrum management.

(6) Prepares and manages the tactical telephone directory.

(7) Requests and manages satellite access.

- I. **S4.** The S4 typically supports the DOCC from the brigade ALOC. The S4—
- (1) Coordinates, integrates, and synchronizes all logistics planning and operations for the brigade's battle(s).
 - (2) Monitors and reports the current logistics status of the brigade.
 - (3) Coordinates with the brigade's units for reports on supply, services, transportation, and maintenance status.
 - (4) Advises the aviation commander on the brigade's capabilities for current and future operations.
 - (5) Participates in the planning of future operations as an active member of the plans battle staff.
 - (6) Plans future logistical operations in support of the brigade's operations.
 - (7) Coordinates with supporting agencies for logistical requirements.
- m. **Assault Helicopter Plans Officer(s).** The assault helicopter plans officers are experienced pilots-in-command. They typically are located in the DOCC aviation cell. The assault helicopter plans officers—
- (1) Conduct lift helicopter planning to support deep operations to include C² aircraft, aerial resupply aircraft, and Fat Cow operations.
 - (2) Submit airspace control measures (ACM) requests to the A²C² cell for airspace control order (ACO) development.
- n. **Attack Helicopter Plans Officer(s).** The attack helicopter plans officers are experienced pilots-in-command. They typically are located in the DOCC aviation cell. The attack helicopter plans officers—
- (1) Conduct deep attack helicopter route planning and timeline planning, and identify potential forward arming and refueling point (FARP) locations.
 - (2) Submit ACM requests to the A²C² cell for ACO development.
- o. **Liaison Officer.** The liaison officers (LNOs) are responsible for coordinating with supporting/supported units in the DOCC for future operations. LNOs—
- (1) Serve as the future plans officer for the aviation cell.
 - (2) Brief the aviation plans portion of the briefing to the Army forces (ARFOR) CofS during the targeting board meeting.
 - (3) Coordinate with supporting units within the DOCC to synchronize future deep operations and to assist in the preparation of the deep operations conditions check briefing.
 - (4) Send ATO input to the battlefield coordination detachment (BCD) to put Army aviation assets on the ATO; coordinate the ATO cycles for the next 48 to 96 hours.

SECTION III. TRAINING METHODOLOGY

The commander develops the brigade mission essential task list (METL) in accordance with FM 25-100 and FM 25-101. If deep attack is part of the brigade METL, the staff must be trained to perform the tasks that support that mission. Rapid changes in staff composition require a training program that will—

- Quickly orient newly assigned staff members.
- Rapidly assess the staff's technical and tactical proficiency.
- Provide battle-focused individual and collective staff training.
- Provide sustainment of soldier, leader, and team skills.

F-7. Staff METL. The brigade staff and slice elements develop a staff METL that supports the brigade METL. The staff as a whole must develop its METL to support the brigade METL; likewise, each staff section develops their unique training to support the staff METL. The battle staff METL is

reviewed by the brigade executive officer and approved by the brigade commander. As part of this process, the staff METL for the corps should also be reviewed to ensure synchronization of the training effort.

F-8. Training Echelons. DOCC staff skills are trained mainly during multiechelon training activities. DOCC/deep attack training crosses echelons above and below the brigade level. Although each echelon has its unique training requirements, tasks selected for training by subordinate leaders support the training objectives of the commander directing the event. The linkage between the DOCC, aviation brigades, and aviation attack battalions is portrayed in figure F-3.

F-9. Combined Arms Training Strategy. The combined arms training strategy (CATS) is the Army’s over-arching strategy for the current and future training of the force (see appendix A). This training strategy—

- Describes how the Army will train the total force to standard.
- Consists of unit, individual, and self-development training strategies.
- Identifies, quantifies, and justifies the training resources required to execute the training.

Linkage between the DOCC and the Aviation Brigade and Attack Battalion		
<p>DOCC</p> <ul style="list-style-type: none"> • Sets battlespace. • Develops intelligence. • Provides fires. • Sets CSS rates. • Provides C² assets. 	<p>Aviation Brigade</p> <ul style="list-style-type: none"> • Plans battlespace. • Requests intelligence. • Plans fires. • Plans CSS • Plans and executes C². 	<p>Attack Battalion</p> <ul style="list-style-type: none"> • Executes in battlespace. • Uses and requests intelligence. • Plans and directs fires. • Requests and executes CSS • Executes tactical C².

Figure F-3. DOCC-Aviation Linkage.

F-10. Deep Attack Critical Training Gates. Critical training gates are training events that soldiers and units must perform to standard prior to performing subsequent tasks or events. Initial or sustainment training events for missions, collective tasks, and individual tasks are scheduled to reflect the unit’s level of proficiency in synchronization with the brigade’s CATS. CATS are the Army’s over-arching training architecture. For both individual and collective tasks, training is conducted to develop skills in techniques, procedures, and any time-constrained variants. Figure F-4 shows deep attack critical training gates. The training gates begin with home station training from the individual through battalion level for the maneuver units. These are followed by individual and collective training for the brigade staff. They culminate with live simulation training at CTCs or during warfighter exercises. These training gates represent a “crawl, walk, run” approach to deep attack training—the tasks become progressively more difficult as they build on the foundation of success and proficiency laid by performing supporting individual and collective tasks.

F-11. DOCC/Deep Attack Task Hierarchy. Task hierarchy refers to the relationships among tasks; it designates which tasks must be mastered before others can be learned. One can look at these as independent, dependent, and interdependent training objectives. Proficiency in individual tasks must be attained to standard by the members of the staff before the unit can move on to collective staff training. Otherwise, the collective training to be presented cannot be accomplished to the required standard.

F-12. Training the Aviation Brigade Staff with the DOCC. The commander and CofS/XO must not assume that the necessary training will occur inherently in the course of DOCC planning and deep attack execution. Commanders determine which METL tasks they can train within the conduct of the higher unit's training event. Therefore, the brigade's training objectives should be incorporated into the overall goals of the training exercise. For both the aviation brigade and the DOCC, there should be a set of tasks that must be evaluated to establish proficiency. Training exercises should be developed in such a manner that at least the critical tasks for each staff element are trained and evaluated.

a. Combat Training Centers. The CTC program provides the most realistic training environment available for corps and subordinate units during peacetime. CTCs teach combat doctrine in a straightforward way—hard-fought battles against a competitive, well-trained, opposing force (OPFOR). However, CTC rotations must include the aviation brigade as a planning headquarters for deep operations in order for the brigade to benefit beyond the battalion-level planning, fire, and maneuver. If a corps or division headquarters is not part of the rotation, a white-cell DOCC must be established in order for the aviation brigade to garner the training required from planning deep operations as part of a corps/division operation, rather than as an independent maneuver force.

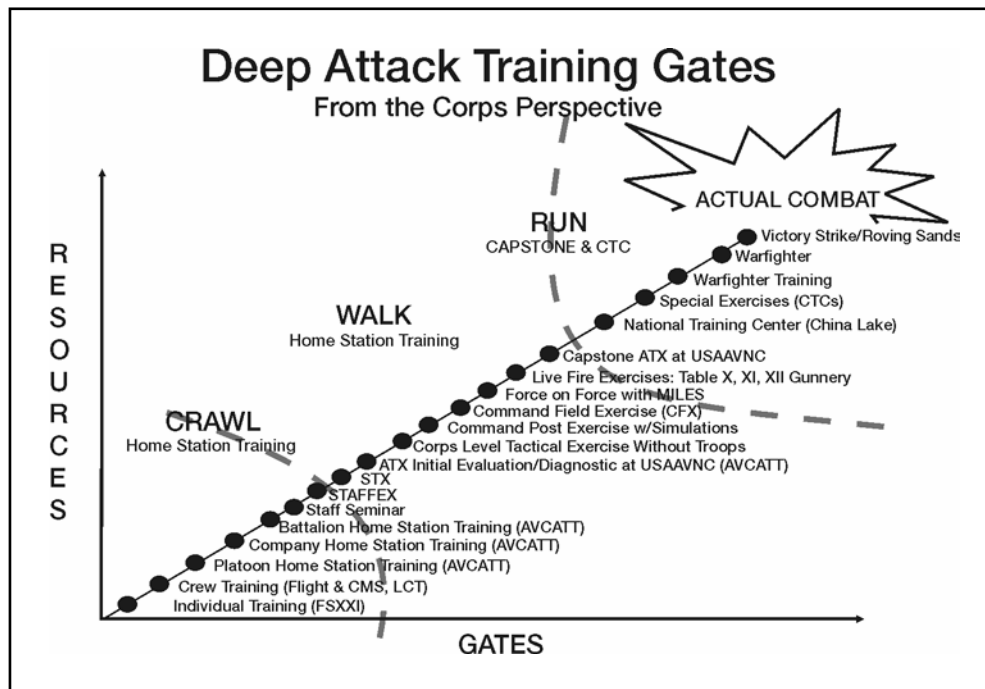


Figure F-4. Deep Attack Training Gates.

b. Battle Command Training Program. As the capstone of the CTC program, the BCTP provides command and control battle staff training for brigade, division, and corps commanders, their staffs, major subordinate commands (MSCs), and special operations forces (SOFs), using simulation centers worldwide. As such, it provides essentially the same training opportunities for the brigade staff as are provided by live corps- and division-level exercises. BCTP training exercises use computer simulations to model combat and battlefield functions. The detailed intelligence products and feeds required to execute a deep attack are often not available with a BCTP exercise. Therefore, a BCTP exercise usually resolves the gross training requirements but often does not address the details.

c. Corps/Division-Level Exercises. The brigade commander must ensure that multiechelon corps- and division-level training exercises provide the brigade staff opportunities to meet specific training objectives, including DOCC training. Otherwise, training exercises may become ends in themselves; that is, they may become focused on executing the particular mission rather than on meeting specific training objectives.

F-13. Training the Brigade Staff Separately. Opportunities to train with the DOCC provide only one level of training. Like the training that occurs at the CTCs, training with the DOCC focuses on unit tasks rather than on section and individual tasks. Therefore, the brigade must conduct the majority of individual and section training on its own. Most of the tasks, skills, and knowledge required to operate with or within the DOCC are the same as those used when the brigade staff operates on its own. However, the application of these tasks changes with the introduction of the DOCC's functions. Also, the fact that the aviation cell is a subordinate entity within the DOCC dictates that it will often have to conform to the DOCC's unique operational procedures even when the aviation force is the supported commander. Commanders should dedicate time to train and refine skills for all subordinates in the aviation cell.

a. Deliberate Practice of Collective Tasks. Deliberate practice of collective tasks is appropriate for a variety of training events, including staff battle drills and exercises, and most simulation-driven exercises. Listed below are some characteristics that distinguish deliberate practice from performance of conventional collective training exercises:

(1) Repetition. Task performance occurs repetitively rather than at its naturally occurring frequency. A goal of deliberate practice is to develop habits that operate expertly and automatically. If appropriate situations occur relatively infrequently or widely spaced apart while performing "as you fight," they will not become habitual as readily.

(2) Focused Feedback. Task performance is evaluated by the coach or the mentor during performance. There is a focus on elements of form—on the critical parts of how one does the task. During a performance these elements appear in a more holistic fashion.

(3) Immediacy of Performance. After corrective feedback on task performance, there is an immediate repetition of the task so it can be performed more in accordance with expert norms. When there is feedback during a performance, it is often presented during an after action review (AAR); there is usually no opportunity to re-perform the task and incorporate the feedback until some time later.

(4) Stop and Start. Because of its emphasis on repetition and feedback, deliberate practice is typically seen as a series of short performances rather than as a continuous flow of activity.

(5) Emphasis on Difficult Aspects. Deliberate practice focuses on the more difficult aspects of a task. For example, when flying an airplane, normally only a small percentage of one's flight time is consumed by takeoffs and landings. In deliberate practice simulators, a large portion of the time is dedicated to landings and takeoffs and relatively little to steady level flight. Similarly, deliberate practice enables participants to practice appropriate responses to rarely-occurring emergencies..

(6) Focus on Areas of Weakness. Deliberate practice can be tailored to the individual and focused on areas of weakness. During "train as you fight" performances, the individual desires to do his best, and therefore tends to avoid situations in which he knows he is weak.

(7) Conscious Focus. Expert behavior is characterized by many aspects of a task being performed with little conscious effort. Such automatic responses have been built up over time from repeated past performances. Normally, in fact, when the expert must consciously attend to the individual elements of a task, performance is degraded. In deliberate practice, the learner may consciously attend to the element because, in this situation, improving performance at the task is more important than performing one's best. After repeatedly attending to the element to ensure that it is performed as desired, the learner resumes performing without consciously attending to the element.

(8) Work versus Play. Deliberate practice tends to feel more like work and requires more effort than casual performance. The motivation to engage in deliberate practice generally comes from a sense that one is improving in skill.

(9) Active Coaching. Typically, a coach must be very active during deliberate practice—monitoring performance, assessing adequacy, and controlling the structure of training. In “train as you fight” performances, however, there are usually no coaches. Instead, there are observer/controllers (OCs) who attempt to interfere as little as possible in the performance.

b. Staff Training Seminars on Deep Operations. The intent of staff training seminars is to stimulate thought and promote insight into the complexities of deep operations planning. Seminars provide information on doctrine, tactics, techniques, and procedures that facilitate training. Seminars are an excellent forum in which to present and discuss specific knowledges and skills that must be mastered to perform deep operations planning and execution. Topics should include items such as—

- The deep fight.
- Attack helicopters in deep operations.
- DOCC fundamentals.
- DOCC functions.
- DOCC battle rhythm.
- Local DOCC procedures/SOP.
- Targeting process.
- Targeting meetings.
- Deep operations A²C².
- ATO.

c. Staff Section Battle Drills. Staff section battle drills focus on synchronizing the activities of members of individual brigade staff sections, for example, the S2 section. The training objectives center on improving proficiency in routine staff section functions.

d. Brigade Staff Battle Drills. Brigade staff battle drills focus training, improve reaction times, and provide standardization across the staff. For DOCC operations, trainers use a battle drill checklist that outlines all actions to accomplish before, during, and after a deep attack. This checklist must be in synch with the applicable corps/division’s DOCC SOP.

e. Brigade Training Exercises. The commander should request support from the corps/division to provide DOCC role players and OC coverage during the exercise. The role players act as DOCC members and interact with the brigade staff. The OCs conduct AARs to provide feedback throughout the DOCC process. The DOCC aviation cell should be set up to replicate a field environment. Conducting the exercise in a garrison or an office environment is much different from conducting the exercise in a field setting. Replicating a field environment also provides the opportunity to exercise command posts and adjust to their organization or layout based on the commander’s desires and the staff’s lessons learned. While conducting DOCC exercises, the commander and staff should identify what planning charts and tools they want to incorporate into their SOP. The brigade staff should develop and refine its planning according to the corps/division DOCC SOP during this training. The training should include confirmation briefs, backbriefs, and rehearsals.

f. Warfighter Training Support Package. A warfighter training support package (TSP) provides the materials needed to train one or more critical collective tasks and supporting critical individual tasks (including leader and battle staff). Warfighter TSPs assist the commander in conducting and assessing training. They enable trainers to plan, prepare, and execute training in a more efficient manner. Warfighter TSPs—

- Are prepared by the proponent school for unit training of critical collective tasks.
- Minimize unit preparation time and increase actual training time.
- Measure unit performance and provide the mechanism for unit certification.
- Provide a “crawl, walk, run” methodology for training.

TSPs vary greatly in content depending on the tasks to be trained, the training environment, the audience, and the available training aids, devices, simulators, and simulations (TADSS). They can range from a paper-based set of lesson plans used to execute classroom instruction to the myriad of

materials, orders, overlays, execution matrices, OC instructions, OPFOR cell, computer hardware, and simulation-based scenarios required to support a BCTP warfighter exercise. TSPs help the unit to achieve the desired level of proficiency in each of the three steps found in the TRADOC Digital Learning Strategy.

SECTION IV. TRAINING EXERCISES

Collective training exercises help trainers at all levels to develop, sustain, and evaluate units performing collective tasks that constitute critical wartime tasks and special mission requirements. Several types of exercises are available to a commander for use in conducting deep operations collective training.

F-14. Deep Operations Training Exercises. Training exercises vary in their degree of appropriateness for training deep operations. Only those training exercises that are most appropriate for deep operations training are discussed below. The multiechelon training opportunities described below vary from simple to complex, from inexpensive to resource-intensive, and in their suitability for constructive, virtual, or live simulations. For a more detailed discussion of these and other training exercises, see chapter 4.

a. Limited-Scope Training Exercises. During the crawl level of training, limited-scope training exercises that are mission-related and designed to train a specific group of collective tasks are appropriate. They are characterized by distinct start and stop points that represent a segment of the battle. Among these are staff exercises (STAFFEXs) and situational training exercises (STXs). The principal and special staffs organize CPs and cells to progressively train up for wartime missions. The advantages of these exercises are that their limited scope allows them to be quickly tailored to specific training requirements, and, if conducted outside of the context of a larger exercise, allow training schedule changes without regard to synchronizing training with lower and higher echelons. The shortcomings are that without maneuver of some sort, planning cycles may be unrealistic or artificial.

b. Constructive and Virtual Simulation-Driven Exercises. During the walk level of training, simulation-driven exercises add an additional degree of realism in the form of simulated maneuvers. These are medium-cost, medium-overhead exercises that may be conducted from garrison locations or between participating headquarters. The forces in these exercises are simulated. The types of exercises include computer assisted exercises (CAXs), digital training exercises (DTXs), and command post exercises (CPXs). Maneuver forces are an important aspect of deep operations training. A computer-driven simulation provides force simulation and OPFOR interactions. It helps to prevent the development of an unrealistic battle rhythm. These exercises enable the trainer to regulate planning cycles, vary the pace depending on the staff's proficiency, and repeat phases of the training as necessary for maximum training effect. If done in conjunction with higher headquarters, simulation is a good vehicle for training DOCC functions. It also provides the stage for conducting MDMP training.

c. Field Exercises. Field exercises (live simulation) are high-cost, high-overhead exercises conducted under simulated combat conditions in the field. During the run level of training they exercise command and control of all echelons in their battle functions. Among these exercises are the field training exercise (FTXs), joint training exercise (JTXs), and combined training exercise (CTXs). Field exercises provide a method for training major portions of a brigade's METL, including deep operations, and a means to perform the tasks practiced in the crawl and walk levels of training. The staff trains during the planning and command and control phases of deep operations. Subordinate battalions train during the execution of deep attacks. Exercises conducted in conjunction with higher headquarters provide the DOCC interaction required for proficiency in the staff's METL in the area of deep operations.

F-15. Condition Options. After subordinate units have demonstrated proficiency in their tasks, and brigade leaders are trained in their deep operations tasks, training exercises may be conducted

under various condition options that the must be accounted for during planning and execution. These conditions may be applied separately or in combination. Examples of the conditions that may be applied are included below.

a. Friendly and Opposing Maneuver Forces. The first condition that should be applied to the deep operations training is a simulated or actual friendly maneuver force. The requirement to execute the staff's planning in a simulated or real-world situation forces the planners' hand in maintaining realism and provides a mechanism that regulates the planning process based on operating tempo (OPTEMPO) constraints. Employment of a realistic OPFOR, in conjunction with the friendly maneuver force, adds additional constraints on planners, as they must account for the doctrine, tactics, materiel, and weapon systems of potential adversaries. This condition should also include a kill or be killed capability, via constructive, virtual, or live simulation. Live simulation uses the Multiple Integrated Laser Engagement System/Air-Ground Engagement System II (MILES/AGES II).

b. Weather and Terrain. The staff must determine how weather and terrain impact deep operations. Weather and terrain affect not only the enemy's movement but our ability to detect, deliver, and assess as well. No one staff section or system can provide all the answers. The DOCC members must work as a team and also consult other staff sections within the TOC and higher headquarters. Marginal weather conditions on the simulated battlefield (constructive and virtual simulation) afford the opportunity to train the staff in planning the command and control measures necessary to mitigate the effects of marginal weather on tactical operations (with no risk to actual aircrews and aircraft). The staff weather officer (SWO) plays a vital role in deep operations planning and must be included. The use of automated systems and consultation with a topographical analysis detachment provide valuable training for terrain analysis.

c. Operations in Urbanized Terrain. The compressed battlespace in the urban environment creates unique considerations for planning and conducting aviation operations. These considerations include operations in urban canyons, deconfliction in confined airspace, restrictive rules of engagement (ROE), difficulty in threat analysis, an overload of visual cues, the presence of noncombatants, the potential for collateral damage, and the increased risk of fratricide (see FM 3-06.1).

d. Battlefield Organization. A nonlinear, expanded battlefield may routinely create gaps between friendly units. These gaps are called noncontiguous areas of operations (AOs). Although subordinate elements may be involved in separate linear operations, the corps/division may conduct operations that do not conform to a linear battlefield grid of close, deep, and rear operations. The battlespace is fluid, changing with the mission, enemy, terrain, troops, time, and civilian considerations (METT-TC). The nonlinear battlefield affords the opportunity to plan and execute deep operations in two or more directions. The various operational combinations of battlefield organization each presents unique planning and execution challenges. (See paragraph F-24 for more information on battlefield organization.)

e. Bypass Criteria. Deep attack orders for attack helicopter units should include bypass criteria. Executing units should know what to do if they encounter other high-payoff targets en route to or from the primary target. Training scenarios should present units with conditions wherein bypass criteria dictate an attack on a target of opportunity, rather than always presenting conditions where the attack goes as planned.

F-16. Situation Options. The exercise should be tailored to the appropriate level of unit proficiency. As the unit becomes increasingly proficient, trainers may stress realism by adding complex situations, such as—

a. Restrictive A²C² Measures and ATO Conflicts. Rather than training in a continually cooperative tactical environment, the periodic introduction of less than favorable A²C² measures and ATO conflicts forces the staff to plan around these obstacles. In these circumstances, staff must negotiate and coordinate acceptable solutions, mitigate the impact of obstacles, and modify plans accordingly. Introducing conflict will also potentially involve LNO intervention.

b. Pre- and Post-Launch Abort Criteria. The training scenario(s) should present situations in which it is necessary to abort the mission. Including these scenarios helps participants to recognize when the mission abort criteria are met, and to practice the actions that are used to abort the mission.

c. Enemy Courses of Action. Wargaming enemy COAs—a process in which the G2 section determines enemy intentions and decision points—greatly influences deep operations planning. Wargaming assists with the publication of the operations order, but it does not end there. Rather, it is a continuous process, the results of which are briefed by the G2 or his representative daily during targeting meetings. During training, the OPFOR should vary its COA, especially if a logical OPFOR COA has not been thoroughly analyzed. This process of varying the OPFOR COA will give staff the opportunity to react to unexpected OPFOR actions.

d. Intelligence Information. Intelligence summaries (INTSUMs) and intelligence reports (INTREPs) are vital to the targeting process. Intelligence staff members must constantly stay abreast of current INTSUMs and INTREPs and provide pertinent information to the DOCC. Deep operations are inherently high risk. The commander must have all available intelligence when weighing the risk versus the payoff. Intelligence sections should not wait for higher headquarters to push information to them but should ask for it often. Likewise, higher headquarters should make every effort to be aware of subordinate information requirements and feed reports as quickly as possible. During training, the “white cell” higher headquarters should vary the push of information to the staff as their level of proficiency increases. That is, after the staff is familiar with what “right” looks like, the trainers should not spoon-feed intelligence information to the staff members. Rather, they should provide some level of information short of perfect intelligence that forces the staff to ask for the information the staff needs to support the mission.

e. Battle Rhythm. To avoid making the deep attack battle rhythm predictable, trainers should not conduct deep attacks at the same time repeatedly. Use of multiple attack helicopter battalions requires flexible planning to attack at various times or in multiple locations at the same time. Trainers should also consider daylight attacks, which require the staff to plan for the inherent increased risks.

f. Change of Mission. The DOCC does the full range of planning—not just targeting. Though the majority of the DOCC’s effort is in planning, it needs to keep abreast of the close fight. It may be necessary at times to cancel or divert a deep attack in order to assist in the close fight. Integrating Army airspace requirements into the joint community is difficult and confusing for the uninitiated. Planning for contingencies well in advance can make airspace deconfliction much smoother and more flexible. Most units plan multiple routes, restricted operations zones (ROZs), and airspace coordination areas (ACAs), and submit them to higher headquarters well before their expected or planned use. This pre-planning allows the A²C² cell to rapidly “turn on” a new route or open airspace for the close fight if the situations changes suddenly. During training, diverting the deep attack force to assist in the close fight will show immediately whether the staff has sufficiently planned for this contingency.

g. Engagement Areas and Attack by Fire Positions versus Zone of Attack. For Army aviation, the traditional control measures for deep attacks are attack by fire positions and engagement areas. These restrictive control measures greatly facilitate deconfliction of fires and airspace. Though not doctrinal, some units have used zones of attack instead. This method is particularly useful when the target is moving or is spread across a large area. The downside is the additional difficulty in deconflicting fires and airspace. During training, the situations and missions should be adjusted to dictate planning and execution of both types of control measures. Both measures are illustrated in figure F-5.

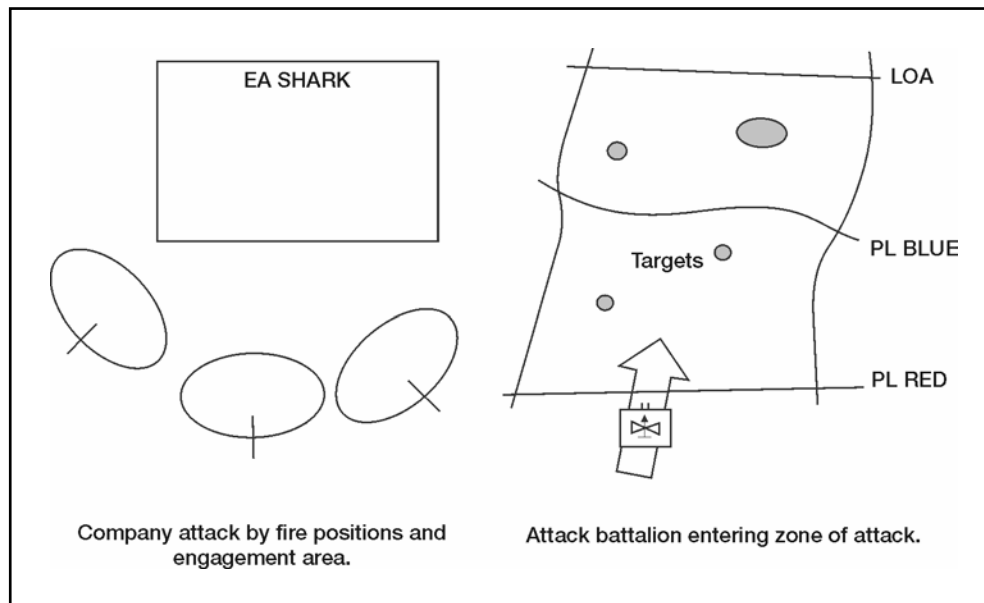


Figure F-5. Army Aviation Deep Attack Control Measures.

h. Liaison. Synchronization with division, corps, and joint headquarters is critical. Close coordination between headquarters prevents duplication of effort and airspace conflicts. Also, staff planners must have current graphics. Automated systems such as the Automated Deep Operations Coordination System (ADOCS) can help deconflict graphics between headquarters, but transmission may be unacceptably slow due to a limited communications infrastructure. Training exercises must emphasize use of liaison officers; trainers may intentionally stovepipe some information in order to exercise the liaison channels.

i. Target Location Error. Currently there are no target location error (TLE) standards for attack helicopters. FM 6-20-10 mentions 1 km as an example; however, for aviation, TLE should be based on the ability of the pilot to find the target. The pilot's ability will depend on weather, terrain, enemy activity (moving or stationary), and the type of target (armor, artillery, etc). For aviation, TLE may change based on the conditions. TLE should be the commander's call based on a thorough IPB, reconnaissance, surveillance, and knowledge of the aviation unit. It is subjective and should be incorporated into the D3A methodology and the go/no-go decision for each mission. Too often, units begin the go/no-go brief with poor intelligence on the target and end up launching what might be called a "deep movement to contact" instead of a deep attack, thus greatly increasing risk and reducing chances for success.

j. Dwell Time. Enemy units have established doctrinal times for survivability moves, refuel stops, etc. Applying this information (target selection standard) into the planning process and at the go/no-go decision point can greatly improve the discipline and success rate of deep missions. By varying the last position report of targets, trainers may discipline the staff to ask the question, "What is the established dwell time for the type of target?" The next question should be, "How current is the last position report of the target?" This will train the staff to avoid sending aviation units (or indirect fires) after a target that is no longer there.

k. Combat Search and Rescue. Combat search and rescue (CSAR) must be included when planning aviation cross-FLOT missions. Divisions have limited CSAR capability so planners should consider assets available at the corps level and above. Often times the joint forces air component commander (JFACC) will have a plan and assets for theater level CSAR.

F-17. Complex Situations. The following considerations are presented to assist trainers in structuring exercises to present some of the common problems encountered during deep operations planning.

a. Multiple, Sequential Deep Attacks. Continuous deep operations (day and night) prevent the enemy from recovering. DOCC planners may concentrate heavily on the employment of Army aviation, predominately at night. As a result, little attention is given to daylight operations, resulting in relatively weak close air support (CAS), air interdiction (AI), and indirect fires during the day. This allows the enemy to recover, reorganize, and move before nightfall. The extended planning cycles required by the introduction of multiple, sequential deep attacks into training requires the staff to deal with the factors of staff manning, fatigue, fighter management, tactical sustainment, etc.

b. Other Simultaneous Brigade Missions (Nondeep Attack). Other combat, CS, and CSS missions that the staff is responsible for planning requires the staff to man the aviation deep operations cell, while faithfully planning and executing other brigade missions.

c. Multiple, Simultaneous Deep Attacks. Simultaneous deep operations challenge the staff to plan and execute multiple missions at the same time. The execution of multiple, simultaneous, deep attacks introduce internal competition for assets to support the planning and execution of each deep attack.

d. Multiple, Simultaneous Deep Attacks (Including Other than Aviation). The DOCC plans and executes deep operations with the corps/divisions. Simultaneous deep operations that involve other systems introduce external competition for DOCC assets and for supporting corps/division combat, CS, and CSS assets. They also introduce possible additional coordination considerations and requirements.

e. Synchronizing and Deconflicting Fires during Deep Attacks. Because no plan survives the first contact, DOCC members should expect the need to deconflict fires “on the fly.” Several techniques are useful for doing this. Fire support coordination measures and airspace control measures should facilitate the expected and the unexpected. These measures should encompass alternate routes, engagement areas, and the accompanying SEAD target sets. The DOCC should have automated, as well as alternate voice means, of turning control measures on and off as needed. Additionally, the deeper the attack goes, the more difficult it becomes to maintain communications. Simulation-driven training exercises should reflect this fact. In doing so, the exercises help train the staff to consider alternative sources available to relay transmissions.

SECTION V. SUPPORTING KNOWLEDGES

The DOCC must be a cohesive team. All members must fully understand Army, joint, and combined deep operations doctrine, missions, and capabilities. In addition to knowledges required to perform tasks associated with other operations, aviation brigade battlestaffs must have a firm grasp of the information and facts required to perform the tasks needed to seamlessly integrate and coordinate with other members of the DOCC during deep attack operations.

F-18. Targeting Methodology. The commander directs the targeting effort, but normally appoints one individual to supervise the process. In the main CP, the chief of staff is responsible for supervising the targeting process and the targeting team. At corps level, the fire support coordinator (FSCOORD) could be an alternate supervisor. The targeting team incorporates the mission statement, the commander’s intent, and the concept of the operation into the target value analysis (TVA) process.

a. Targeting Cycle. The targeting process is a continuous and cyclic effort. The phases are sequential in the context of any given planning cycle. During continuous operations, execution of current operations may occur at the same time as planning future operations. These recurring tasks and their associated products are best managed through workable SOPs. SOPs must be tailored to the unit’s structure and operating environment to ensure a cohesive, coordinated targeting effort. Appendix J of FM 6-20-10 shows a sample SOP for a targeting team at the corps or division level.

b. Target Coordination. Targets and missions beyond the capability of the corps or division to attack with their assets are passed to higher headquarters for action. The staff must know when the requests must be submitted for consideration within the higher headquarters target planning cycle. The synchronization of these missions with ongoing operations may be critical to the success of the unit mission. Close coordination between higher and lower headquarters is critical to provide integration and synchronization of plans. A key to coordination for both planning and execution is the use of LNOs at all headquarters.

F-19. Targeting Synchronization. During execution of the plan, the commander and staff must periodically evaluate the current fight and determine if the concept of operations should be modified. This evaluation is typically conducted at a synchronization meeting (sometimes referred to as a targeting meeting). This meeting is nothing more than a very compressed MDMP during which the commander and staff walk through the D3A methodology to verify that the ongoing operations and resources are focused toward finding, attacking, and assessing valid HPTs. This meeting verifies and updates the HPT list; verifies, updates, and re-tasks available collection assets for each HPT; verifies and reallocates delivery systems to engage each HPT; and confirms which assets are tasked to verify the effects on each target after it is attacked. Synchronization meeting success requires focused participation by all BOS representatives, preparation by all participants, and the rapid development and dissemination of products. The meeting is normally held in the DOCC.

F-20. Battlefield Delineation. A recurring point of contention in dealing with deep operations is the delineation of the battlefield. Is the battlefield defined in relation to one commander's area of operations, is the delineation dependent on the mission of the enemy force, or is the battlefield defined in relation to a subordinate commander's capability to find and engage the enemy? In the context of the linear battlefield, this delineation, for fire support purposes, usually focuses on the fire support coordination line (FSCL).

a. Fire Support Coordination Line. The FSCL is used by the ground force commander to coordinate fires of air, ground, or sea weapons systems using any type of ammunition against surface targets. It follows well-defined terrain features and must be coordinated with close air support (CAS), air interdiction (AI), and other supporting elements (see FM 101-5-1).

b. Locally-Defined Control Measures. For a variety of reasons, units design their own control measures to divide battlefield responsibilities for deep and close. For instance, the ground force commander may establish the FSCL beyond the battlespace of the division commander and, possibly, the corps commander. Examples of just such an action include the reconnaissance and interdiction planning line (RIPL) in Europe, and the deep battle synchronization line (DBSL) in Korea. Neither term is doctrinal in its origin, yet both theaters have a clear understanding of what they mean in their respective theaters. Doctrinal control measures (phase lines), with a locally defined purpose within the corps, can further divide the close and deep responsibilities. One corps uses a battlefield coordination line (BCL) to delineate the corps and major subordinate commands areas of responsibility, relative to deep operations, intelligence collection, and fires. This line requires divisions and major subordinate commands (MSCs) to coordinate with the corps prior to conducting deep operations beyond the BCL. Conversely, the corps is required to coordinate with the major subordinate command before conducting operations within the BCL. The BCL is a measure that has been used successfully in several warfighter exercises. Brigade planners must be thoroughly familiar with theater-specific, common reference system(s). They provide a universal, joint perspective with which to define specific areas of the battlespace, enabling the joint force commander (JFC) and component commanders to efficiently coordinate, deconflict, and synchronize surface time critical targeting (TCT) attacks.

F-21. Air Tasking Order. The air tasking order (ATO) is a method used to task and disseminate to components, subordinate units, and command and control agencies projected sorties, capabilities, and specific missions. It normally provides specific instructions to include call signs, targets, and controlling agencies as well as general instructions. When it comes to deep operations, the ATO is the key to synchronization. The JFC's battle rhythm drives the ATO cycle. When working in a joint

environment, deep operations planning must be synchronized with the higher headquarters and sister services. Army planners must ensure their requests and submissions are in cycle with the theater ATO. Joint Pub 3-56.1 states, "When appropriate, they (organic aviation assets) appear on the joint ATO for coordination and deconfliction purposes." (Also see FM 3-100.2.) Coordinating rotary-wing aircraft operations into the ATO is problematic because it is not a traditional task defined in Army doctrine nor is it exercised on a regular basis in joint training. Generally, attack helicopters are not included in air apportionment decisions, nor are they normally tasked via the ATO. Attack helicopters are normally tasked through mission-type orders and employed as organic assets as a maneuver unit. However, in a joint and/or combined environment, it may be necessary to put Army aviation deep missions, Army tactical cruise missile system (ATACMS), and other long-range field artillery systems on the ATO. Some reasons for this are—

- The deep missions may go beyond the owning commander's AO (ground and airspace).
- To deconflict airspace (aircraft and fires) with sister services and coalition partners.
- To avoid multiple component commanders striking the same target.
- To gain support for additional assets to reach the desired target-EW, AI, Airborne Battlefield Command and Control Communications (ABCCC).
- Because the mission is directed by the JFC.

F-22. Close Air Support, Air Interdiction, and Joint Air Attack Team. Fixed-wing air support to deep operations may come in many forms, to include joint air attack team (JAAT) missions. Air support of corps deep operations can include reconnaissance and surveillance, AI, EW, and airlift missions. It may also provide close air support (CAS) in support of a deep maneuver force. The more complex the JAAT mission the more planning time required. A planning horizon of 36 hours usually allows time for a complete joint ATO. Anything less can be planned but may not be in the joint ATO. ATO requirements are discussed in Joint Pub 3-56.1. JAAT operations beyond the FSCL must be coordinated with the joint air operations center (JAOC) through the BCD. When possible, JAAT operations should be conducted concurrently with theater level joint suppression of enemy air defenses (Joint SEAD) operations, thereby benefiting from airborne jamming and defense suppression platforms operating in the same area.

F-23. Joint SEAD. Brigade planners must know the capabilities of Joint SEAD and use it. There are many assets at echelons above corps that can greatly assist the division or corps prosecution of the deep fight. These assets may sometimes mean the difference between success and failure. Not all assets deliver lethal SEAD; non-lethal attack may be just as effective. Planners must consider that incorporating joint assets requires coordination and lead-time.

a. Last-Minute Targets. Planners must prepare for last-minute targeting and targets of opportunity. No SEAD plan will be 100 percent accurate. Planners anticipate last minute targets by establishing pre-cleared fires using the appropriate fire support coordination measures in conjunction with airspace coordination measures. In other words, if the friendlies are within specified boundaries, anything that pops up outside of those boundaries is fair game. Fire supporters should also establish a quickfire net for rapid sensor-to-shooter calls for fire.

b. Target Priorities. The commander and FSCOORD must set priorities for targets in the fire mission cue and establish a responsive means to shift priorities during execution. The targeting board should establish priorities; the fire support cell should plan for rapid change of priority. Automated systems, such as ADOCS and the Advanced Field Artillery Tactical Data System (AFATDS), are valuable tools for adjusting priorities quickly.

c. Block Times and Target Areas. During the targeting process, the DOCC should develop air support requests that identify block times and target areas throughout a 96-hour period. Identifying times and target areas in blocks provides a greater degree of flexibility than requesting a specific time on target (TOT) in a specific location. The DOCC should also use the multi-service targeting reference methods found in FM 90-36.

F-24. Battlefield Organization. An in-depth understanding of battlefield organization and relationship to deep operations is a crucial part of successful deep operations mission planning and execution. Commanders visualize their battlespace and determine how to arrange their forces as part of the MDMP.

a. Force Allocation. Battlefield organization is the allocation of forces in the AO according to their intended purpose. Commanders organize forces according to purpose by determining which category of operations each unit's operation falls: decisive, shaping, or sustaining (see figure F-6). Despite the increasingly nonlinear nature of operations, there may be situations where commanders must be able to describe decisive, shaping, and sustaining operations in spatial terms. In such cases, commanders describe the AO in terms of deep, close, and rear areas. These spatial categories are especially useful in operations that are generally contiguous and linear and feature a clearly defined enemy force.

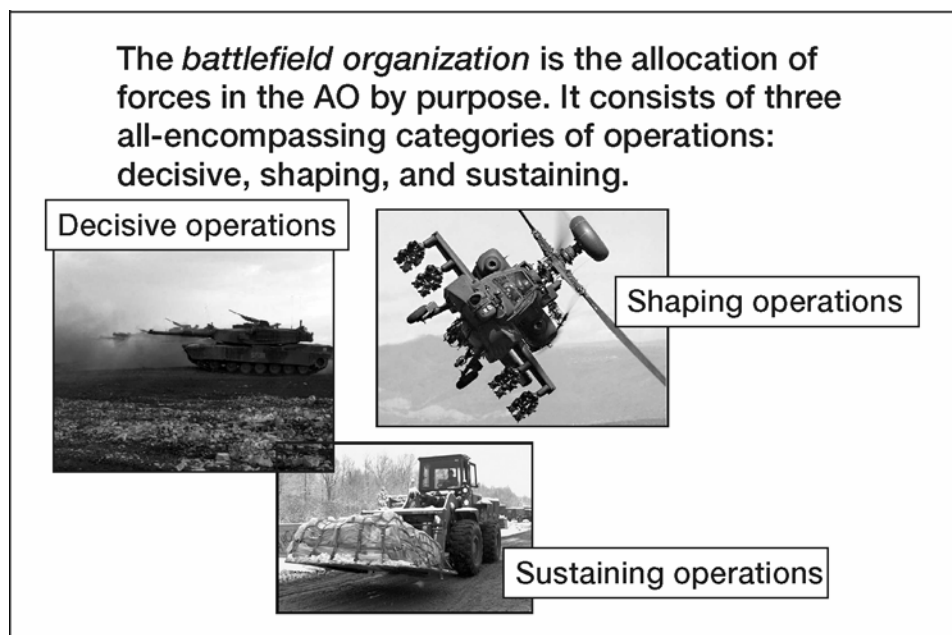


Figure F-6. Battlefield Organization.

b. Linear/Nonlinear Operations. Typically, linear operations involve conventional combat and concentrated maneuver forces. Ground forces share boundaries and orient against a similarly organized enemy force. Terrain or friendly forces secure flanks and protect CSS operations. In some multi-national operations, the capabilities and doctrine of partners may dictate spatial organization of the AO. In such situations, commanders designate deep, close, and rear areas.

c. Contiguous/Noncontiguous Areas of Operation. As they visualize their battlefield framework and operational design, commanders consider incorporating combinations of contiguous and noncontiguous AOs with linear and nonlinear operations. Commanders choose the combination that fits the situation and the purpose of the operation. When AOs are contiguous, a boundary separates units. When AOs are noncontiguous, units do not share a boundary; the concept of operations links the elements of the force and the higher headquarters is responsible for the area between noncontiguous AOs.

d. Operational Combinations. Association of contiguous and noncontiguous AOs with linear and nonlinear operations creates four combinations of battlefield organization, as described below. These combinations are also illustrated in figure F-7.

Glossary

Section I **Abbreviations**

A²C²	Army airspace command and control
AA	assembly area
AAA	anti-aircraft artillery
AACG	arrival airfield control group
AAFES	Army and Air Force Exchange Service
AAR	after action review
AATF	air assault task force
ABCS	aircraft battlefield countermeasures and survivability; Army Battle Command System
ABF	attack by fire
AC	Active component
ACA	airspace coordination area; airspace control authority
ACC	Army correspondence course; air component commander
ACE	American Council on Education; armored combat earthmover; analysis and control element
ACL	allowable cargo load
ACM	airspace control measure
ACO	airspace control order; airspace coordination order
ACP	allied communication publication; air control point; airspace control plan
ACS	Army Community Service
ACSO	armored cavalry signal officer
ACT	air cavalry troop

ACU	area common user
AD	air defense
ADA	air defense artillery
ADC	area damage control
ADE	assistant division engineer
ADWCS	air defense weapons control status
AF	U.S. Air Force
AFES	automatic fire extinguisher system
AFTP	additional flight training period
AG	adjutant general
AGES	Air Ground Engagement System
AGM	attack guidance matrix
AI	area of interest; airborne intercept
AIC	airspace information center
AIS	automated information systems
ALE	automatic link establishment
ALO	administrative-logistics officer; air liaison officer
ALOC	administrative and logistics operations center
AM	amplitude modulation
AMC	Army Materiel Command; air mission commander
AMDWS	air and missile defense work stations
AMO	aircraft maintenance officer
AMPS	Aviation Mission Planning System
ANC	Army Nurse Corps
ANGLICO	naval gunfire liaison company
AO	area of operations
AOAP	Army Oil Analysis Program

AOR	area of responsibility
AP	antipersonnel
APO	Army Post Office
APOD	aerial port of debarkation
APOE	aerial port of embarkation
AR	Army regulation; Army Reserve
ARAT	Army Reprogramming Analysis Team
ARI	Army Research Institute; Aviation Restructure Initiative
ARMS	Aviation Resource Management Survey
ARP	acquisition requirements package
ARTEP	Army Training and Evaluation Program
ARTY	artillery
AS	autonomous system; aviation ship; analog secure
ASAP	as soon as possible
ASAS	All-Source Analysis System
ASAT	Automated System Approach to Training
ASB	aviation support battalion
ASE	aircraft survivability equipment; allied signal engine
ASET	Aircraft Survivability Equipment Trainer
ASLT	assault
ASI	additional skill identifier
ASPS	all-source production section
AT	antitank; assessment team; Army training; annual training
ATB	annual training brief
ATCCS	Army Tactical Command and Control System
ATI	artillery target intelligence
ATKBN	attack battalion

ATM	aircrew training manual
ATO	air tasking order
ATP	aircrew training program
AUEL	automated unit equipment list
AVCATT	Aviation Combined Arms Tactical Trainer
AWOL	absent without leave
BA	battery
BAS	battlefield air support; battlefield automated system; battlefield aid station
BBS	brigade and battalion simulation
BC	branch code
BCBST	brigade command and battle staff training
BD	battle damage
BDA	battle damage assessment
BDAR	battle damage assessment repair
BL	battery low
BLTM	Battalion Level Training Model
BM	base maintenance; branch material; ballistic missile
BOS	battlefield operating system
BP	battle position
BR	battle roster
BSA	brigade support area
BSX	battle simulation exercise
BUB	battle update briefing
C²	command and control
C²P	command and control protect
C³	command, control, and communications
C⁴	command, control, communications, and computers

C⁴I	command, control, communications, computers, and intelligence
CA	civil affairs
CAI	computer assisted instruction
CAL	Center for Army Leadership; caliber
CALFEX	combined arms live-fire exercise
CALL	Center for Army Lessons Learned
CAM	chemical agent monitor
CAS	close air support
CAT	command and assessment team
CATS	combined arms training strategy
CAV	cavalry
CAX	computer assisted exercise
CB	chemical biological
CC	Chemical Corps; control center
CCI	controlled cryptographic item
CCIR	commander's critical information requirements
CCP	casualty collection point; consolidation and containerization point
CDR	commander
CE	communications-electronics
CEO	communications-electronics officer; chief executive officer
CED	captured enemy documents
CEM	captured enemy material
CF	correlation factor; covering force
CFA	current files area
CFX	command field exercise
CG	commanding general; center of gravity
CHEMO	chemical officer

CI	counterintelligence; combat information; civilian internees
CID	criminal investigation division
CIP	command inspection program
CIS	command information system
CJA	command judge advocate
CM	countermeasures
CMO	civil-military operations
CMOC	civil-military operations center
CMS	countermeasure set
CO	commanding officer; commissioned officer; company
COA	course of action
COMARFOR	Commander of the Army Force
COMEX	communications exercise
COMM	communication
COMSEC	communications security
CONPLAN	contingency plan; concept plan
CP	command post
CPX	command post exercise
CS	combat support
CSA	corps storage area
CSAR	combat search and rescue
CSM	command sergeant major
CSS	combat service support
CSSCS	combat service support control system
CTA	consolidated training activities; common table of allowances
CTC	combat training center
CTG	command training guidance

CTIL	commander's tracked items list
CTT	common task test
CTX	combined training exercise
CW	continuous wave; chief warrant officer (CW2, CW3, CW4)
CY	calendar year
DA	Department of the Army
DA Form	Department of the Army form
DA PAM	Department of the Army Pamphlet
DAC	Department of the Army civilian
DACG	departure airfield control group
DART	downed aircraft/aircrew recovery team
DBC	deputy brigade commander
DC	displaced (dislocated) civilian
DCFA	Directorate of Community and Family Activities
DD	Department of Defense
DD Form	Department of Defense form
DE	directed energy
DEL	deployment equipment list
DEPEX	deployment exercise
DEW	directed energy weapon (or warfare)
DIS	distributed interactive simulation
DISCOM	division support command
DMX	decisionmaking exercise
DO	delivery order
DOCC	deep operations coordination cell
DOL	Department of Logistics; Director of Logistics
DOTDS	Directorate/Director of Training, Doctrine, and Simulation

DP	decision point
DPCA	Directorate of Community and Family Activities
DR	data repository
DS	direct support
DS2	decontaminating solution #2
DST	decision support template
DTLOMS	doctrine, training, leader development, organization, materiel, and soldier
DTX	digital training exercise
EA	engagement area; electronic attack
EAC	echelons above corps
EAD	echelon above division
EBA	engineer battlefield assessment
EC	electronic countermeasure; electronic combat
ECCM	electronic counter-countermeasures
EEFI	essential elements of friendly information
EI	essential elements of information
EENT	end of evening nautical twilight
EGA	extended graphics adapter
EGR	embedded global positioning system receiver
EH	electronic helicopter
EID	emitter identification database
EL	elevation
ELO	enabling learning objectives
EMCON	emission control
EMO	electronic warfare officer
EMP	electromagnetic pulse

EN	engineer; engineers
EO	electro-optical
EOC	emergency operations center
EOD	explosive ordnance disposal
EP	electronic protection
EPA	evasion plans of actions
EPW	enemy prisoner of war
ER	evaluation report
ES	electronic support
ESM	electronic support measures
ET	embedded training
ETS	expiration time of service
EW	electronic warfare
EWO	electronic warfare officer
FA	functional area; field artillery
FAC	forward air controller
FAR	Federal Acquisition Regulation
FARE	forward arming refueling equipment
FARP	forward arming and refueling point
FBCB²	Force XXI Battle Command Brigade and Below
FCX	fire coordination exercise
FER	final exercise report
FFIR	friendly force information requirements
FL	flight level
FLOT	forward line of own troops
FM	field manual; frequency modulation (radio)
FO	forward observer

FRAGO	fragmentary order
FS	fire support; flight simulator
FSB	forward support battalion
FSC	fire support cell
FSCM	fire support coordination measures
FSCoord	fire support coordinator
FSE	fire support element
FSO	fire support officer
FST	field sanitation team
FTX	field training exercise
FUE	first unit equipped
G1	Assistant Chief of Staff, Personnel
G2	Assistant Chief of Staff, Intelligence
G3	Assistant Chief of Staff, Operations
G4	Assistant Chief of Staff, Logistics
G5	Assistant Chief of Staff, Civil Affairs
G6	Assistant Chief of Staff, Communications-Electronics
GAS	gunner's auxiliary sight; chemical contamination (label)
GI	government issue
GS	general support
GSAB	general support aviation battalion
GSE	ground support equipment
HA	holding area
HACC	humanitarian assistance coordination center
HE	high-explosive
HHC	headquarters and headquarters company
HHT	headquarters and headquarters troop

HIRSS	Hover Infrared Suppression System
HPT	high-payoff targets
HPTL	high-payoff target list
HQ	headquarters
HQDA	Headquarters, Department of the Army
HR	hour(s)
HVT	high-value targets
IAW	in accordance with
IC	installation commander
ICS	information control systems
IDP	initial delay position
IDT	inactive duty training
IEWSO	electronic warfare staff officer
IFF	identification, friend or foe
IG	inspector general
IHADSS	Integrated Helmet and Display Sighting System
IMA	individual mobilization augmentees
IMC	instrument meteorological conditions
IMETS	Integrated Meteorological System
IN	inch(es)
INS	inertial navigation system
INT	intercommunication system (panel nomenclature)
INTREP	intelligence report
INTSUM	intelligence summary
IO	information operations
IP	instructor pilot; initial point, internet protocol
IPB	intelligence preparation of the battlefield

IR	infrared; intelligence requirements
IRCM	infrared countermeasures
ISOPREP	isolated personnel report
ISS	information systems security
ITEP	individual training evaluation program
ITO	invitational travel orders
ITT	interrogator translator team
IV	intravenous
IW	information warfare
JAAT	Joint Air Attack Team
JCS	Joint Chiefs of Staff
JPN	jam program number
JRTC	Joint Readiness Training Center
J-SEAD	Joint Suppression of Enemy Air Defenses
JSRC	Joint Search and Rescue Center
JSTARS	Joint Surveillance Target Attack Radar System
JTX	joint training exercise
KIA	killed in action
LAN	local area network
LC	line of contact
LCX	logistical coordination exercise
LD	line of departure
LEN	large extension node
LES	leave and earnings statement
LFX	live-fire exercise
LIC	language identifier code
LIN	line item number

LNO	liaison officer
LOA	letter of agreement; limit of advance
LOC	lines of communication
LOG	logistics
LOGEX	logistics exercise
LOI	letter of instruction
LOS	line of sight
LP	listening post
LRS	long-range surveillance
LTX	lane training exercise
LZ	landing zone
MA	marshalling area
MAC	maintenance allocation chart
MACOM	major Army command
MAPEX	map exercise
MASH	mobile Army surgical hospital
MBA	main battle area
MC	mobility corridor
MCA	major commercial account
MCO	movement control officer
MCOO	modified combined obstacle overlay
MCS	maintenance control system, maneuver control system
MCT	movement control team
MD	military deception
MDMP	military decisionmaking process
MDW	U.S. Army Military District of Washington
ME	maintenance test flight evaluator

MEA	munitions effects assessment
METL	mission essential task list
METT-TC	mission, enemy, terrain, troops, time, and civilian considerations
MI	military intelligence
MIA	missing in action
MIC	mission identification code
MIJI	meaconing, interference, jamming, and intrusion
MILES	Multiple Integrated Laser Engagement System
MOBEX	mobilization exercise
MOC	management of change
MOGAS	motor gasoline
MOPP	mission-oriented protective posture
MOS	military occupational specialty
MOU	memorandum of understanding
MOUT	military operations in urbanized terrain
MP	military police
MQS	military qualification standards
MSE	mobile subscriber equipment
MSEC-BBS	Multi-Service Electronic Combat Bulletin Board System
MSR	main supply route
MT	ministry team
MTI	moving target indicator
MTOE	modified table of organization and equipment
MTP	mission training plan
MWR	morale, welfare, and recreation
NAI	named area of interest

NATO	North Atlantic Treaty Organization
NAVAID	navigational aid
NBC	nuclear, biological, and chemical
NC	node center
NCO	noncommissioned officer
NCOER	noncommissioned officer evaluation report
NCOPD	noncommissioned officer professional development
NCTR	noncooperative target recognition
NCOIC	noncommissioned officer in charge
NDI	nondevelopmental items
NG	National Guard
NGF	naval gunfire
NGO	naval gunfire officer; nongovernmental organization
NOE	nap of the earth
NS	night system
NTC	National Training Center
NVD	night vision device
O and S	operating and support
OB	order of battle
OC	observer/controller
OCOKA	observation and fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach (considerations in evaluating terrain as part of METT-T analysis)
OD	olive drab
ODSS	offensive, defensive, stability, or support operations
OEG	operational exposure guide/guidance
OER	officer evaluation report
OF	observed fire

OI	operations and intelligence
OIC	officer in charge
OMA	operations and maintenance—Army
OP	observation post
OPCON	operational control
OPD	officer professional development
OPFOR	opposing force
OPLAN	operation plan
OPORD	operation order
OPS	operational project stock
OPSEC	operations security
OPTEMPO	operating tempo
OR	operation ready
ORD	operational requirements document
ORT	optical relay tube
OT	observer-target
OTH	other-than-honorable conditions
OVE	on vehicle equipment
P	needs practice (partial)
PAC	personnel and administration center
PAN	production approval number
PAO	public affairs officer
PAR	precision approach radar
para	paragraph
PC	personnel carrier; pilot in command
PCC	precombat check
PCI	precombat inspection

PD	program directive
PE	practical exercise
PERSTEMPO	personnel tempo
PFPX	partnership for peace exercise
PI	point of impact
PIN	product identification number
PIR	priority intelligence requirements
PL	phase line; platoon leader; preservative lubricant
PM	program manager; provost marshal
PMCS	preventive maintenance checks and services
PME	performance management & evaluation; precision measuring equipment; professional military education
PMO	provost marshal office
PMOS	primary military occupational specialty
POC	point of contact
POE	point of embarkation
POI	program of instruction
POL	petroleum, oils, and lubricants
POM	program objective memorandum; preparation for overseas movement
POR	preparation of overseas replacement
PP	passage point, present position
PRI	primary review authority
PSA	port support activity
PSC	personnel service company
PSNCO	personnel service noncommissioned officer
PSR	personnel strength report
PSRC	partial selective reserve call-up

PSYOP	psychological operations
PT	physical training
PVO	private volunteer organization
PW	prisoner of war; pulsed wave
PZ	pickup zone
QRF	quick reaction force
QTB	quarterly training briefing
QTG	quarterly training guidance
R&R	rest and recuperation
R&S	reconnaissance and surveillance
RA	regular army
RAD	radio (panel nomenclature); radiation absorbed dose
RAG	regimental artillery group (OPFOR)
RAM	radar absorbent material
RC	Reserve component
RCC	rescue coordination center
RCE	regional coordinating element
RDL	General Dennis J. Reimer Digital Library
RDS	requirements data sheet
RE	reference; regarding; regard; research engineering
RES	radiation exposure status
RF	Reserve forces; radio frequency
RM	reparable management
ROE	rules of engagement
RP	reference point; release point
RS	radiation status; religious support
RSDS	radar signal detecting sets

RT	receiver-transmitter
RTS	regional training sites
RV	rekeying variables; reentry vehicle; rescue vehicle
RW	rotary wing
S1	personnel staff officer
S2	intelligence staff officer
S3	operations and training staff officer
S4	logistics staff officer
S5	civil-military operations staff officer
S6	signal staff officer
SA	Secretary of the Army; small arms; semi-annual; special action
SAF/SAFOR	semi-automated forces
SAL	special ammunition, semi- active laser
SALUTE	size, activity, location, unit identification, time, and equipment (format for reporting enemy information)
SAR	synthetic aperture radar
SARH	semi-active radar hominy
SASO	stability and support operations
SAT	standard Army training
SATS	Standard Army Training System
SB	selection board; standby; supply bulletin; surface burst
SBF	support by fire
SC	Signal Corps
SE	synthetic environment
SEAD	suppression of enemy air defenses
SEDRE	sealift emergency deployment readiness exercise
SGM	sergeant major
SI	set indicator (panel nomenclature); skill identifier

SID	standard instrument departure
SIDPERS	Standard Installation/Division Personnel System
SIG	signal
SIGSEC	signal security
SINGGARS	Single Channel Ground and Air Radio System
SIP	standardization instructor pilot
SIR	specific intelligence requirements
SITMAP	situation map
SITREP	situation report
SITTEMP	situation template
SIV	system integration van
SJA	Staff Judge Advocate
SM	soldier's manual
SMOS	secondary military occupational specialty
SNCO	senior noncommissioned officer
SO	signal officer
SOF	special operations forces
SOFA	Status of Forces Agreement
SOI	signal operation instructions
SOP	standing operating procedure
SOR	special orders and requests
SORTS	Status of Resources Training System
SP	start point
SPINS	special instructions
SPO	support operations
SPOD	seaport of debarkation
SPOE	seaport of embarkation

SPOTREP	spot report
SQDN	squadron
SQI	skill qualification identifier
SR	supply route
SSA	supply support activity
SSI	special skill identifier
ST	student text
STAARS	Standard Army After Action Review System
STAB	standby advisory board; stab-stabilizer; stabilizer
STAFFEX	staff exercise
STANAG	standardization agreement (international)
STATREP	status report
STP	soldier training publication
STU III	secure telephone unit III
STX	situational training exercise
T	trained
TA	table of allowance; theater Army
TAC	tactical air command; tactical
TAC CP	tactical command post
TACAIR	tactical air
TACLAN	tactical local area network
TACP	tactical air control party
TACSOP	tactical standing operating procedures
TACT	tactical airspace control team
TADS	Target Acquisition and Designation System
TADSS	training aids, devices, simulators, and simulations
TAI	TRADOC acquisition instruction; target area of interest

TAM	training assessment module
TAMCA	Theater Army Movement Control Agency
TAR	tactical air request
TAS	target audience soldier, target acquisition system
TAT	to accompany troops
TC	training circular
TD	training development
TDMP	tactical decisionmaking process
TDY	temporary duty
T&EO	training and evaluation outline
TE	task evaluation; test equipment; time of entry (in contaminated area)
TEC	training extension course
TEM	terrain evaluation module
TEMP	test and evaluation master plan
TES	tactical engagement system
TEWT	tactical exercise without troops
TF	task force
TI	technical inspector; tactical internet
TIA	training impact analysis
TM	technical manual
TMA	training mission area
TOC	tactical operations center
TOCEX	tactical operations center exercise
TOE	table(s) of organization and equipment
TOF	time of flight
TOO	tactical operations officer

TR	TRADOC regulation
TRAC	TRADOC analysis center
TRADOC	U.S. Army Training and Doctrine Command
TRANS	transmit (panel nomenclature)
TRTG	Tactical Radar Threat Generator
TSP	training support package
TST	tactical support team
TTP	tactics, techniques, and procedures
TV	transport vehicle
TVM	track via missile
T&EO	training and evaluation outline
U	untrained
UAV	unmanned aerial vehicle
UBL	unit basic load
UCMJ	Uniform Code of Military Justice
UI	unit of issue
ULLS	Unit Level Logistics System
UMA	unit marshalling area
UMC	unit movement center
UMO	unit movement officer
UMT	unit ministry team
UN	United Nations
US	United States
USA	United States Army
USAAVNC	United States Army Aviation Center
USAF	U.S. Air Force
USMTF	United States message text format

USR	unit status report
VA	Veterans' Administration
VI	visual information
VIS	visual information specialist
VMC	visual meteorological conditions
WARNORD	warning order
WIA	wounded in action
WO	warrant officer
XO	executive officer
1SG	First Sergeant

Section II
Terms

COORDINATE

To bring into a common action, movement, or condition.

EMPLOYMENT

To commit a force in support of an operation.

OPERATING TEMPO (OPTEMPO)

The annual operating miles (vehicles) or flying hours (flight crew) for systems in a particular unit required to execute the commander's training strategy. It is stated in terms of the miles per hours for the major system in a unit; however, all equipment generating significant operating and support cost has an established operating tempo.

VOLCANO

Mine Dispensing System

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FM 22-6 Guard Duty. 17 September 1971. (Will be revised as FM 3-22.6)
FM 71-1 Tank and Mechanized Infantry Company Team. 26 January 1998.
(Will be revised as FM 3-91.1)
FM 10-23-1 Commander's Guide to Food Service Operations. 17 March 1992.
(Will be revised as FM 4-20.52)
FM 21-10 Field Hygiene and Sanitation. 22 November 1988. (Will be revised
as FM 4-25.10)
FM 90-36 The Joint Targeting Process and Procedures for Targeting Time-
Critical Targets. 20 June 1995. (Will be revised as FM 3-60.1)
FM 100-103 Army Airspace Command and Control in a Combat Zone.
07 October 1987. (Will revised as FM 3-52)
FM 101-5-1 Operational Terms and Graphics (MCRP 5-2A).
30 September 1997. (Will be revised as FM 5-20-1)

Other Publications

Training with Simulations: A Handbook for Commanders and Trainers. National Simulation Center.
00 January 1999.

MISSION TRAINING PLAN USER FEEDBACK

MTP NUMBER _____ DATE _____

MTP TITLE _____

User feedback is an important link in the improvement of training publications. To make it easier for you to make recommendations, this standard questionnaire is provided. Please answer each question frankly, and mail the questionnaire to Commander, U.S. Army Aviation Center, Directorate of Training, Doctrine, and Simulation, ATTN: ATZQ-TDS-D, Fort Rucker, AL 36362-5000.

THE FOLLOWING QUESTIONS PERTAIN TO YOU:

1. What is your position (company commander, platoon sergeant, other)?

2. How long have you served in this position? _____

3. How long have you served in this unit? _____

4. What is your component? Active Reserve

5. Where is your unit?

CONUS

Eighth U.S. Army

U.S. Army, Europe

U.S. Army Western Command

Other (specify) _____

THE FOLLOWING QUESTIONS ARE ABOUT THE MTP IN GENERAL:

6. How do you feel this MTP has affected training in your unit compared to other training products?

It has made training better.

It has had no effect on training.

It has made training worse (If so, explain why.)

7. Is this MTP easy to use, compared to other training products?

Easier

About the same

More difficult (If so, explain why.) _____

8. What part of the MTP was **most useful**? Why?

- Chapter 1, Unit Training
- Chapter 2, Training Matrixes
- Chapter 3, Mission Outline
- Chapter 4, Training Exercises
- Chapter 5, Training and Evaluation Outlines
- Chapter 6, External Evaluations

Why?

9. What part of the MTP was **least useful**? Why?

- Chapter 1, Unit Training
- Chapter 2, Training Matrixes
- Chapter 3, Mission Outline
- Chapter 4, Training Exercises
- Chapter 5, Training and Evaluation Outlines
- Chapter 6, External Evaluations

Why?

10. What part of the MTP was the **easiest to understand**?

- Chapter 1, Unit Training
- Chapter 2, Training Matrixes
- Chapter 3, Mission Outline
- Chapter 4, Training Exercises
- Chapter 5, Training and Evaluation Outlines
- Chapter 6, External Evaluations

Why?

11. What part of the MTP was the **most difficult to understand**?

- Chapter 1, Unit Training
- Chapter 2, Training Matrixes
- Chapter 3, Mission Outline
- Chapter 4, Training Exercises
- Chapter 5, Training and Evaluation Outlines
- Chapter 6, External Evaluations

Why?

12. What do you **like best** about this ARTEP?

- Format
- Content
- Graphics
- Readability
- Organization

13. What would you like to see **added** to this MTP? _____

14. What would you like to see **deleted** from this MTP? _____

15. Would you like to have added to this MTP a training matrix that contains an **alphabetical listing** of all tasks? Yes No

16. Would you like to have added to this MTP a training matrix that contains a **separate crosswalk** between each collective task and its individual tasks? Yes No

THE FOLLOWING QUESTIONS PERTAIN TO THE TRAINING EXERCISES (FTX AND STXs):

17. The training exercises prepare the unit to accomplish its wartime missions. In your opinion, how well do they fulfill this purpose?

- They provide 100 percent of my unit's training requirements.
- They provide 75 percent or more of my unit's training requirements. (Identify deficiencies on separate sheet.)
- They provide 50 percent or less of my unit's training requirements. (Identify deficiencies on a separate sheet.)
- They provide 25 percent or less of my units training requirements. (Identify deficiencies on a separate sheet.)

18. Would you recommend **adding or deleting** an STX or FTX to this MTP?

- Yes No

19. What was the greatest problem you experienced with the exercises? (If more than one problem, please rank in order of importance; that is, 1, 2, 3, and so on.)

- _____ Too many pages.
- _____ Need more illustrations.
- _____ Hard to read and understand.
- _____ Need more information on leader training.
- _____ Need more information on support and resources.
- _____ Need more information on normally attached elements.
- _____ Need more information on how to set up the exercises.
- _____ Need more information on how to conduct the exercises.
- _____ Do not interface well with other training products, such as crew drills.

20. How many STXs or FTXs have you trained on or participated in personally? _____

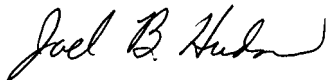
21. Additional comments:

**ARTEP 1-111-MTP
17 JUNE 2002**

By Order of the Secretary of the Army:

ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:



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DISTRIBUTION:

Active Army, Army National Guard, and U.S. Army Reserve: Distribute in accordance with the initial distribution number IDN 120946, requirements for ARTEP 1-111-MTP.

