MISSION TRAINING PLAN
FOR THE

AVIATION BRIGADES

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Army Training and Evaluation Program
No. 1-111-Mission Training Plan

MISSION TRAINING PLAN
FOR THE AVIATION BRIGADES

Contents

Preface

This Army Training and Evaluation Program (ARTEP), mission training plan (MTP), provides the modular 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 Field Manual (FM) 3-04.111, Aviation Brigades, and training to win the battle. These themes support a successful training system as discussed in FM 7-0, Training the Force, and FM 7-1, Battle Focused Training.

This MTP is specifically designed for units organized under the following Tables of Organization and Equipment (TOE):

- 01102G200 Division Aviation Brigade (Light), HHC
- 01202G200 Assault Brigade, HHC
- 01302G200 Division Aviation Brigade (Heavy), HHC

This publication applies to the Active Army, the Army National Guard (ARNG)/the Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR).

The proponent of this publication is 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, ATTN: ATZQ-TDD, Fort Rucker, AL 36362-5000.

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 brigade throughout this document is generally meant to include all aviation brigade-sized units and active and reserve component.

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 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 aviation brigade facilitates the commander's ability to maneuver his brigade combat teams (BCTs). 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 aviation transformation doctrine. Some of these publications are illustrated in Figure 1-1.
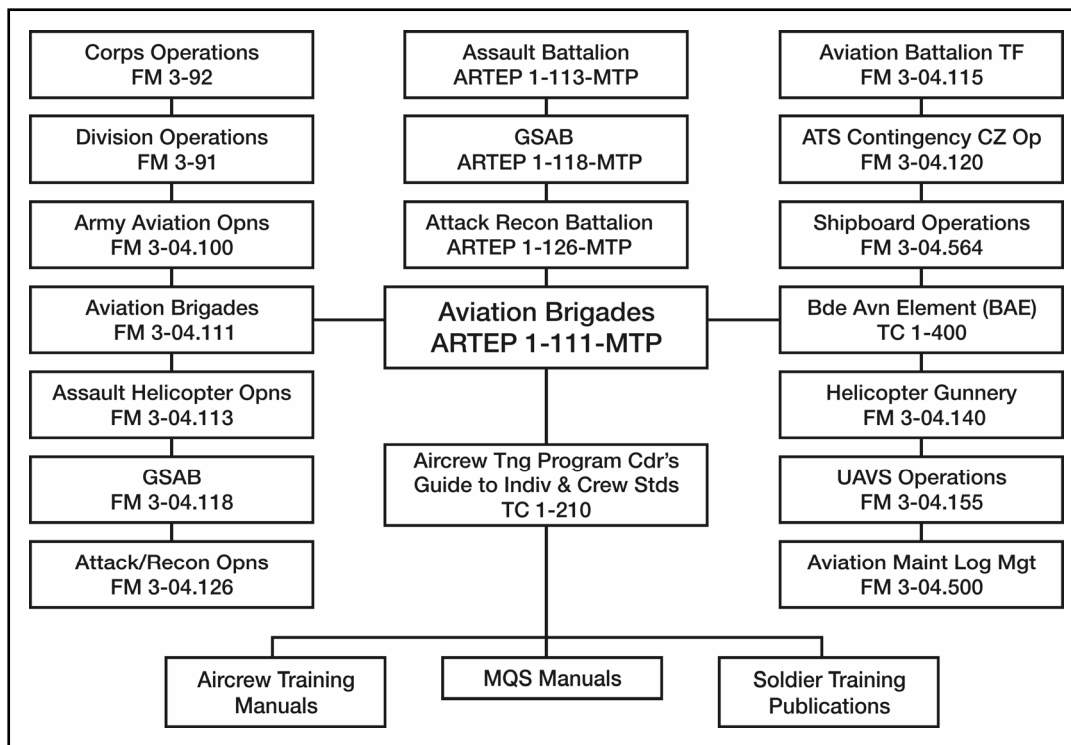
Figure 1-1. MTP doctrinal relationships

a. Aviation Transformation ARTEPs. This MTP is the capstone aviation transformation ARTEP. ARTEP-MTPs for transformation battalions are as follows: 1-113-MTP, Assault Battalion; 1-118-MTP, General Support Aviation Battalion (GSAB); and 1-126-MTP, Attack Reconnaissance Battalions.

b. Aviation Transformation Doctrine. Aviation transformation doctrinal manuals are as follows: FM 3-04.111, Aviation Brigades; FM 3-04.113, Assault Helicopter Operations; FM 3-04.118, General Support Aviation Battalion (GSAB); FM 3-04.126, Attack Reconnaissance Battalion; and TC 1-400, Brigade Aviation Element (BAE).

c. Other supporting doctrinal material:
    (1) FM 3-04.100, Army Aviation Operations.
    (2) FM 3-04.115, Aviation Battalion Task Forces.
    (3) FM 3-04.120, Air Traffic Services Contingency and Combat Zone Operations.
    (4) FM 3-04.140, Helicopter Gunnery.
    (5) FM 3-04.155, Unmanned Aerial Vehicle Systems Operations.
    (6) FM 3-04.300, Flight Operations Procedures.
    (7) FM 3-04.500, Army Aviation Maintenance.
    (8) FM 3-04.564, Shipboard Operations.
    (9) FM 3-06.1, Aviation Urban Operations—Multi-Service Tactics, Techniques, and Procedures for Aviation Urban Operations.
  (10) FM 3-18.12, Air Assault Operations.
  (11) FM 3-20.95, Cavalry Operations.
  (12) FM 3-91, Division Operations.

(13) FM 3-92, Corps Operations.

(14) FM 5-19, Risk Management.

(15) Soldier's Manuals (SMs) for the appropriate military occupational specialty (MOS) and skill level.

(16) STP 1-150-155, Military Qualification Standards I, Aviation Warrant Officer, Soldier Training Plan.

(17) STP 1-15I-MQS, Military Qualification Standards I, Aviation Lieutenant, Soldier Training Plan.

(18) STP 1-15II-MQS, Military Qualification Standards II, Aviation Captain, Soldier Training Plan.

(19) TC 1-210, Aircrew Training Program Commander's Guide to Individual and Crew Standardization.

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

a. Chapter 1, Unit Training. This chapter provides a variety of information on the training program and 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. The task to mission matrixes in chapter 2 identifies the brigade collective tasks used during training exercises.

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

d. Chapter 4, Training Exercises. This appendix F provides guidance for planning and conducting exercises used to train designated missions (field training exercises [FTXs]) or single tasks or groups of related tasks (situational training exercises [STXs]). Training Circular (TC) 1-210 and the combined arms training strategy (CATS) support the integration of individual and crew training into these FTXs and STXs. These exercises may be modified to suit the training requirements of each individual unit.

e. Chapter 5, Training and Evaluation Outlines (T&EO). This chapter provides training criteria for all collective tasks that the brigade must master so the unit can perform its critical wartime missions. Chapter 5 contains T&EOs for the brigade collective tasks that support the critical wartime missions. Each 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 Situational Training Exercises (STXs described in chapter 4.

f. Chapter 6, External Evaluations is a guide for planning, preparing, and executing evaluations of brigade training exercises. Evaluation involves determining proficiency based on the training objectives of the exercises and this particular MTP. This chapter describes in detail how to conduct an after-action review.

g. Appendix A, Combined Arms Training Strategies addresses the overarching strategy of training in the combined arms realm as it applies to aviation. The U.S. Army's training strategy captures training event frequency, critical gates, and supporting resources. This strategy describes the mix of training in the institution, in the unit, and in the present and future for the individual. In addition, it prescribes the mix of training resources aviation units require for present and long-range training.

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

i.   Appendix C, Risk Management aids the trainer or commander in assessing tactical, operational, and fratricide hazards associated with a mission. It can be used to achieve a thorough risk assessment, including mitigated factors to reduce the overall risk, thus protecting the force.

j.   Appendix D, Aircraft Survivability centers on the fundamentals of aircraft survivability and how survivability equipment will reduce the vulnerability of Army aircraft. It encompasses the functions of electronic attack, 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) presents the United States Army Aviation Center (USAAVNC) simulation strategy for use as a management and planning tool for the Army aviation simulation community. The strategy addresses current and future systems requirements and supports the Army Aviation Modernization Plan and the road to transformation doctrine. Recommended training, exercises, military operations for all echelons, example rehearsals, and evaluations of completed missions are included.

1-4. Training Requirement.

a.   The Army Training System. The systems approach to training (SAT) is the engine that drives the Army training system. It is the foundation for doctrinal publications such as this ARTEP-MTP and Soldier training publications (STPs). The commander is responsible for seeing that his unit is trained and that leaders are developed. The unit officers are responsible for training the collective tasks found in this MTP, while the units' non-commissioned officers (NCOs) are responsible for training the supporting individual Soldier tasks found in the Soldiers STP for their grade and specialty. FM 7-1, Battle Focus Training, defines the responsibilities for individual (institutional), unit collective (operational), and self-development domains within the Army Training and Leader Development model. It provides training doctrine for current and future operating environments and describes in detail Army training management at the brigade level.

b.   Collective Training.   Collective unit training builds combat teams. It develops critical teamwork and unit cohesion by providing a challenging environment where units at various echelons can train to progressively tougher and more realistic conditions. It prepares Soldiers to perform collective tasks that are essential for success in combat through training events. This ARTEP-MTP is the basic source document for the collective training an aviation brigade requires. It is a descriptive training document that provides leaders with an inventory of critical tasks that describe "what" to train and suggests "how" to train to achieve critical wartime mission proficiency.

c.   Train To Fight. 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 in Soldiers and their leaders. The Army's training doctrine is established in FM 7-0, Training the Force. Unique guidance for aviation commanders is found in TC 1-210. Every commander is expected to know, understand, and apply the concepts found in these manuals.

d.   Battle Focused Training. Battle focus is 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 training resources based on training priorities. Implementation of battle focus enables commanders to structure a training program that copes with non-mission related requirements while focusing on mission-essential training activities. Battle focus recognizes that a unit cannot attain proficiency to

standard on every task that it is capable of performing because of resource constraints; however, commanders can achieve a successful training program by narrowing the focus to a reduced number of mission-essential tasks.

1-5. Missions and Tasks.

a. TOE Missions. Tables of organization and equipment (TOEs) 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 airborne and air assault operations.

(2) Plan, coordinate, and execute aviation and combined arms operations to concentrate and sustain combat power at the critical time and place, as an integrated member of the heavy division, in support of the mounted BCT scheme of maneuver.

(3) Plan, coordinate, and execute aviation operations as an integrated maneuver element of the combined arms team in support of the light infantry BCT scheme of maneuver.

(4) Provide command, control, staff planning, and supervision of aviation brigade operations.

b. METL Battle Tasks. Aviation Brigade METLs include the following battle tasks:

(1) Aviation Brigade, Light Infantry deploys worldwide; finds, fixes, and destroys enemy forces through fire and maneuver; and provides combat support and combat service support as an integrated member of the combined arms team.

(2) Aviation Brigade, Assault deploys to designated contingency areas and conducts aviation operations as part of an air assault, airborne, or designated force headquarters. On order, they conduct aviation combat operations in support of regional stability requirements

(3) Aviation Brigade, Heavy deploys to designated contingency areas and conducts aviation operations as part of a mounted or designated force headquarters; conducts reception, staging, onward movement and integration. On order, they conduct combat operations and re-deploy.

1-6. METL Linked Training Strategy. The commander's training strategy reflects his intent on how to provide structured training to 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, and incorporates the three levels of simulation: constructive, virtual, and live. His strategy focuses on the Soldiers, leaders, staffs, and subordinate units under his command and 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, MTP, CATS, and aircrew training manuals (ATMs), synchronized with his specific set of resource constraints and training emphasis.

a. METL Based. The unit METL forms the basis for the organization's training plans. It is stabilized, when approved, and is normally 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, and the available resources will set the depth.

b. METL Linked Quarterly Training Guidance.

(1) The training planning process as outlined in FM 7-1, links unit METL, collective training, aircrew training, and individual Soldier 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 has two phases: long-range and short-range planning. The aircrew training is an integral part of these plans and 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 quarterly training briefings (QTBs) at all levels of command. Aviation commanders must become intimately familiar

with FM 7-0 and FM 7-1. They are the training bibles for the Army and are used to format training plans, QTBs, and resourcing documents within the UEs.

(2) The importance of a QTB or annual training briefing for reserve component 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 time focusing on war fighting 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 presented by the brigade S-3 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 war fighting. 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.

c. Commander's Guide. FM 7-0 and FM 7-1 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. The Aviation Commander's Guide provides guidance on the integration of the CATS, MTP, ATMs, and appropriate resourcing and readiness regulations.

d. Maintenance Factor. Maintenance capabilities and training plans must be synchronized. Army training doctrine challenges commanders to "train to sustain proficiency," or sustain proficiency within the "Band of Excellence." The aviation leader's challenge comes with the often-competing demands of keeping aviation maintenance within the band, while also sustaining training excellence. Aviation commanders must include the maintenance factor in planning to sustain their band of excellence.

e. Critical Training Gates. A key element in any unit training strategy is identification of critical training gates. These 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.

(1) Training gates follow the crawl-walk-run methodology. For instance, if the training strategy requires the unit to conduct an FTX, and a 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 (EDRE), or a command post exercise (CPX) to standard, before conducting the STX.

(2) 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.

The role of this MTP is to facilitate planning, preparation, and execution of unit training in a logical and efficient manner. Although it is the commander's responsibility to plan, prepare, and conduct 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 not only must understand Army training doctrine (FM 7-0 and FM 7-1), as it relates to his specific war fighting requirements, but he also must understand the resourcing and training development processes which are designed to facilitate his success.

f. Training Development Process. The Army's process to develop training for Soldiers is initiated at the USAAVNC. Aviation doctrine, including FMs, tactics, techniques, and procedures (TTP), MTPs, ATMs, STPs, and training support packages (TSP), are developed and continually updated with feedback from commanders in the field. These publications are being placed on the Army Knowledge Online (AKO) in the aviation doctrine files, Knowledge Collaboration Center (KCC), and commanders and staffs may access these publications by subscribing to the KCC at https://www.us.army.mil/portal/portal_home.html. Commanders and staffs must become familiar with the training development process to enable them to access these publications.

g.   Gunnery. Units in the brigade must have a comprehensive, progressive, and continuous gunnery-training program that allows for integration of new crewmembers while maintaining qualified crews. Once crews qualify, the unit may begin work on advanced tables that focus on collective training.   Resources required for gunnery training—such as ammunition and range time—are expensive and limited, and sometimes longer than normal lead times are required. Gunnery training provides optimum conditions during which rearm/refuel crews can be trained. Leaders can help prepare rearm/refuel crews for high operating tempo (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 to enhance crewmember proficiency with their weapon systems, can save resources, and can provide for a more realistic training environment. Realism is the most important factor in gunnery training and can be accomplished by training tough, realistic target acquisition and engagement situations, not all of which require a range or live ammunition. Maximum use of simulators and part-task trainers is encouraged.

h.   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.

i.   Aviation Training Balance. The status of aviation unit training depends on 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 threat, such as the Aircraft Survivability Equipment Trainer (ASET-IV), Tactical Radar Threat Generator (TRTG), and/or observer/controllers (O/Cs). The Multiple Integrated Laser Engagement System/Air Ground Engagement System (MILES/AGES) should be used for live training whenever possible. Balance means that collective training is not resourced at the expense of individual/crew training. However, commanders can conduct individual/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 after-action review (AAR) tool.

j.   Resourcing. Resourcing is a major challenge for all commanders. The CATS (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 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.

k.   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 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. Commanders use results from recent external evaluations of MTP standards, training densities at the combat training centers (CTCs), EDRE, FTXs, CPXs, combined arms live-fire exercises (CALFEXs), operational readiness exercises, and other training events described in the unit CATS and chapter 3 of this MTP. Crew readiness guidelines are included in TC 1-210 where emphasis is placed on collective proficiency rather than currency as the standard for individual aviators', crews, and units. Most aviation units are resourced to a C2 level of readiness.

l.   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 7-1, 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.

m.   Training Management.   The aircrew training program (ATP) has historically 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 for the accomplishment of 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, and other resources) 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 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 adequately prepare for their METL.

n.   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 (appendix E of this MTP).   Resources, environmental restrictions, personnel tempo (PERSTEMPO), and safety put serious limitations on the dictum "to train as we fight."   Training programs must reflect structured training 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 and ensure they capitalize on high technology training concepts such as Army Distance Learning.

1-7. Planning Process. Techniques and procedures for planning, executing, and assessing training are found in FM 7-1.   The role of this MTP is to facilitate planning, preparation, coordination, and execution of unit training in a logical and efficient manner.   Although coordination is not discussed as a separate step, it must take place throughout the process.   Continuous coordination reduces the likelihood of unforeseen training distracters, helps ensure that sufficient resources will be on hand for training, and provides the commander with a proactive means to identify and address issues before they become serious challenges. Coordination is the thread that binds the training process together. It should be encouraged at each level of command.   Coordination between ground and air commanders 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, and 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 commander's intent. In turn, he must develop his own intent and synchronize his training into his commander's plan.

(1) 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 in the planning and execution of training for their units. He will usually focus on individual leader training, crew training, collective tasks, and battle drills primarily through 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 the appropriate field manuals, MTPs, ATMs, and unit standing operating procedures (SOP) provide. 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 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 7-0 and FM 7-1. In addition, they should use this MTP, the ATM, and TC 1-210 as guides.

c. There is never enough time to train on everything; therefore, in developing their training plans, leaders must prioritize the tasks that require training, while 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 according to TC 25-30—to analyze training requirements and prioritize tasks.

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 selected tasks and training events to the brigade commander. The commander then 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 frequency of training.

(2) Determine the time required and decide how multi-echelon 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 the flying hour program and must insure that units have the necessary maintenance funds to execute the training strategy. Maintenance cannot be separated from training, and as such, must be included in any training plan.

f. Army National Guard aviation units continue to face multiple challenges, which include equipment modernization, declining resources, and ever-increasing operational requirements. Tactically, accomplishing collective training is the most challenging issue for the commander of an Army National Guard Aviation unit. Managing and allocating resources based on a tier concept to meet readiness 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, including rotational deployments in support of Joint Chiefs of Staff (JCS) exercises, National Training Center/Joint

Readiness Training Center (NTC/JRTC) support, and worldwide partial selective Reserve call-ups (PSRCs) are focused towards collective training. In addition, Army National Guard aviation units remain a valuable asset in state and local emergencies.

1-8. Training Strategy. The CATS contains approved training and doctrinal strategy and provides the framework for total Army structured training for both units and institutions. It guides the integration of tasks into combined arms oriented training strategies. Current CATS provide doctrine-based training strategies for the commander. It integrates training horizontally among levels of a type unit and vertically across the combined arms and services team. Aviation CATS includes a crosswalk of individual, crew, and collective METL tasks that require flying hours, and as such, provide a basis for 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 and identifies the resources required to support that training. It provides the tools that enable the Army to focus and manage training in an integrated manner. Central to 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 that provides a means for training the unit to standard. The CATS 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 by integrating and linking METL-driven MTP tasks with CATS training events.

   c.   Individual tasks found in appropriate SMs, MQS manuals, and ATMs; crew tasks found in the ATM; and collective unit tasks covered by the T&EOs in chapter 5 of this MTP are the building blocks of the training program for each critical operation. These tasks may be trained individually or combined with others to form more complex exercises, such as FTXs and STXs (see appendix F). Tasks are selected for training using the process outlined in FM 7-0, Training the Force, and chapter 3 of this MTP.

   d.   Aviation CATS are 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 to determine the OPTEMPO required to maintain individual, crew, and collective proficiency. In addition, CATS provides guidance for using simulators to train specific tasks and information on task requirements for readiness reporting in conjunction with TC 1-210.

1-9. Execute Training. This MTP is based on training principles outlined in FM 7-0 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 battlefield operating systems (BOS).

   a.   Train as a Combined Arms Team. Army doctrine places a premium on teamwork. When committed to battle, each unit must execute combined arms, joint, and coalition operations 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, CS, and CSS. Commanders must actively seek opportunities to train across the BOS. Participation in and the coordination of training strategies with other commanders, both formally and informally, are critical to the process. Preparation of QTBs, 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. Because it is impossible to predict which type of weather and terrain a unit will face in the future when actually executing a combat mission, training should be conducted under realistic and progressively more challenging conditions.

Night operations, utilizing night vision devices, are especially critical to the success of aviation forces. Aviation units must learn to live in, operate, and perform maintenance in the field. They must do realistic gunnery, operate against a capabilities-based threat that exercises 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 insure 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 and must be prepared to conduct training for LNOs and take the initiative to coordinate training opportunities. Units, therefore, must train by performing tasks to the standards specified in MTPs, ATMs, drills, SMs, regulations, and other training and doctrinal publications.

d.   Use Performance-Oriented Training. Aviators are especially cognizant of the need to build experience and expertise by frequently performing critical tasks and missions. The underlying premise of the task-based aviation CATS is that in order to sustain a proficient level of expertise at critical individual, crew, and collective tasks, it is necessary to optimize training resources to practice 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 utilize structured training to optimize the expenditure of limited flying hours, including the use of available TADSS. In addition, leaders are encouraged to become familiar with the insertion of high technology training techniques such as the AKO.

e.   Train to Challenge.   Tough, realistic, intellectually, and physically challenging training excites and motivates Soldiers and leaders. This training builds competence and confidence by developing and honing skills. All aviators must be proficient in the operation of their assigned aircraft, and 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, 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 have been made to the ATP. Historically, aviation units focused on currency at the individual level vice proficiency. The aviation CATS reflects sustained individual, crew, and collective proficiency. TC 1-210, individual aircraft ATMs, and this MTP outline the process. The CATS has been crosswalked with the Battle Level Training Model (BLTM) to insure adequate live and simulated OPTEMPO and with AR 220-1 to reflect readiness requirements. Commanders are responsible for developing and executing a training program that builds collective proficiency based upon sustained individual and crew training.

g.   Train Using Multi-Echelon Techniques. Aviation is a complicated, sophisticated business requiring technically and tactically proficient Soldiers. It is very expensive, requiring commanders to utilize all available resources to maximum efficiency. Aviation CATS reflects multi-echelon 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. CATS take 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. Balancing 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 CTC rotations—aircraft

readiness often decreases. An increase in aircraft readiness usually follows a decrease in training intensity. However, better maintenance also results in fewer precautionary landings, which enable more mission training time. A challenge facing commanders is to balance maintenance and training and 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 resources and guidance to train their unit to warfighting standards. Commanders set the standards, personally and professionally 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, standardization programs, and the ATP. All aviation commanders have subordinate leaders (officers and NCOs), TOO, and standardization instructor pilots (SIP) who 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. Commanders are responsible for training and evaluating; therefore, 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. Subordinate commanders task organize their subordinate units, execute training, and are responsible for mentoring and training subordinate leaders and evaluating their performance. Subordinate leaders and unit instructor pilots assist the commander, ensuring that crews are properly trained.

j.   Integration of Soldier, Leader, and Collective Training. A critical aspect of the battle focus concept is to understand the responsibility for and the linkage between individual, crew, and collective mission-essential tasks. A unique aspect of Army aviation is the individual and aircrew training requirements which commanders must satisfy not only as individual aviators, but commanders also must provide the training guidance, resources, and focus to insure that Soldiers are effectively and efficiently trained to standard. Fortunately, aviation commanders are resourced with senior warrant officers and aviation NCOs 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 primary role is to train and develop individual Soldier skills. Standardization officers primary role is to train and develop individual aviator skills. Officers at every level remain responsible for the unit training to standard during collective training.

1-10. Force Protection (Safety).

a.   The protection of aviation Soldiers and their weapon systems is a way of life in the aviation business. An effective well-thought-out training program planned with appropriate regulations and guidance is arguably the most important factor in any unit safety program when every Soldier in the unit applies it. Flying "by the book" does not hinder a unit's battle focus but actually enhances it. Risk management, crew coordination training, crew endurance programs, and other facets of an ATP set the tasks, conditions, and standards for training as we fight. Appendix C of this MTP specifically addresses risk management.

b.   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 occur according to chance or in the hope that things 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.

c.   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 have the responsibility to identify hazards, to take measures to reduce or eliminate hazards, and then to 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).

1-11. 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 and maintenance, and gunnery.

      (1) Maneuver. All offensive and defensive operations of a tactical nature require an area +to maneuver. Most training areas have environmental restrictions units must follow when conducting tactical operations, such as 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 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, and similar materials. The operation of FARPs is especially challenging because of the potential for major environmental catastrophes. Most training areas have specific environmental SOPs for operations in that area. The SOPs specify the proper disposal of oils and lubricants, the use of drip pans and spill kits, and washing grease and oil off vehicles.

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

Note: Each U.S. installation is subject to local and state environmental regulations and 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.

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   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 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. Analyze the potential severity of environmental degradation for each training activity. Using an environmental risk management 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 assessing the hazards. 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 that are most likely to cause damage (Step 2) can be the focus of risk controls, and the environmental areas that are most at risk can be also be determined (Step 3).

      (4) Brief the Chain of Command. Inform all responsible individuals and agencies, including the installation environmental office of 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 all training activities.

1-12. Assessment.

a. Responsibility. The aviation brigade commander is the primary trainer for all of the units within the brigade. He is responsible for the practice of continuous evaluation and assessment of training requirements. He must develop a comprehensive, long-term training strategy encompassing a variety of training events, such as FTXs and STXs.

b. Types of Evaluations. Based on the unit's METL, the commander makes an initial assessment of the entire brigade to identify systemic weaknesses. He then develops a training focus and specifies the individual, crew, and collective tasks he wants to train and evaluate. All training must be evaluated and evaluations may be internal or external.

1-13. Evaluation. The T&EOs in chapter 5 describe standards that must be met for each task.

a. Internal evaluations are conducted at all levels, and they must be inherent in all training. External evaluations are usually more formal and are normally conducted by headquarters two levels above the unit being evaluated (See Chapter 5, External Evaluations).

b. The ARTEP concept is based on simultaneous training and evaluation. Too often, leaders do not practice continuous evaluation. Often 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 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. During the exercise, plan AARs at logical intervals 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 and prevents reinforcement of bad habits.

d. FM 7-0 provides detailed instructions for conducting an AAR and detailed guidance on coaching and critiquing during training.

1-14. 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. Please submit recommendations and comments to the following mailing address: Commander, U.S. Army Aviation Center (USAAVNC), Directorate of Training and Doctrine (DOTD), Doctrine Division, ATTN: ATZQ-TDD-C, Fort Rucker, AL 36362.

Chapter 2

Training Matrixes

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

2-2. Training.

a. 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 3-04.111 and the appropriate TOE. The METL for your aviation brigade has the applicable missions for your unit.

Table 2.1. Mission Identification Table
• Air Assault
• Air Defense
• Air-Ground Integration and Close Combat Attack
• Air Movement
• Army Airspace Command and Control (A2C2)
• Attack
• Casualty Evacuation
• Command, Control, Communications, Computers and Intelligence (C^{4}I)
• Defend
• Deploy
• Fire Support
• Force Protection
• Mobile Strike Operations
• Personnel Recovery
• Reconnaissance and Surveillance
• Security Operations
• Stability Operations and Support Operations
• Staff Planning and Coordination
• Sustainment
• Tactical Movement
• Urban Operations

b. Mission-to-Collective Tasks Matrixes.

MISSION: AIR ASSAULT

      Collective Task(s)

(01-6-5105.01-0111)   Conduct Air Assault Operations

MISSION: AIR DEFENSE

    Collective Task(s)

(01-2-2051.01-0111)	Employ Passive Air Defense Measures
(01-2-2052.01-0111)	Employ Active Air Defense Measures
(01-6-0027.01-0111)	Plan Brigade Air Defense
(44-4-9102)	Provide Air Defense and Airspace Management (ADAM) Input to the Common Operating Picture
(44-4-9103)	Participate in the Parallel and Collaborative MDMP
(44-4-9104)	Participate in the Targeting Process
(44-4-9105)	Participate in Brigade Rehearsals
(44-4-9107)	Synchronize Air Defense in Support of BCT Operations

MISSION: AIR-GROUND INTEGRATION AND THE CLOSE COMBAT ATTACK

    Collective Task(s)

(01-6-0436)	Coordinate Air-Ground Integration and the Close Combat Attack
(01-6-0437)	Coordinate Brigade Shaping Operations
(01-6-0438)	Coordinate Brigade Search and Attack Operations
(01-6-0439)	Coordinate Aviation Brigade UAV Operations
(01-6-0440)	Coordinate Lines of Communication and Convoy Security
(01-6-0026.01-0111)	Perform Brigade Liaison Operations

MISSION: AIR MOVEMENT

    Collective Task(s)

(01-6-0068.01-0111)	Coordinate Brigade Transportation and Movement
(01-6-2032.01-0111)	Conduct the Brigade Air Movement

MISSION: ARMY AIRSPACE COMMAND AND CONTROL (A2C2)

    Collective Task(s)

(01-6-0441)	Plan Brigade A2C2 Operations
(01-6-0028.01-0111)	Coordinate A2C2 for Higher Commander

MISSION: ATTACK

    Collective Task(s)

(01-6-0211.01-0111)	Conduct the Deliberate Attack
(01-6-0413)	Conduct an Exploitation
(01-6-0414)	Conduct a Pursuit
(01-6-6109.01-0111)	Conduct Movement to Contact

MISSION: CASUALTY EVACUATION (CASEVAC)

    Collective Task(s)

(01-2-7707.01-0111)	Evacuate Casualties
(01-2-7714.01-0111)	Submit Casualty Feeder Reports and Witness Statements
(01-6-0072.01-0111)	Conduct Brigade Casualty Reporting

MISSION: COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS AND INTELLIGENCE (C^{4}I)

    Collective Task(s)

(01-2-2047.01-0111)	Conduct Troop Leading Procedures
(01-6-0446)	Establish Brigade Tactical Communications
(01-6-0042.01-0111)	Relocate Main Command Post (CP)

(01-6-0079.01-0111)	Monitor the Status of Brigade Personnel
(01-6-0080.01-0111)	Supervise Key Operational and Support Functions
(01-6-0087.01-0111)	Execute Contingency Plans
(01-6-1414.01-0111)	Provide Tactical Command, Control, Communications, Computers, and Intelligence (C^4I) Systems Planning

MISSION: DEFEND

Collective Task(s)

(01-2-0102.01-0111)	Defend Unit Position
(01-6-0415)	Conduct Operations as Part of a Mobile Defense
(01-6-0416)	Conduct Operations as Part of an Area Defense

MISSION: DEPLOY

Collective Task(s)

(01-2-0702.01-0111)	Prepare Unit for Deployment
(01-6-0001.01-0111)	Conduct Brigade Intelligence Functions for Deployment
(01-6-0022.01-0111)	Conduct Brigade Deployment Alert Activities
(01-6-0060.01-0111)	Coordinate Brigade Deployment Logistics Support
(01-6-0061.01-0111)	Coordinate Brigade Deployment Advance Party Activities
(01-6-0062.01-0111)	Coordinate Brigade Pre-Deployment Activities
(01-6-0063.01-0111)	Supervise Deployment/Redeployment 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

MISSION: FIRE SUPPORT

Collective Task(s)

(01-6-0010.01-0111	Synchronize Combat Support and Combat Service Support Elements
(01-6-0014.01-0111)	Coordinate Tactical Air Support with Aviation Forces
(01-6-0033.01-0111)	Coordinate Brigade Fire Support
(01-6-0412)	Conduct the Brigade Targeting Process

MISSION: FORCE PROTECTION

Collective Task(s)

(01-2-0013.01-0111)	Respond to a Chemical/Biological Attack
(01-2-0017.01-0111)	Respond to a Nuclear Attack
(01-2-0201.01-0111)	Prepare for Operations Under Chemical, Biological, Radiological, and Nuclear (CBRN) 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
(01-2-0715.01-0111)	Perform Field Sanitation
(01-2-2035.01-0111)	Implement Fratricide Prevention Measures
(01-6-0004.01-0111)	Coordinate Counterintelligence Measures for OPSEC with Brigade S3
(01-6-0016.01-0111)	Integrate Brigade Aircraft Survivability Measures
(01-6-0020.01-0111)	Employ Brigade Operations Security (OPSEC) Measures
(01-6-0036.01-0111)	Prepare for a Chemical/Biological Agent Attack in the Brigade Area

(01-6-0038.01-0111)	Prepare for a Nuclear Attack in the Brigade Area
(01-6-0039.01-0111)	Supervise Medical Support Services
(01-6-0040.01-0111)	Evaluate CBRN Contamination Information in the Brigade Area
(01-6-0044.01-0111)	Process CBRN Reports at the Brigade
(01-6-0056.01-0111)	Conduct the Command Religious Support Program
(01-6-0057.01-0111)	Coordinate the Brigade Safety Program
(01-6-0074.01-0111)	Provide Brigade Legal Support
(01-6-0411)	Coordinate the Brigade Aviation Standardization Program

MISSION: MOBILE STRIKE OPERATIONS
Collective Task(s)

(01-6-0435)	Conduct Aviation Brigade Mobile Strike Operations

MISSION: PERSONNEL RECOVERY
Collective Task(s)

(01-6-0442)	Manage Brigade Personnel Recovery Operations

MISSION: RECONNAISSANCE AND SURVEILLANCE
Collective Task(s)

(01-2-2036.01-0111)	Report Information
(01-6-6101.01-0111)	Conduct Reconnaissance Operations
(01-6-0443)	Coordinate Brigade Electronic Warfare Operations
(34-5-0050)	Establish the Common Ground Station (CGS) Site
(34-5-0051)	Conduct Common Ground Station (CGS) Pre-Mission Activities
(34-5-0052)	Conduct Common Ground Station (CGS) Mission Activities
(34-5-0053)	Conduct Common Ground Station (CGS) Post-Mission Activities
(34-5-0054)	Prepare the Common Ground Station (CGS) for Redeployment
(05-1-6001)	Request a Standard Geospatial Product
(05-1-6002)	Request Nonstandard Geospatial Products
(05-2-1385)	Establish a Geospatial Operations Site
(05-4-1352)	Reproduce a Multicolor Geospatial Product
(05-4-1373)	Maintain a Geospatial Database
(05-4-1374)	Deploy a Geospatial Database
(05-4-1375)	Coordinate a Geospatial Collection Effort
(05-4-1376)	Perform a Geospatial Collection Effort
(05-4-1377)	Perform Quality Control Measures on Geospatial Products
(05-4-1378)	Perform Production Management on Geospatial Products

MISSION: SECURITY OPERATIONS
Collective Task(s)

(01-6-0006.01-0111)	Establish Brigade Security Measures
(01-6-0047.01-0111)	Coordinate Security of the Brigade Temporary Enemy Prisoner of War (EPW) Collection Point
(01-6-0059.01-0111)	Provide Main Command Post (CP) Security
(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: STABILITY OPERATIONS AND SUPPORT OPERATIONS

      Collective Task(s)

(01-6-1345.01-0111)	Provide Environmental Assistance
(01-6-1346.01-0111)	Provide Humanitarian Support
(01-6-1348.01-0111)	Establish Base Operations
(01-6-1349.01-0111)	Control a Civil Disturbance
(01-6-1350.01-0111)	Conduct 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

MISSION: STAFF PLANNING AND COORDINATION

      Collective Task(s)

(01-6-0424)	Implement the Brigade Military Decisionmaking Process (MDMP)
(01-6-0425)	Conduct Mission Analysis
(01-6-0426)	Develop Courses of Action (COA)
(01-6-0427)	Conduct COA Analysis (War Game)
(01-6-0428)	Compare Courses of Action (COA) for Decision Briefing/Approval
(01-6-0429)	Prepare the Aviation Brigade Staff Estimate
(01-6-0430)	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
(01-6-0431)	Maintain the Brigade Common Operational Picture
(01-6-0432)	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan
(01-6-0434)	Advise the Commander & Staff on the Brigade Standards Program
(01-6-0444)	Employ Automated Mission Planning Equipment
(01-6-0003.01-0111)	Produce Brigade Intelligence Products
(01-6-0005.01-0111)	Maintain the Brigade Intelligence Database
(01-6-0007.01-0111)	Process Enemy Prisoners of War (EPW) at the Brigade
(01-6-0008.01-0111)	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
(01-6-0009.01-0111)	Process Information into Brigade Intelligence
(01-6-0013.01-0111)	Plan Brigade Tactical Operations
(01-6-0018.01-0111)	Establish a Brigade Tactical Operations Center (TOC)
(01-6-0025.01-0111)	Develop Brigade Orders
(01-6-0029.01-0111)	Maintain the Brigade Current Situation
(01-6-0030.01-0111)	Conduct Brigade Battle Tracking
(01-6-0035.01-0111)	Advise the Commander and Staff on Health Services Available and Medical Unit Capabilities/Readiness
(01-6-0045.01-0111)	Advise the Commander and Staff on Weather Forecasts, Observations, and Climatology
(01-6-0055.01-0111)	Provide Other Brigade Logistics Services
(01-6-0058.01-0111)	Advise the Brigade Commander on Risk Management
(01-6-0070.01-0111)	Perform Brigade Strength Management
(01-6-0071.01-0111)	Conduct Brigade Replacement Operations
(01-6-0073.01-0111)	Coordinate Morale, Welfare, and Recreation Services
(01-6-0075.01-0111)	Provide Personnel and Administrative Services
(01-6-0419)	Conduct Mission Rehearsal

(01-6-0445)	Establish the Brigade Tactical Command Post (TAC CP)
(01-6-2044.01-0111)	Conduct Battle Handover/Relief in Place

MISSION: SUSTAINMENT

      Collective Task(s)

(01-2-2054.01-0111)	Coordinate Unit-Level Supply Operations
(01-2-2064.01-0111)	Perform Company Strength Management
(01-4-0320.01-0111)	Provide Unit Supply Support
(01-6-0066.01-0111)	Sustain the Brigade
(01-6-0069.01-0111)	Monitor Brigade Logistics Operations
(01-6-7102.01-0111)	Support the Tactical Operations Center (TOC) and the ALOC
(01-6-7726.01-0111)	Conduct Brigade Forward Arming and Refueling Point (FARP) Operations
(01-6-0433)	Supervise Support of Brigade Command Posts (CP)

MISSION: TACTICAL MOVEMENT

      Collective Task(s)

(01-2-0001.01-0111)	Organize the Move
(01-2-0101.01-0111)	Occupy an Assembly Area
(01-2-2048.01-0111)	Conduct Unit Movement
(01-2-7039.01-0111)	Conduct Hasty Assembly Area Displacement
(01-6-7105.01-0111)	Perform Passage of Lines

MISSION: URBAN OPERATIONS

      Collective Task(s)

(01-6-0046.01-0111)	Perform Brigade Public Affairs Functions
(01-6-1014.01-0111)	Process Noncombatants at Brigade
(01-6-1342.01-0111)	Conduct Brigade Civil-Military Operations
(01-6-1343.01-0111)	Conduct Aviation Brigade Urban Operations
(01-6-1344.01-0111)	Limit Local Population Interference with U.S. Military Operations

Chapter 3

Training Plans

3-1. General. This chapter describes how to use the MTP to develop aviation brigade unit of action (UA)-level training plans and provides mission outlines. It is designed to assist commanders in preparing training plans for critical wartime missions. FM 7-0 and FM 7-1 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 mission-essential task list (METL)-based and depends on continuous feedback. This cycle is a common thread throughout chapter 3.
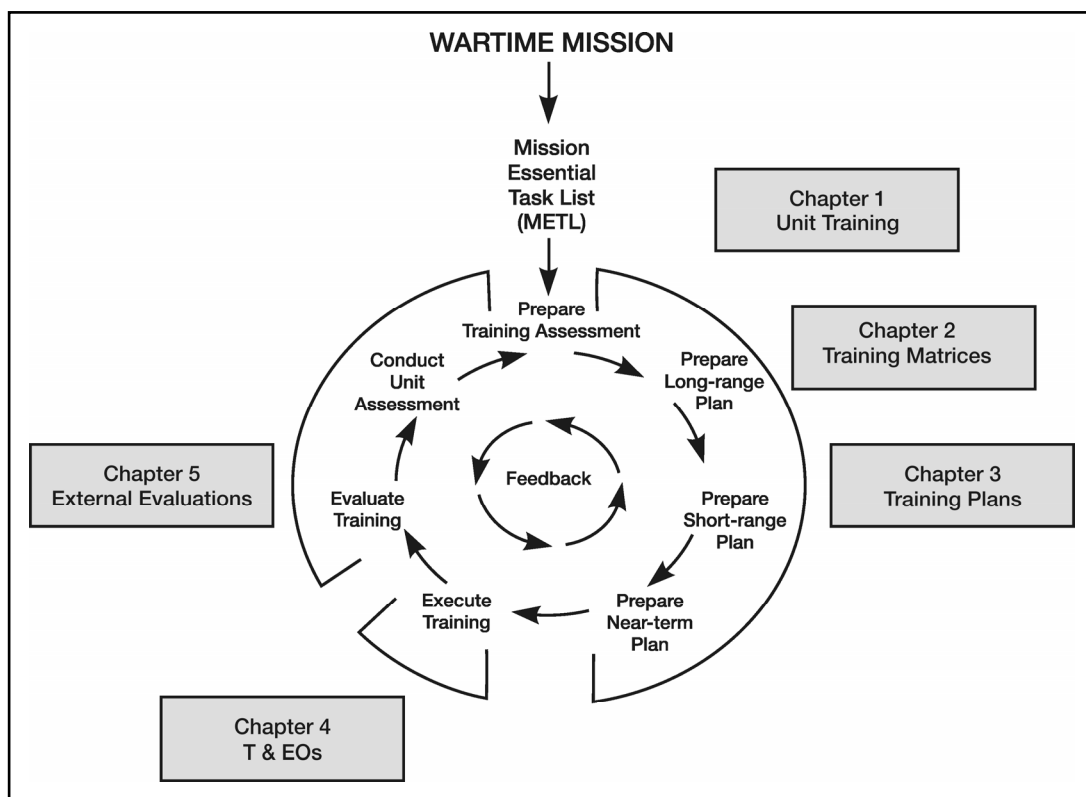
Figure 3-1. Training management cycle

b. Training Management Automation. Successful utilization of training management automation capabilities will greatly support unit training.

(1) The Army Knowledge Online (AKO). Aviation collective doctrinal training products are being collaborated at the aviation doctrine Knowledge Collaboration Center (KCC) found by going to the AKO home page at https://www.us.army.mil/portal/portal_home.jhtml . This site is used to staff all aviation field manuals and MTPs as well as other draft products. Contact the training product manager of this document for assistance to the aviation doctrine KCC. It supports Active Component (AC) and Reserve Component (RC) units from squad to Army level. It automates training doctrine,

and individuals/units are able to download current doctrine for use in training and training development.

          (2) Training Support Packages (TSP). 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.

          (3) Training Aids, Devices, Simulators, and Simulations (TADSS). 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 battlefield operating systems (BOS), related units, and diverse training environments. It includes physical devices for institutional training, collective training, and synthetic environment (SE) tools.

          (4) Center for Army Lessons Learned (CALL). The CALL is the Army's after-action review (AAR) source for 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, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) based data. The Internet address for CALL is http://call.army.mil/.

    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. Training 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 plans.

3-2. Long-Range Planning.

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

    b. Unit METL Development. This 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 table of organization and equipment (TOE), CATS and this MTP. It must support and compliment the METL of the next higher headquarters and be based on the wartime mission. All members of the organization must understand their unit METL. A checklist for METL development is shown below:

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

          (2) The brigade commander identifies specified and implied tasks.
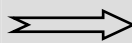
          (3) The mission-to-collective-task matrix found in chapter 2 of this MTP identifies collective tasks that support critical wartime missions and other tasks required to execute war plans.

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

          (5) The restated mission is analyzed and 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 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 and is normally modified only if changes occur in wartime missions. METL development is covered in detail in FM 7-1, Battle Focused Training, Chapter 3.

(7) The brigade's restated mission and approved METL are provided to the subordinate chain of command. Table 3-1 depicts a METL development crosswalk for an aviation brigade in a heavy division.

Table 3-1. METL Development Crosswalk, Heavy Division to Aviation Brigade		
METL Development		
Crosswalk:	*Heavy Division METL*	*Aviation Brigade METL*
Heavy Division METL		*Aviation Brigade METL*
▪ Deploy the Force		▪ Project the Force
▪ Protect the Force		▪ Protect the Force
▪ Conduct Combined Arms, Offensive and Defensive Operations		▪ Conduct Attack Operations
		▪ Conduct Recon and Surveillance Operations
		▪ Conduct Air Assault Operations
		▪ Conduct Aviation CS and CSS
		▪ Sustain the Force
▪ Provide C4I		▪ Provide C4I

c. Establish Training Objectives. 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, Soldier training publication (STP), higher headquarters command guidance, and 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 based on his vision, on guidance from higher commanders, and on guidance in appropriate doctrinal manuals. An initial METL assessment is the starting point for developing the brigade training strategy. An ongoing evaluation process must insure that the brigade continues to be focused on preparation 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 skill 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. Table 3-2 summarizes the METL assessment process. Table 3-3 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. 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 quarterly training briefings (QTBs) to determine how the previous commander assessed the unit as far as 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 unit status reports (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 & 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) on file for annual exams and all temporary groundings. Discuss training with the flight surgeon.

(10) Review the unit's gunnery programs.

(11) Talk with 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 military occupational specialty (MOS) turnover.

(13) Participate in several unit-level training exercises.

(14) Talk to the Soldiers.

(15) Determine operator proficiency on newly fielded equipment; that is, 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 higher commander, assistant chief of staff, operations (G3), and CSM. The perceptions of the brigade's training status by these three individuals may have tremendous impact on the commander's training assessment.

Table 3-2. Training Assessment Summary
▪ Made by the Commander. ▪ Compares current level of training with the Army standard.
▪ Is the cornerstone of the long-range planning process.
▪ Based on firsthand observations and input from all leaders.
▪ A continuous process.
▪ Used to set or update unit goals and objectives.
▪ Influenced by future events.

Table 3-3. Brigade Commander's Training Assessment Sample					
Mission-Essential Tasks	*Assault Battalion*	*Attack Recon 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 Air Assault Operations	T	P	N/A	N/A	T
Conduct Aviation CS and CSS	N/A	N/A	T	P	T
Sustain the Force	P	P	T	T	P
Provide C^{4}I	P	P	T	P	P

   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 of training for each mission-essential task during the upcoming planning period. The training strategy includes the commander's guidance that includes the commander's training vision. To develop unit goals, the commander must—

   (1) Review higher commander's 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. Table 3-4 provides a sample of the CTG with training goals, objectives, and priorities.

Table 3-4. Sample Command Training Guidance
▪ **Training goals:**
All battalion METL proficiencies trained to standard.
Refine battle staff proficiencies and TOC/ALOC battle tracking procedures.
Get brigade ready to conduct a well-planned and precisely executed FTX during next quarter.
▪ **Training objectives:**
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.
100% of crews Qualified Table VIII (day/night).
Battalions and brigade staff trained for upcoming brigade FTX.
▪ **Training priorities:**
Individual/crew proficiency sustainment.
Mission collective training.
Gunnery skills.
Staff battle tracking procedures.
CBRN training.

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 properly executed. 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). Some basic steps to follow in developing the brigade long-range planning calendar are included below.

(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, and 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 (ATP). 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: that is, emergency procedure training, flight evaluations, and instrument proficiency training.

(f) Pilot training accomplished in the crew and collective simulators like the Aviation Combined Arms Tactical Trainer (AVCATT).

(g) Training accomplished with the Aircraft Survivability Equipment Training (ASET) System.

(h) Personnel must use AKO and subscribe to the Aviation Doctrine KCC.

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 quarterly training guidance (QTG) and results in the quarterly training calendar and quarterly training briefing (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. An important aspect of the QTG development process is the roles of the CSM and standardization officer. 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) The training goals and priorities—determine 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) The unit and higher headquarters long-range planning calendars—for 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–for training accomplished, training pre-empted, and lessons learned (Reserve Components review monthly training schedules).

b. Review Current Unit Proficiency. This review is performed to update priorities. The commander's training assessment is studied to provide 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. This review is performed to determine if it is still possible to execute the program described on the long-range planning calendar.

d. Review the Training Environment. This second review of the training environment 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) Non-mission related activities.

(9) Other programs.

e. Develop a Detailed Plan of Action. Develop a detailed plan for the duration of the short-range plan. The detailed plan of action is prepared as described below.

(1) Validate the need for scheduled events. The events identified on the long-range training plan are examined to determine whether they are still valid.

(2) Transfer valid events to a quarterly training calendar.

(3) Determine desired outcomes for scheduled events. The commander determines what he expects to accomplish with each event and then backward plans to achieve the desired outcome.

(4) Analyze 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 3-2 depicts the relationships among training levels and exercises that support that training.

(5) Select specific training objectives for missions and tasks to be trained. The T&EOs in chapter 4 provide the commander with conditions, standards, task steps, and performance measures for the collective tasks that support the unit's missions.

(6) Prepare a Quarterly Training Calendar. When preparing the quarterly training calendar the S3 will study the division CTG and the brigade annual training calendar. He will refine and expand the annual calendar as appropriate and identify, allocate, and coordinate short lead-time resources such as local training facilities. The S3 will pay particular attention to CTC lessons learned from CALL as he begins to develop training objectives and tasks for inclusion in an FTX OPORD. He will allocate time on the AVCATT and other critical training resources. The S3 will cross-reference each event with specific training objectives and coordinate with all supporting agencies, the brigade staff, and unit commanders.

(7) Review short-range plans with higher headquarters.
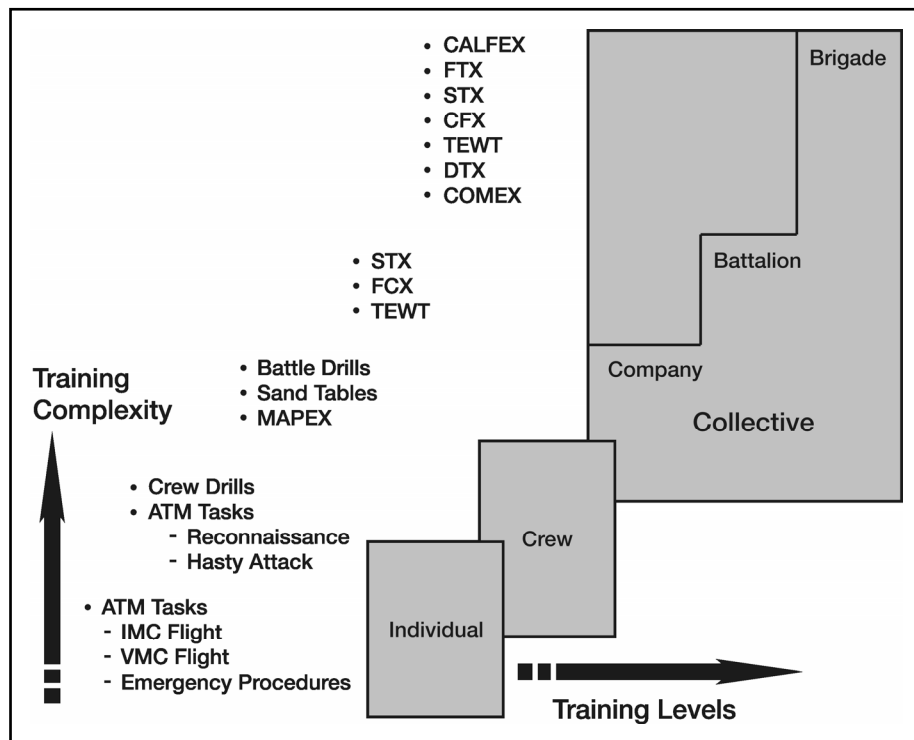
Figure 3-2. Training exercises and training levels

(8) Issue guidance specifically addressing 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) Quarterly Training Guidance.

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 and 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 in the planning and execution of 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, taking 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 OPORD 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 7-0 and FM 7-1 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 training and evaluation outlines (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 may be held at the brigade level; however, they should be mandatory at battalion and below. During training meetings commanders provide guidance for forming training schedules, conduct near-term planning, and resource long-range planning. At brigade level, management issues are the primary focus of training meetings for the next 6 weeks. At battalion level, training meetings focus on the specifics of training to be conducted. The payoff for well-structured and well-organized, recurring training meetings is training events that are exciting, demanding, and relating directly 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. Training meetings produce coordinated and locked-in training schedules. They should be—

(1) Run and conducted by the commander.

(2) Focused on training issues only.

(3) Conducted weekly.

(4) scheduled on the same day and time.

(5) Posted on the training schedule.

(6) Oriented around the agenda.

(7) Attended by all necessary participants—including all commanders.

(8) Focused on training that is METL oriented.

(9) Integrated with risk management.

(10) Discussed openly to identify and overcome problems or distracters.

d.   Training Schedules. The primary management tool to ensure that training is conducted on time by qualified trainers and with the necessary resources is the training schedule. 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 approved and signed, the training schedule constitutes an official order. Training schedules must be living documents, but the S3 should approve all changes. He ensures that schedules 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, and 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 for deployment: to establish assembly areas, to conduct operations, and to 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—both ground-oriented tasks as well as aircrew tasks.

(1) Train and certify leaders. This is an important step and covers all trainers, evaluators, and unit leaders involved in unit training. The proficiency and preparedness of the evaluation team will directly affect the quality of training and the proficiency that units gain at the training site. Prior to execution of training, senior leaders must certify all trainers and leaders ensuring that their technical and tactical proficiency relates to the unit they will be training and evaluating. This can be done using a series of officer and NCO professional development (OPD/NCOPD) sessions, followed by certification exercises or examinations. These can take many forms: for example, 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 in support of the collective tasks to be trained. In turn, the leadership is responsible for training 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, trainers, evaluators, and leaders can start developing graphic control measures for the exercise. They also conduct an analysis to identify all key terrains as well as the following locations:

(a) STX lanes.

(b) Opposing Forces (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 realistic and safe asset to training when done correctly and used to improve training. Commander business is identifying and assessing hazards, making decisions, implementing controls, and supervising execution—whether formal or informal. Realistically training 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 coordinating are completed and 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 the

leader's 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 builds his confidence before stepping in front of his team leaders, pilots, and vehicle commanders to issue the order.

(5) Mission briefing. The mission briefing communicates mission specifics—specified, implied tasks, and intent—to the aircrew or flight. Communicating information and intent is commander business. The mission briefing is an indicator of the amount of preparation that goes 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) Rehearsal. Practice is the key to a successful execution. No matter what the unit's level of proficiency is, it will benefit from conducting rehearsals. Rehearsals ensure understanding of the mission, concept of the operation and commander's intent, specific responsibilities and timing of actions, and 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. Rehearsal techniques are in FM 6-0, Mission Command: Command and Control of Army Forces. 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. Conduct the AAR. A properly conducted AAR is the key to assessing your training program. There are two types of AARs: formal and informal. Formal AARs are normally 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, and when, 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. Retrain. Based on the evaluation results, the unit should undergo retraining on each task 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.

3-5. Training the Brigade Staff.

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 AVCATT should 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 4 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 7-1 contains detailed information on the conduct of exercises. Methods of training the staff are discussed below:

(1) Tactical exercise without troops (TEWT).

(a) General. 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 combat support (CS) and combat service support (CSS) assets. A TEWT can be used to train personnel to—

- Analyze terrain.
- Employ units according to terrain analysis.
- Emplace weapon systems to best support the unit's mission.
- Plan conduct of the unit's mission.
- Plan and place CS and CSS assets.
- 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.

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

- 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, the staff war game likely responses to various situations and requirements.

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

● 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 war-gaming with the staff.

(d) Execution phase. Ensure all participants are present, including 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 the following:

● Explain the purpose and objectives of the exercise.

● Present the general situation (may be given earlier).

● Orient personnel on the terrain and identify prominent features.

● 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.

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

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

● Ensure all personnel meet at designated time and place.

● Select the order and personnel to brief.

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

● Inform personnel that they may listen to each briefing or may brief the commander on their plan separately and then move to the next position.

● 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.

● Be alert at the end of subordinate back briefs; the commander may conduct a sand table or terrain board rehearsal of the operation.

● 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 BOS. Conduct the final AAR using the same steps and procedures as an FTX.

(2) Map exercise (MAPEX).

(a) General. The 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 in planning, coordinating, and executing operations under simulated wartime conditions. The commander uses a MAPEX to train his staff and leaders in the following:

● Functioning as an effective team.

● Exchanging information.

● Preparing estimates.

● Giving appraisals.

● Making recommendations and decisions.

● Preparing plans.

● Issuing orders.

● Coordinating execution of orders.

(b) Internal or higher. The MAPEX can be conducted internally or with higher headquarters MAPEXs. They should include all leadership of attached and supporting elements.

(c) Methods. The MAPEX 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 war-games, 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 war-games through the operation. The commander presents different "what-if" situations to test the participants. In these MAPEXs, the commander acts as the primary trainer. Participation from higher headquarters and supporting CS and CSS elements increases the value of the exercise.

(d) Planning phase. The commander uses the following sequence to plan and conduct a MAPEX for his unit.

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

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

● Develop an outline plan (scenario).

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

d. Preparation phase. The commander performs the following in preparing for a MAPEX:

● Conduct training on staff coordination, estimates, recommendations, or orders preparation.

● Set up the MAPEX site.

● Write 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 commander explains to his staff and leaders the objectives, sequence of events, and procedures.

● Begin the exercise when the staff receives the higher headquarters OPORD.

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

● Develop the plan or order using FM 5-0.

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

● Issue the OPORD to the battalion commanders and other attached or operational control (OPCON) unit commanders after the staff completes. Commanders plan and position their forces on a map board or sand table.

● Use probable opposing force (OPFOR) 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 allow better planning evaluations.

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

(3) Command post exercise (CPX).

(a) General. The 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, demanding a greater commitment of personnel, time, and resources. 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 the establishment and use of 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 BOS.

(b) Preliminary exercises. Brigades often conduct a staff exercise (STAFFEX), a tactical operations center exercise (TOCEX), or both before conducting a CPX. In a STAFFEX, the principal and special staffs' 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.

(c) 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 CP). In addition to the following considerations, see the previous sections on MAPEXs and TEWTs for more planning considerations.

- Normal battlefield distances between CPs may be reduced.
- CPXs should be conducted under battlefield conditions to validate staff and unit procedures. Tactical exercises integrate nuclear and chemical weapons employment; CBRN warning and reporting; reconnaissance; mission-oriented protective posture (MOPP), logistical, and decontamination operations; and perimeter defense.
- 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.
- 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.
- Brigade produces a letter of instruction (LOI) that provides the basis for sub-unit planning as well as for briefing controllers and evaluators.

(d) 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.
- War-game procedures.
- After-action reviews.
- Rules of engagement (ROE).

(e) Execution phase. This phase begins with the chief controller and his staff giving the player commander and his 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 operation plan (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 (FTX) and situational training exercises (STX). 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. 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 appendix F.

(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. In the final analysis, 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 (BBS). This constructive simulation system trains officers and NCO leaders at brigade and battalion levels in all facets of combat, combat support, and combat service support operations in a CPX or STAFFEX mode. 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 TOC/TAC 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 2 hours.

(b) Janus Army (A). This constructive, two-sided, interactive combat simulation model employs a dynamic graphical representation to simulate force-on-force engagements. Janus 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 combat support and combat service support 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 eight 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 (AVCATT). The AVCATT is the centerpiece of Army aviation's collective training strategy and will train up to six crews simultaneously

in a virtual simulation environment. A modular suite of reconfigurable helicopter platforms, the AVCATT 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 Active and Reserve Components worldwide. The AVCATT includes friendly and opposing semi-automated forces (SAF), environmental conditions, terrain databases, and realistic depiction of communication, navigation, weapons, aircraft survivability equipment, and sensor systems. The AVCATT allows units to replicate the battlefield and conduct aviation operations at a level not attainable in the live or constructive realm. The commander has near perfect vision of the training and can tailor his teaching, coaching, and mentoring accordingly. Crews can observe the full effect of their decisions. By linking Warfighters' Simulation (WARSIM) to the AVCATT, battlestaffs can work large-scale operations in real time.

3-6. Developing Training Exercises. Appendix F 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. This was accomplished during the development of the long-range plan and refined 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 (O/Cs) and OPFOR. O/Cs and OPFOR are normally desired for every FTX and STX. It is difficult for a unit to provide these resources. When O/Cs and OPFOR must be provided from within the unit, leaders may have to serve as the O/Cs for their units. The OPFOR may be selected from personnel or units not essential for attainment of the exercise objectives. Ideally, higher headquarters or sister units should provide O/Cs and OPFOR.

e. Preparation of the Control Plan. Control plans are developed to coordinate the actions of the training units, OPFOR, and O/Cs. 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 including ROE.

(3) Detailed schedule of activities for units.

(4) OPORDs and FRAGOs for friendly units. Normally, friendly unit actions are controlled by 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 O/Cs.

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

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

3-7. Mission Outlines and Training Exercises. The mission outline provides a graphic portrayal of the relationship between the critical wartime missions to FTXs and STXs and illustrates 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. Since 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 and STX is shown in Figure 3-3.
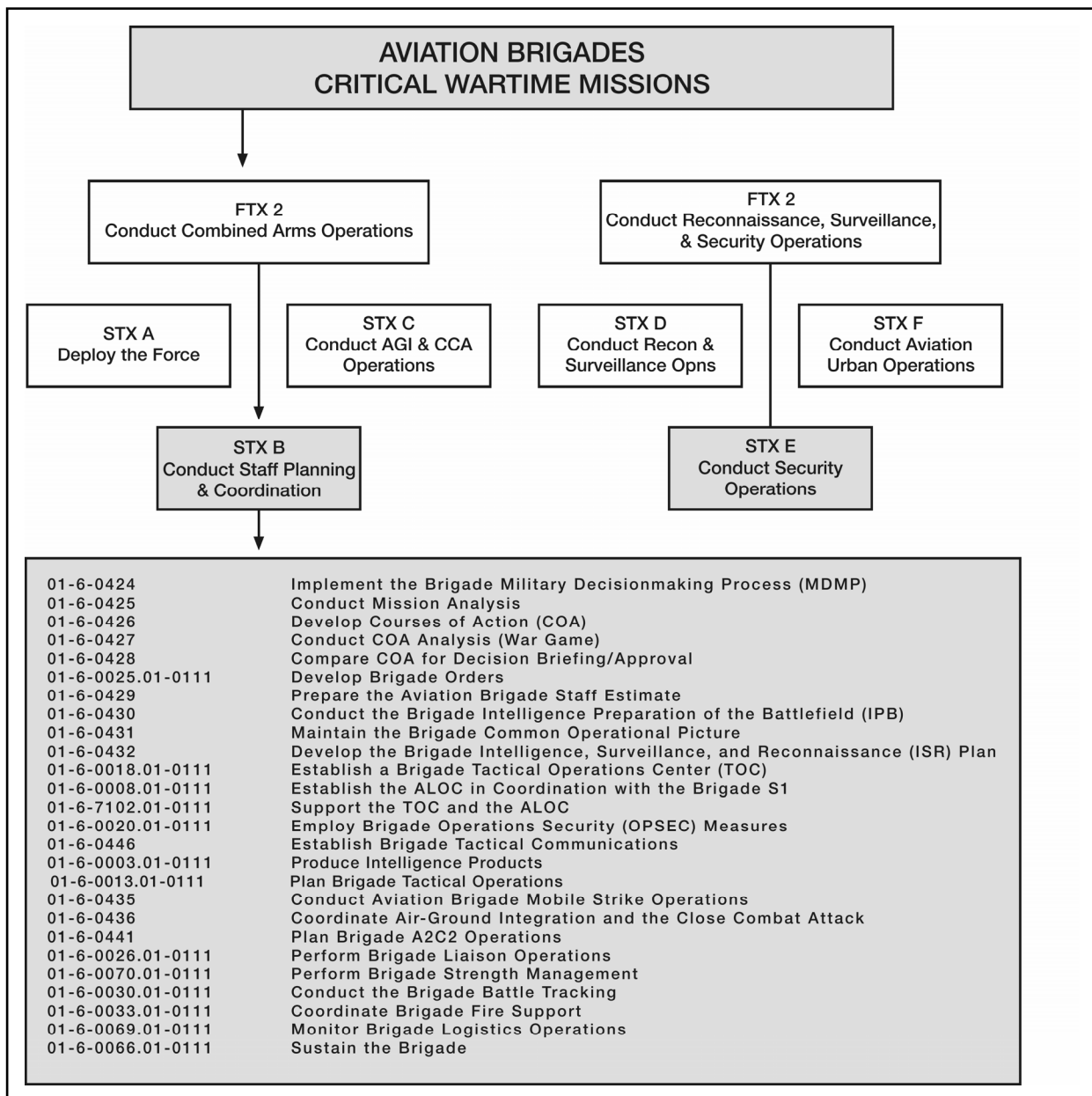
Figure 3-3. Example mission outline to FTX/STX

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Chapter 4

Training Exercises

SECTION I. INTRODUCTION

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, combat support, or combat service support missions. Several types of exercises are available to a commander for conducting collective training. They vary from simple to complex, from inexpensive to resource-intensive, and from simulations to hands-on. Table 4-1 shows examples of two of these, FTXs and STXs, which are developed later in this chapter.

Table 4-1. Training Exercises		
Exercise Number	*Title*	*Page*
FTX-1	Conduct Combined Arms Operations	4-3
STX-A	Deploy the Force	4-10
STX-B	Conduct Staff Planning and Coordination	4-14
STX-C	Conduct Air-Ground Integration and Close Combat Attack Operations	N/A

4-2. Field Training Exercise (FTX). 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 a situational training exercise (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 (STX). 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. Chapter 3 discusses exercises that are conducive to staff training.

　　a.　Battle Simulation Exercise (BSX) is a military war game that recreates combat situations on a map or terrain model. Pieces or markers represent units, and 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 (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 combat service support functions.

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

d.   Command Field Exercise (CFX) is a field training exercise with reduced troop and vehicle density, as well as 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 and 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 inter-system linkages and actual distances.

e.   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 SOI; the establishment of, entry into, and exit from the radio net; and communications discipline, at a minimum.

f.   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, demanding a greater commitment of personnel, time, and resources; 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 to establishment and use communications equipment.

g.   Combined Training Exercise (CTX) is a training exercise jointly conducted by Military Forces of more than one nation (also referred to as "multi-national training.")

h.   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 (DMX) is a low cost, low overhead exercise that assesses how a unit's key leadership reviews and performs case study analysis of war-gaming decisions previously made. A DMX usually incorporates a MAPEX.

j.   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 (EDRE) is a minimum-notice exercise to test unit deployment capabilities for contingency operations.

l.   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 sub-caliber devices substituted for service ammunition.

m.   Joint Training Exercise (JTX) is an exercise that 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 (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 and incorporates a tactical war game that produces a wide variety of logistical requirements, while exercising the flow of logistical information.

o.   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 (LOGEX) is a training exercise that concentrates on tasks associated with the combat service support battlefield operating system.

q. 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 (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 in planning, coordinating, and executing operations under simulated wartime conditions.

s. Mobilization Exercise (MOBEX) is a major scale exercise conducted by Forces Command (FORSCOM), usually as part of an Army-wide involvement in a Joint Chiefs of Staff (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 (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 (STAFFEX). 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 (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 (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.

SECTION II. FTX-1: CONDUCT COMBINED ARMS OPERATIONS

4-5. FTX-1 Objective. This sample FTX provides training for the aviation brigade in conducting combined arms operations. It is designed to train the brigade staff in conducting deployment operations, moving to an assembly area, conducting staff planning coordination, and conducting subsequent air-ground integration and close combat 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 STAFFEXs, CPXs, and/or TEWTs. Within the FTX, the unit should incorporate 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.

4-6. FTX-1 Interface. STX-A, deploy the force; STX-B, conduct staff planning and coordination; and STX-C, conduct air-ground integration and close combat attack operations support this FTX. Figure 4–1, FTX/STX depicts the general relationship between this FTX and the supporting STXs.
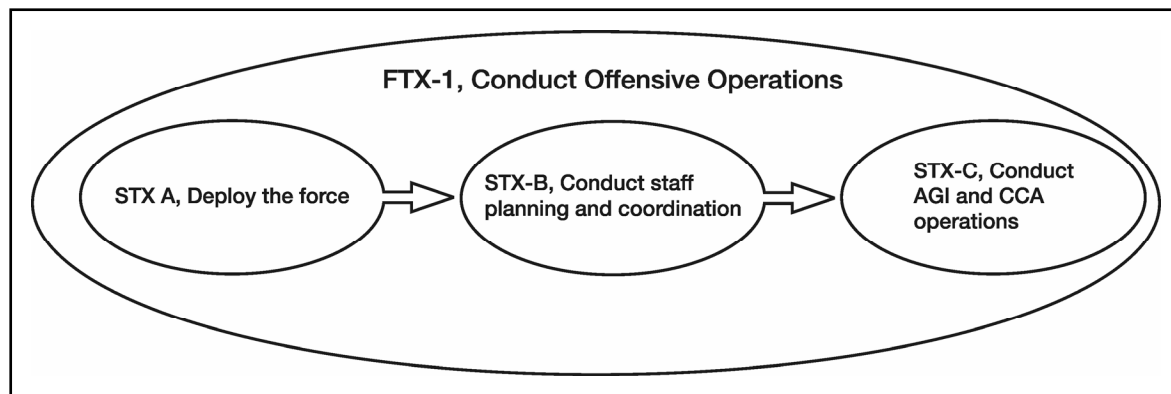
Figure 4-1. FTX/STX relationship

4-7. Training Enhancers. Chapter 2 shows the collective tasks that must be mastered to perform critical wartime missions. Training events that will enhance the unit's ability to perform the missions are—

    a. Staff training. The EDRE and SEDRE can be used to train up for STX-A, deploy the force. After the commander's assessment is completed, the XO and brigade 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 staff planning and coordination. These staff exercises are discussed more in detail in chapter 3 of this MTP.

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

    c. Classes on threat force capabilities, tactics, doctrine, and counteractions (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. T&EOs review (all key leaders).

    g. FTX training objectives review (all key leaders).

    h. STX training objectives review (all key leaders).

    i. Field tactical standing operating procedures (TACSOP) review, including load plans (all key leaders).

    j. Artillery simulation, fire support, and close air support exercises.

4-8. 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 conditional options:

    a. With opposing forces (OPFOR).

    b. With night tactical movement and assembly area establishment.

    c. Within a CBRN environment.

4-9. 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.

4-10. 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.

4-11. Conduct of FTX-1.

     a.   This exercise must be tailored with defined training goals to the specific requirements of the brigade. It should be based on mission priorities, tables of organization and equipment (TO&E) 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 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.
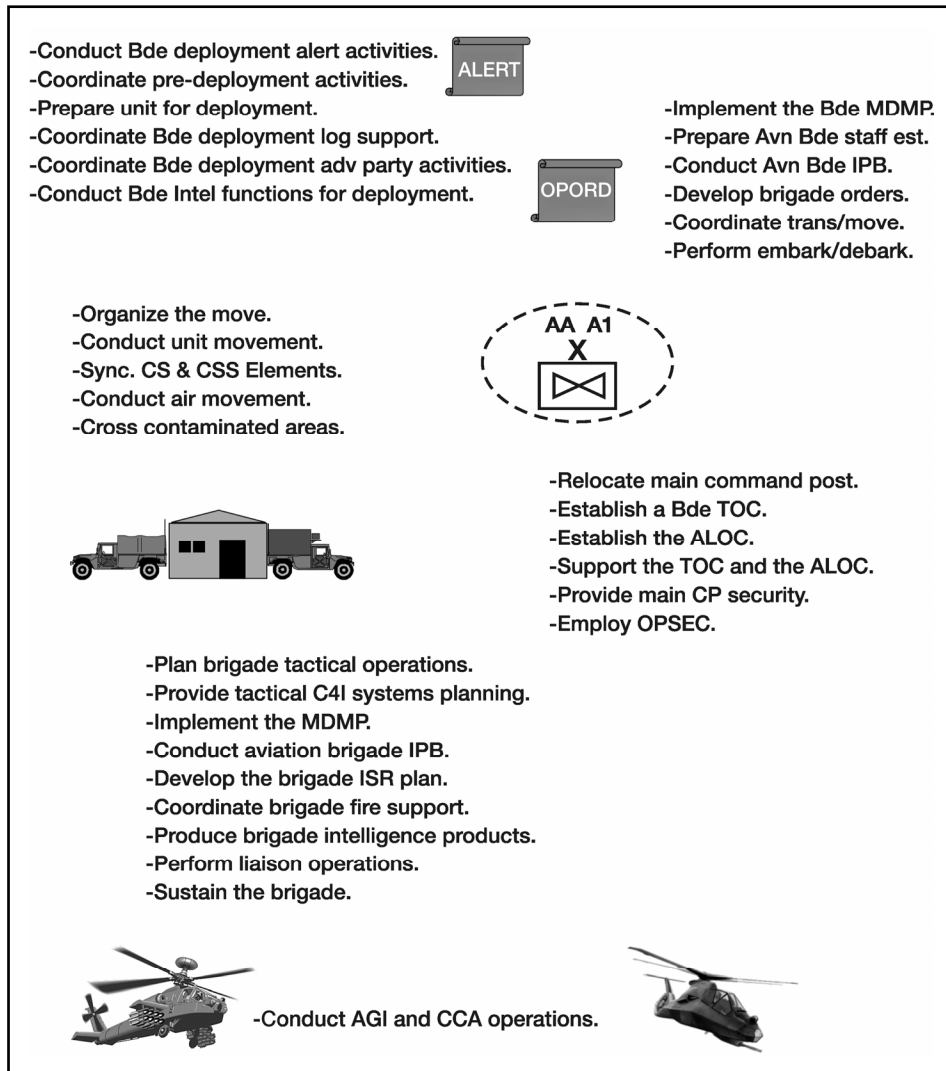
Figure 4-2. General scenario for FTX-1

Table 4–2. Time Allocation for FTX		
FTX-1: Conduct Offensive Operations		
Number	*Task or Event*	*Time Required*
1	Administrative preparations	Pre FTX
2	Brigade executes STX-A: Deploy 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 staff planning and coordination	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 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 AGI & CCA 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
28*	Conduct advance party operations	2 hours
29	Main body conducts tactical move	2 hours

Table 4–2. Time Allocation for FTX		
FTX-1: Conduct Offensive Operations		
Number	**Task or Event**	**Time Required**
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
* Indicates time is not added to the total time because tasks are performed simultaneously with other tasks. **General Notes*:* 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 might vary based on the factors of METT-TC and the proficiency of the staff. AARs are not time-constrained.		

4-12. T&EO Sequence. Table 4-3 lists the T&EOs in chapter 4 to be used for this FTX.

Table 4-3. T&EOs Supporting the FTX	
Task Number	**Task Title**
01-6-0022.01-0111	Conduct Brigade Deployment Alert Activities
01-6-0062.01-0111	Coordinate Brigade 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 Brigade Deployment Logistics Support
01-6-0061.01-0111	Coordinate Brigade Deployment Advance Party Activities
01-6-0001.01-0111	Conduct Brigade Intelligence Functions for Deployment
01-6-0068.01-0111	Coordinate Brigade 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	Organize the Move
01-2-2048.01-0111	Conduct Unit Movement
01-6-2032.01-0111	Conduct the Brigade Air Movement
01-2-2052.01-0111	Employ Active Air Defense Measures
01-2-0201.01-0111	Prepare for Operations Under Chemical, Biological, Radiological, and Nuclear (CBRN) 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	Defend Unit Position
01-6-0042.01-0111	Relocate Main Command Post (CP)
01-6-0059.01-0111	Provide Main CP Security

Table 4-3. T&EOs Supporting the FTX	
Task Number	**Task Title**
01-6-0424	Implement the Military Decisionmaking Process (MDMP)
01-6-0425	Conduct Mission Analysis
01-6-0426	Develop COA
01-6-0427	Conduct COA Analysis (War Game)
01-6-0428	Compare COA for Decision Briefing/Approval
01-6-0025.01-0111	Develop Brigade Orders
01-6-0429	Prepare the Aviation Brigade Staff Estimate
01-6-0430	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0431	Maintain the Brigade Common Operational Picture
01-6-0432	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center (TOC)
01-6-0008.01-0111	Establish the ALOC in Coordination with the Brigade S1
01-6-7102.01-0111	Support the TOC and the ALOC
01-6-0020.01-0111	Employ Brigade Operations Security (OPSEC) Measures
01-6-0446	Establish Brigade Tactical Communications
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0435	Conduct Aviation Brigade Mobile Strike Operations
01-6-0436	Coordinate Air-Ground Integration and the Close Combat Attack
01-6-0441	Plan Brigade A2C2 Operations
01-6-0026.01-0111	Perform Brigade Liaison Operations
01-6-0070.01-0111	Perform Brigade Strength Management
01-6-0030.01-0111	Conduct Brigade Battle Tracking
01-6-0033.01-0111	Coordinate Brigade Fire Support
01-6-0069.01-0111	Monitor Brigade Logistics Operations
01-6-0066.01-0111	Sustain the Brigade
01-6-0026.01-0111	Perform Brigade Liaison Operations
01-6-0058.01-0111	Advise the Brigade Commander on Risk Management
01-6-0057.01-0111	Coordinate the Brigade Safety Program
01-6-0079.01-0111	Monitor the Status of Brigade Personnel
01-6-0016.01-0111	Integrate Brigade Aircraft Survivability Measures
01-6-0412	Conduct the Brigade Targeting Process
01-6-0028.01-0111	Coordinate Army Airspace Command and Control (A2C2) for Higher Commander
01-6-0070.01-0111	Perform Brigade Strength Management
01-6-0071.01-0111	Conduct Brigade Replacement Operations
01-6-0072.01-0111	Conduct Brigade Casualty Reporting
01-6-0066.01-0111	Sustain the Brigade

| Table 4-3. T&EOs Supporting the FTX ||
Task Number	Task Title
01-6-7105.01-0111	Perform Passage of Lines
01-6-0211.01-0111	Conduct the Deliberate Attack
01-6-0029.01-0111	Maintain the Brigade Current Situation
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 Brigade Legal Support
01-6-0045.01-0111	Advise the Commander and Staff on Weather Forecasts, Observations, and Climatology
01-6-0039.01-0111	Supervise Medical Support Services
01-6-0056.01-0111	Conduct the Command Religious Support Program

SECTION III. STX-A: DEPLOY THE FORCE

4-13. Objective. This sample 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 SOPs as well as maintain operational efficiency.

4-14. Interface. This STX supports FTX-1, Conduct Offensive Operations and is not supported by drills.

4-15. 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 XO/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 EDRE and SEDRE to train up for STX-A, Project the Force.

b. Classroom discussion on how to plan the exercise and implement unit SOPs.

c. Using the exact area where the STX is to be conducted conduct a MAPEX.

4-16. Leader Training Tips.

a. Know the fundamentals of deployment as discussed in FM 3-04.111, Aviation Brigades.

b. Review the T&EO requirements for conducting deployment.

c. Become familiar with the other T&EOs listed in Table 4-5 that support this exercise.

d. Conduct a reconnaissance of the training area personally before the MAPEX or TEWT, if possible.

e. Develop a plan based on 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 chemical, biological, radiological, and nuclear (CBRN) 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(s) are required?

(6) How many aircraft(s) 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 personnel recovery (PR) and downed aircraft 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?

4-17. 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 a CBRN 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 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) Enroute 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 sustains proficiency by executing the STX as part of the FTX. Personnel turnover will require leaders to assess the need for additional training to maintain proficiency.

4-18. Conduct 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, tables of organization and equipment (TO&E) structure, and tactical proficiency. This sample STX begins with an alert or recall exercise preliminary to the receipt of an 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.
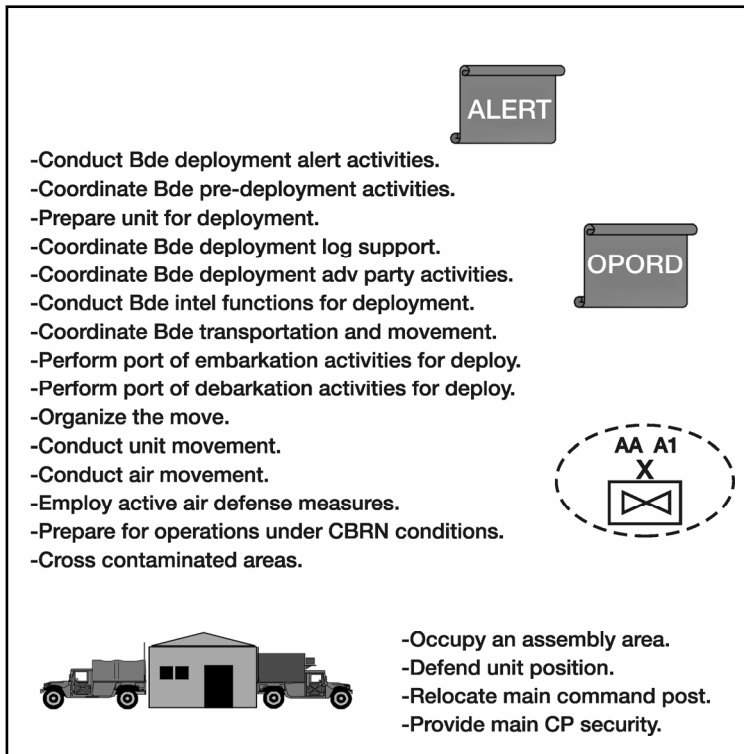
Figure 4-3. General scenario for STX-A

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 a STX rather than exact times for planning.

Table 4–4. Suggested Time Allocation for STX-A		
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
* Indicates time is not added to the total time because tasks are performed simultaneously with other tasks.		

e.   Table 4–4 shows the estimated time needed for each part of this exercise as a training event.   Additional time is required if large portions of the exercise are conducted at night, under limited visibility or under MOPP conditions.   Events must be trained to standard, 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.

4-19. 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 O/C. At least one other O/C is required if OPFOR is used.

b.   Opposing forces. Use OPFOR in this exercise after the unit has demonstrated basic proficiency and is at the "run" phase of training.   If used, the OPFOR should be familiar with brigade staff and HHC company headquarters 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 O/C.   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 in DA Pamphlet 350–38, Standards in Weapons Training. 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://www.atsc.army.mil/atmd/strac/stracweb.asp. Training managers should verify the currency of their information when preparing yearly forecasts and when ordering these TADSS for a particular exercise.

(2) Ammunition requirements for aerial gunnery training are found in FM 3-04.140, Helicopter Gunnery. This publication is available from the Army's Training and Doctrine Digital Library at https://akocomm.us.army.mil/usapa/doctrine/Active_FM.html.

(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 are resourced separately and are not part of the unit's annual allocation.

4-20. T&EO Sequence. Table 4-5 lists the T&EOs in chapter 4 to be used for this STX.

Table 4-5. T&EOs Supporting STX-A	
Task Number	*Task Title*
01-6-0022.01-0111	Conduct Brigade Deployment Alert Activities
01-6-0062.01-0111	Coordinate Brigade 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 Brigade Deployment Logistics Support
01-6-0061.01-0111	Coordinate Brigade Deployment Advance Party Activities
01-6-0001.01-0111	Conduct Brigade Intelligence Functions for Deployment
01-6-0068.01-0111	Coordinate Brigade 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	Organize the Move
01-2-2048.01-0111	Conduct Unit Movement
01-6-2032.01-0111	Conduct the Brigade Air Movement
01-2-2052.01-0111	Employ Active Air Defense Measures
01-2-0201.01-0111	Prepare for Operations Under Chemical, Biological, Radiological, and Nuclear (CBRN) 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	Defend Unit Position
01-6-0042.01-0111	Relocate Main Command Post (CP)
01-6-0059.01-0111	Provide Main CP Security

SECTION IV. STX-B: CONDUCT STAFF PLANNING AND COORDINATION

4-21. Objective. This sample STX trains the brigade staff in conducting the military decisionmaking process. The unit will begin in an assembly area, having received an OPORD to conduct offensive operations, after deploying to a threat area. This STX will help the brigade staff develop cohesiveness and maintain operational efficiency.

4-22. Interface. This STX supports FTX-1, "Conduct Offensive Operations," and is not supported by drills.

4-23. 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 XO/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 Staff Planning and Coordination. 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 SOP.

c. MAPEX using the exact area where the STX is to be conducted.

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

4-24. Leader Training Tips.

a. Know the aviation brigade staff functions as discussed in FM 3-04.111, Aviation Brigades and FM 5-0, Army Planning and Orders Production.

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

c. Become familiar with the other T&EOs listed in Table 4-7 that support this exercise.

d. Conduct a reconnaissance of the training area personally before the MAPEX or TEWT if possible.

e. Develop a plan based on 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 chemical, biological, radiological, and nuclear (CBRN) 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(s) are required?

(6) How many aircraft(s) 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 personnel recovery (PR) and downed aircraft 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?

4-25. 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 a CBRN 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 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) Enroute 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 sustains proficiency by executing the STX as part of the FTX. Personnel turnover will require leaders to assess the need for additional training to maintain proficiency.

4-26. Conduct 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, tables of organization and equipment (TO&E) 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.
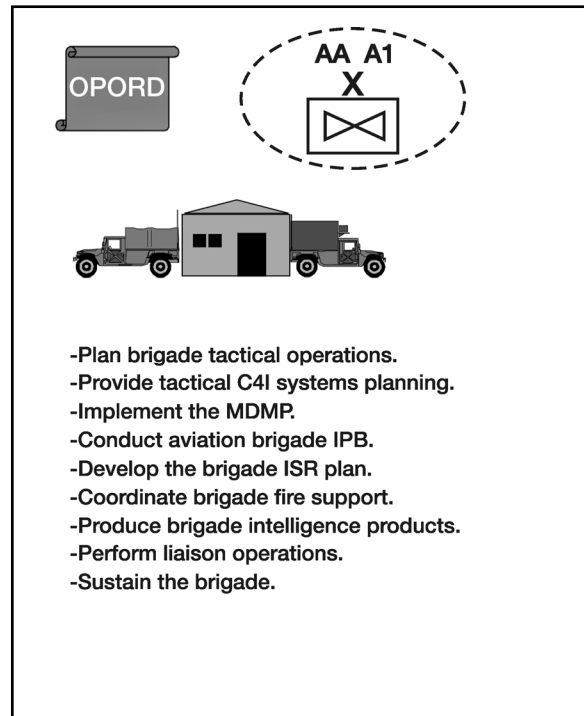
Figure 4-4. General scenario for STX-B

    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.

Table 4-6. Suggested Time Allocation for STX-B		
STX-B: Conduct Staff Planning & Coordination		
Event	**Action**	**Time Required**
1	Administrative preparations.	Pre STX
2	Brigade executes STX-B: Conduct staff planning and coordination after receiving higher OPORD.	Start STX-B
3	Brigade issues warning order/FRAGO.	1 hour
4	Commander implements MDMP.	1 hour
5	Brigade staff participates in the MDMP.	48 hours
6*	Brigade staff updates staff estimate, IPB, and ISR Plan.	4 hours
7	Conduct AARs.	N/A
		Total Time: 50 hours
* Indicates time is not added to the total time because tasks are performed simultaneously with other tasks.		

    e.   Additional time is required if large portions of the exercise are conducted at night, under limited visibility, or under MOPP conditions. Events must be trained to standards, 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. The AARs are not time-constrained.

4-27. Support Requirements.

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

     b. Opposing forces. Use OPFOR in this exercise after the unit has demonstrated basic proficiency and is at the "run" phase of training. If used, the OPFOR should be familiar with the brigade staff and HHC company headquarters operations, and employ thoroughly planned tactics to disrupt mission execution. Such tactics may affect assembly area occupation, such as receiving indirect weapons fires on the tactical operations center 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 OPFOR are employed, additional vehicles and communications equipment will be required for the OPFOR and the O/C. 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 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 in DA Pamphlet 350–38, Standards in Weapons Training. 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://www.atsc.army.mil/atmd/strac/stracweb.asp. Training managers should verify the currency of their information when preparing yearly forecasts and when ordering these TADSS for a particular exercise.

     (2) Ammunition requirements for aerial gunnery training are found in FM 3-04.140, Helicopter Gunnery. This publication is available from the Army Knowledge Online (https://akocomm.us.army.mil/usapa/doctrine/index.html).

     (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 are resourced separately and are not part of the unit's annual allocation.

4-28. T&EO Sequence. Table 4-7 lists the T&EOs in chapter 4 to be used for this STX.

Table 4–7. T&EOs Supporting STX-B	
Task Number	*Task Title*
01-6-0424	Implement the Brigade Military Decisionmaking Process (MDMP)
01-6-0425	Conduct Mission Analysis
01-6-0426	Develop Courses of Action (COA)
01-6-0427	Conduct COA Analysis (War Game)
01-6-0428	Compare COA for Decision Briefing/Approval
01-6-0025.01-0111	Develop Brigade Orders
01-6-0429	Prepare the Aviation Brigade Staff Estimate
01-6-0430	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0431	Maintain the Brigade Common Operational Picture
01-6-0432	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan

Table 4–7. T&EOs Supporting STX-B	
Task Number	**Task Title**
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center (TOC)
01-6-0008.01-0111	Establish the ALOC in Coordination with the Brigade S1
01-6-7102.01-0111	Support the TOC and the ALOC
01-6-0020.01-0111	Employ Brigade Operations Security (OPSEC) Measures
01-6-0446	Establish Brigade Tactical Communications
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0435	Conduct Aviation Brigade Mobile Strike Operations
01-6-0436	Coordinate Air-Ground Integration and the Close Combat Attack
01-6-0441	Plan Brigade A2C2 Operations
01-6-0026.01-0111	Perform Brigade Liaison Operations
01-6-0070.01-0111	Perform Brigade Strength Management
01-6-0030.01-0111	Conduct Brigade Battle Tracking
01-6-0033.01-0111	Coordinate Brigade Fire Support
01-6-0069.01-0111	Monitor Brigade Logistics Operations
01-6-0066.01-0111	Sustain the Brigade

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Chapter 5

Training and Evaluation Outlines

5-1. Introduction. This chapter contains the training and evaluation outlines (T&EOs) for the aviation brigade. The T&EOs are the foundation of the MTP and the collective training of the units. They 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. Each T&EO may be trained separately in an STX, FTX, or some other exercise. 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. The T&EOs in this chapter are listed in Table 5-1 and Table 5-2. The mission-to-collective task listing in chapter 2 lists the T&EOs required to train aviation brigade UA 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 performs 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. If there is only one reference, it is not 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 level 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 describing the environment in which the unit is to perform 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 the standard.

        2. The trainer or evaluator determines the unit's training status using performance observation measurements (where applicable) and judgment. The unit must be evaluated under the factors of mission, enemy, terrain and weather, troops and support available, time available, civil

considerations (METT-TC). These conditions should be as similar as possible for all evaluated elements. This will establish a common base line 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.   Opposing force (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 <u>what</u> must be accomplished—not <u>how</u> 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. Usage. 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 system (BOS).

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

Note 1: Asterisk * denotes commander's activities and/or decisions in the MDMP.

Note 2: See the Brigade S4 task: Establish the ALOC in Coordination with the S1   (01-6-0008.01-0111).

HEADQUARTERS COMPANY
Company Headquarters

Supply Section

Brigade Flight Surgeon and Medical Treatment Team

Table 5-2.. List of T&EOs by BOS

Fire Support

Mobility, Countermobility, Survivability

Combat Service Support

Command and Control

Air Defense

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **REPORT INFORMATION   (01-2-2036.01-0111)**
                   (FM 3-21.75)

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 mission-oriented protective posture level 4 (MOPP4).

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

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Headquarters and headquarters company (HHC) personnel submit SPOTREP to next higher headquarters (HQ).		
a. Observed enemy activity and reported information in the format for reporting enemy: size, activity, location, unit identification, time, and equipment (SALUTE).		
(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 intelligence staff officer/operations and training staff officer (S2/S3) expeditiously.		
2. HHC personnel report bombing, shelling and mortar, rocket, and aircraft fire.		
a. Sent a SPOTREP that included—		
(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).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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.		
*3. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0009.01-0111	Process Information into Brigade Intelligence
01-2-0101.01-0111	Occupy an Assembly Area
01-2-0102.01-0111	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 BRIGADE INTELLIGENCE FUNCTIONS FOR DEPLOYMENT   (01-6-0001.01-0111)**
          (FM 2-0)   (FM 3-04.111)   (FM 5-0)
          (FM 2-01.3)

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 has received a deployment operation order/operation plan (OPORD/OPLAN).   The commander has issued his deployment guidance to the brigade staff. The division OPORD/OPLAN and standing operating procedures (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 mission-oriented protective posture (MOPP) level 4.

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
*1. Intelligence staff officer (S2) analyzes the area of operations (AO).		
*2. S2 coordinates with division/corps assistant chief of staff, intelligence (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.		
a. Collected and distributed maps.		
b. Collected imagery.		
c. Collected area studies (terrain and weather).		
d. Created/updated intelligence database.		
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/military intelligence (MI) company commander implements counterespionage and physical security measures, as required.		
*9. S2 identifies and control hazards in accordance with 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
011-510-0304	Conduct Battalion/Brigade Rehearsal	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0704	Plan Intelligence, Reconnaissance, and Surveillance Missions	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0062.01-0111	Coordinate Brigade 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

ELEMENT: S2 SECTION

TASK: **PRODUCE BRIGADE INTELLIGENCE PRODUCTS   (01-6-0003.01-0111)**
(FM 2-0)   (FM 3-04.111)   (FM 5-0) (FM 2-01.3)

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 has received a warning order (WARNO) to conduct combat operations. The main command post (CP) is operational and staff sections are functioning. Reports are being received. The higher headquarters intelligence estimate and commander's guidance have been received. Intelligence preparation of the battlefield (IPB) has been completed. The intelligence, surveillance, and reconnaissance (ISR) plan is available for development of the intelligence annex. Some iterations of this task should be performed in mission-oriented protective posture (MOPP) level 4.

TASK STANDARDS: The intelligence staff officer (S2) section produced the intelligence annex and intelligence summary (INTSUM) so that the commander's critical information requirements (CCIR) were answered and subordinates were informed of the enemy situation and probable intent.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. S2 section records incoming information and intelligence.		
a. Maintained an intelligence journal per tactical standing operating procedures (TACSOP).		
(1) Reflected an accurate and concise statement of the message, report, or event.		
(2) Reflected a notation as to the sender or individual making the report.		
(3) Reflected the time of receipt or dispatch and method of transmission.		
(4) Reflected action actually taken (not intended).		
b. Fused existing database information with incoming intelligence.		
c. Updated intelligence databases.		
d. Deconflicted the all source-collated database (prepared by the analysis and control team) with the data from the inbound analysis and control element.		
e. Used incoming reports to help identify gaps in intelligence coverage.		
f. Used the high payoff target list and priority intelligence requirements to identify combat information for immediate dissemination.		
g. Synthesized intelligence to confirm or deny possible enemy courses of action.		
h. Evaluated the current enemy situation.		
i. Developed an estimate of the current enemy situation and the most likely and dangerous enemy courses of action (COA).		
j. Answered the brigade commander's priority intelligence requirements.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
2. S2 Section provides timely intelligence support to targeting and receives, stores, creates, edits, and exchanges targeting information/products to perform overall target development and coordination.		
a. Provided protected target list.		
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 operation order (OPORD).		
3. S2 section dynamically establishes and terminates sensor-to-shooter links prior to expected high payoff target events.		
4. S2 section produces the intelligence annex to the brigade OPORD in accordance with the format in FM 5.0.		
a. Produced summary of enemy situation.		
b. Produced intelligence acquisition tasks.		
(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.		
(1) Produced measures for handling enemy prisoners of war (EPW), 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.		
Note: The brigade TACSOP covers this paragraph. 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.		
g. Produced reports, conducted briefings, and made distribution.		
(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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(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.		
(1) Processed input received from the tasked elements.		
(2) Reviewed input and made appropriate changes.		
(3) Submitted the intelligence annex to the operations and training staff officer (S3) for incorporation into the OPORD.		
(4) Ensured intelligence acquisition tasks to answer the commander's priority intelligence requirements/information requirements were placed in the "tasks to units" in the base order.		
5. S2 section produces the intelligence summary (INTSUM) to answer the commander's priority intelligence requirements/information requirements.		
a. Stated the issuing unit.		
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 chemical, biological, radiological, and nuclear (CBRN) activity.		
(4) Included enemy air activity.		
(5) Included other enemy activity (new tactics or counterintelligence).		
d. Addressed enemy personnel and equipment losses.		
(1) Included personnel killed-in-action (KIA).		
(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 COAs for selected future periods or events (that is, 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 in accordance with 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	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0307	Perform Intelligence and Electronic Warfare (IEW) Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0704	Plan Intelligence, Surveillance, and Reconnaissance Missions	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-6101.01-0111	Conduct Reconnaissance Operations

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2 SECTION

TASK: **COORDINATE COUNTERINTELLIGENCE MEASURES FOR OPERATION SECURITY (OPSEC) WITH THE BRIGADE S3   (01-6-0004.01-0111)**
        (FM 2-0)   (FM 3-04.111)   (FM 5-0) (FM 2-01.3)

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 has been assigned an area of operations and must observe operations security (OPSEC) measures. The main command post (CP) is operational. The staff sections are functioning. The physical security plan has been implemented. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The unit observed OPSEC measures and followed procedures. Friendly facilities and operations were not compromised.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Intelligence staff officer (S2) noncommissioned officer (NCO) analyzes friendly vulnerabilities.		
a. Implemented and supervised the command information security program.		
b. Analyzed and monitored the dissemination, accountability, storage, safeguarding, and marking of classified information.		
c. Ensured that personnel who require access to classified or sensitive information have the appropriate security clearance and a valid need to know.		
d. Evaluated, together with the chemical officer, friendly forces dispersion in relation to enemy-employed nuclear and chemical weapons.		
e. Advised the commander on all counterintelligence activities that affect the unit.		
2. S2 section reviews All-Source Analysis System (ASAS) data and identifies enemy multi-disciplinary intelligence collection capabilities and efforts targeted against the unit.		
a. Included human intelligence.		
b. Included signal intelligence.		
c. Included imagery intelligence.		
3. S2 section coordinates counter surveillance and signal security with the operations and training staff officer (S3).		
a. Exercised staff supervision over OPSEC support provided by organic and attached counterintelligence and signaled security elements.		
b. Assisted the S3 in planning deception operations.		
c. Implemented and supervised the command personnel security program.		
d. Implemented and supervised the command information security program.		
(1) Developed procedures for handling, storing, safeguarding, and destroying classified material and digital systems.		
(2) Included routine and emergency destruction operations.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Recommended and supervised required censorship policies.		
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 standing operating procedures (SOP) 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 in accordance with 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	STP 1-15II-OFS-2
011-510-0002	Employ IEW	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0307	Perform IEW Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0704	Plan Intelligence Reconnaissance and Surveillance Missions	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0019.01-0111	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan
01-6-0020.01-0111	Employ Brigade Operations Security (OPSEC) Measures

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2 SECTION

TASK: **MAINTAIN THE BRIGADE INTELLIGENCE DATABASE   (01-6-0005.01-0111)**
(FM 2-0)   (FM 3-04.111)   (FM 5-0) (FM 2-01.3)

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 main command post (CP) is operational and staff sections have the brigade tactical standing operating procedures, combat information and intelligence, and echelons above corps, corps, and division intelligence packages.   Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Maintained the enemy order of battle database to reflect unforeseen or newly developing risks or vulnerabilities of the command. Projected future enemy courses of action (COA) by situational and event templating. The intelligence staff officer (S2) section updated the current enemy situation. Enemy COAs were reassessed, confirmed or denied, based upon the latest enemy order of battle, terrain, and weather information.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. S2 section records information into the intelligence database.		
a. Maintained evaluated enemy order of battle. Database included—		
(1) Composition.		
(2) Disposition.		
(3) Strength.		
(4) Tactics.		
(5) Training.		
(6) Logistics.		
(7) Combat effectiveness.		
(8) Electronic technical data.		
(9) Miscellaneous.		
b. Analyzed and compared current enemy dispositions and compositions with projected COAs.		
2. S2 section maintains the situation map (SITMAP).		
a. Portrayed the enemy situation and locations.		
b. Included enemy capabilities and vulnerabilities.		
c. Included prioritized COAs and probable future intent.		
d. Portrayed front line trace and monitors friendly situation.		
e. Listed recent significant events and indicators of future events.		
f. Communicated intent and impact to the assistant chief of staff, intelligence (G2).		
*3. S2 updates the intelligence estimate.		
*4. S2 identifies and control hazards in accordance with 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	STP 1-15-219
011-510-0002	Employ IEW	STP 1-15II-OFS-2
011-510-0307	Perform IEW Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0704	Plan Intelligence, Reconnaissance, and Surveillance Missions	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-1414.01-0111	Provide Tactical Command, Control, Communications, Computers, and Intelligence (C^4I) Systems Planning

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2 SECTION

TASK: **ESTABLISH BRIGADE SECURITY MEASURES   (01-6-0006.01-0111)**
   (FM 2-0)   (FM 3-04.111)   (FM 5-0) (FM 2-01.3)

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 committed to an area of operations (AO) and operations security (OPSEC) considerations must be fulfilled. The intelligence staff officer (S2) is located in the main command post (CP) and the S2 section is operational. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

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

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. S2 section develops the security plan.		
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 personnel staff officer (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 operation order/operation plan (OPORD/OPLAN).		
d. Ensured the plan includes applicable brigade standing operating procedure (SOP) requirements and procedures.		
*2. S2 provides intelligence input to the brigade OPSEC plan.		
a. Coordinated with the division assistant chief of staff, intelligence (G2) to obtain enemy collection threat against brigade assets.		
b. Obtained the current location of friendly maneuver elements from the operations and training staff officer (S3).		
c. Presented the S3 with an assessment of the vulnerability of brigade assets.		
3. S2 section processes requests for security investigations for brigade personnel requiring access to classified material.		
a. Processed clearance requirements.		
b. Prepared appropriate clearance paperwork.		
c. Forwarded clearance paperwork to higher headquarters.		
*4. S2 identifies and controls hazards in accordance with 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
011-420-0031	Conduct Intelligence Operations in an Electronic Warfare Environment	MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3
011-510-0001	Employ Ground Maneuver Forces	STP 1-15II-OFS-2
011-510-0002	Employ IEW	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0704	Plan Intelligence, Surveillance, and Reconnaissance Missions	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	Defend Unit Position
01-6-0009.01-0111	Process Information into Brigade Intelligence
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center (TOC)
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) AT THE BRIGADE   (01-6-0007.01-0111)**
                (FM 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 command post (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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: EPWs were processed immediately using the five S's (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 due to improper handling procedures.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Intelligence staff officer (S2) section, with security force augmentation, SEARCHES captured personnel.		
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.		
(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.		
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 personnel staff officer/logistics staff officer (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.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
4. Security force SAFEGUARDS captured enemy personnel.		
a. Removed EPWs from the dangers of the battlefield.		
b. Did not allow anyone to abuse EPWs.		
c. Treated EPWs humanely.		
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 in accordance with risk management procedures in 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
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0307	Perform IEW Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0009.01-0111	Process Information into Brigade Intelligence

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2 SECTION

TASK: **PROCESS INFORMATION INTO BRIGADE INTELLIGENCE   (01-6-0009.01-0111)**
(FM 2-0)   (FM 3-04.111)   (FM 5-0) (FM 2-01.3)

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 staff has received an operation order/fragmentary order (OPORD/FRAGO) and the commander's guidance. The intelligence staff officer (S2) is located at the main command post (CP). The S2 section is operational and is receiving intelligence information.   Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: There were no mission failures 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.		
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 (COA).		
j. Determined the enemy capability to conduct deception operations.		
2. S2 section analyzes incoming intelligence and combat information.		
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 assistant chief of staff, intelligence (G2) and maneuver units of highly perishable data.		
f. Passed highly perishable and targeting-quality combat information to the operations and training staff officer (S3), higher headquarters, and subordinate units for immediate action.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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.		
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 in accordance with 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.	STP 1-15-219
011-500-0010	Conduct Operations in Electronic Warfare Environment.	STP 1-15-219
011-500-2300	Operate Communications Security Equipment.	STP 1-15-219
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0307	Perform IEW Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0704	Plan Intelligence, Surveillance, and Reconnaissance Missions	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0007.01-0111	Process Enemy Prisoners of War (EPW) at the Brigade

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0047.01-0111	Coordinate Security of the Brigade Temporary Enemy Prisoners of War (EPW) Collection Point

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: GI&S TOPOGRAPHIC ENGINEER ELEMENT

TASK: **REQUEST A STANDARD GEOSPATIAL PRODUCT   (05-1-6001)**
(DLA 1832)   (GTA 05-02-014)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:		T	P	U			(Circle)

CONDITIONS: The element is providing support to a maneuver task force. The staff has on hand National Imagery and Mapping Agency (NIMA) catalogs of maps, charts, and related products, along with the following items: Department of Defense (DD) Forms 173/1 and 1348, Defense Logistics Agency (DLA) Form 1832, and Graphic Training Aid (GTA) 05-02-014. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The staff requisitions the standard geospatial product according to the procedures outlined in the NIMA catalog. The time required to perform this task is increased when conducting it in MOPP4.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The staff requisitions a standard geospatial product according to procedures outlined in the NIMA catalog.		
Note: In this task, use (http://www.nima.mil/ast/fm/acq/maporder.doc).		
a. To establish the account the unit used a DLA Form 1832.		
2. The staff forwards the requisition to the appropriate office.		
a. Ensured that the form was complete and signed.		
b. Determined where to send the completed requisition.		
* 3. Intelligence staff office (S2) identifies and controls hazards in accordance with 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: NONE

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title	References
05-2-7003	Receive and Distribute Throughput Supplies	

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: GI&S TOPOGRAPHIC ENGINEER ELEMENT

TASK: **REQUEST NONSTANDARD GEOSPATIAL PRODUCTS (05-1-6002)**
                  (FM 5-33)   (FM 34-130)   (FM 34-2)
                  (FM 34-3)   (FM 3-34.330)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U	(Circle)

CONDITIONS: The element is providing support to a maneuver task force (TF) or brigade combat team (BCT). The staff requests a nonstandard geospatial product through higher headquarters (HQ). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The staff issues a valid request and receives needed topographic products. The time required to perform this task is increased when conducting it in MOPP 4.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. The staff determines the need for nonstandard geospatial products support.		
a. Based on mission directives and operation plans (OPLAN).		
b. Based on geographic areas of responsibility.		
c. Based on the availability of other geospatial products.		
2. The staff coordinates the details of the project with the supporting topographic element.		
a. Ensured that the request was a valid task.		
b. Confirmed that the supporting topographic element had the capability to complete the task.		
c. Coordinated with the supporting geospatial element to review products at critical points.		
d. Established a priority for the project with a firm completion date.		
3. The staff requests the necessary products.		
a. Submitted the request for products through the appropriate channels.		
b. Maintained a system to track, monitor, and follow-up on active support requests.		
*4. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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: NONE

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title	References
05-2-7003	Receive and Distribute Throughput Supplies	

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: GI&S TOPOGRAPHIC ENGINEER ELEMENT

TASK: **ESTABLISH A GEOSPATIAL OPERATIONS SITE   (05-2-1385)**
(FM 3-34.230)   (FM 5-33)   FM 3-34.330

ITERATION:	1	2	3	4	5	(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U			(Circle)

CONDITIONS: The unit receives a mission directive to establish a topographic operations site. A table of organization and equipment (TOE) is available. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: TOE equipment is properly employed and is ready for operations. The geospatial operational site must be operational and concealed as required by the mission directive.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The company commander or first sergeant (1SG) selects the location for a topographic operations site.		
a. Selected buildings that provided cover for topographic operations.		
b. Selected a suitable field location, if necessary.		
Note: If buildings are not suitable to sustain a topographic operation and a field location is chosen, consider whether the area is level, area is defendable and easily accessible and whether concealment is available.		
*2. The element leader or platoon sergeant selects the location for section vans.		
a. Designated the location of equipment.		
b. Designated fighting positions.		
3. Squad members position vans.		
a. Leveled vans without raising tires off the ground.		
b. Grounded vans.		
c. Connected the electric power.		
d. Erected camouflage nets.		
e. Connected the water supply, if required.		
f. Connected communications, if required.		
4. Squad members prepare the interior of the van for operations.		
a. Unboxed and prepared equipment for operation.		
b. Stored empty containers in a safe and dry location.		
*5. The element leader/platoon sergeant inspects the site to ensure that it is ready for operations.		
a. Grounded vans.		
b. Leveled vans.		
c. Ensured that vans had electric power.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Stored empty equipment containers.		
* 6. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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: NONE

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title	References
05-5-3009	Prepare Crew-Served Weapons Fighting Positions	

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: GI&S TOPOGRAPHIC ENGINEER ELEMENT

TASK: **REPRODUCE A MULTICOLOR GEOSPATIAL PRODUCT (05-4-1352)**
(FM 3-34.230)   (FM 3-34.330)

ITERATION:	1	2	3	4	5		(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U				(Circle)

CONDITIONS: The element receives a mission directive to reproduce a multicolor topographic product. Table of organization and equipment (TOE) is available. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The element reproduces a multicolor topographic product as required by the mission directive.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The leader plans the project.		
a. Analyzed project instructions.		
b. Evaluated source materials.		
c. Listed step and procedures.		
2. The element produces a line negative/positive with the copy camera.		
a. Exposed and processed the negative/positive to an opaque step 4 on the gray scale.		
b. Ensured that the produced line negative/positive was within +/- 0.5 percent of the original or make line size.		
c. Ensured that the negative/positive had clear, sharp images that retained all critical detail of the original copy.		
d. Positioned the negative so that the readable image side was against the goldenrod.		
Note: Label the flat with the number of the flat and the total number of flats of that color (for example, 1 of 4 or 2 of 4), the work order number, the color to be printed, the map sheet number, and the screen number (when required).		
*3. The leader checks the completed flat.		
a. Ensured that the image was clear and sharp.		
b. Ensured that there were no unnecessary images.		
4. The element produces a presensitized plate.		
a. Checked that manufacturer's data sheet for correct exposure.		
b. Ensured that the exposed plate was evenly developed and free of scratches, dents, and unwanted images.		
c. Covered the plate with gum as a protective coating.		
d. Marked the exposed plate with the project number and title, the work order number, the color to be printed, and the signature of Soldier.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Inspected the plate before mounting it on the press.		
5. The element member mounts the plate on the press.		
a. Packed the plate as required.		
b. Secured the plate.		
6. The element prepares the press for operation.		
a. Prepared the inking assembly.		
b. Prepared the damping assembly.		
c. Loaded the stock in the feeder.		
d. Ran a press proof.		
e. Adjusted the press as required.		
f. Ensured that the color was consistent throughout the whole run and that the registration was within +/-0.005 inch.		
7. The element completes the number of copies required by the mission directive and ensures that colors are uniform.		
Note: Steps 5 through 8 are repeated based on the required number of colors.		
*8. The leader ensures that the job meets the mission directive.		
*9. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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: NONE

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title	References
05-2-7003	Receive and Distribute Throughput Supplies	

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: GI&S TOPOGRAPHIC ENGINEER ELEMENT

TASK: **MAINTAIN A GEOSPATIAL DATABASE (05-4-1373)**
(FM 5-33)   (AR 380-5)   (FM 34-25) (FM 3-34.330)

ITERATION: 1   2   3   4   5   (Circle)

COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The element receives a mission directive to maintain a topographic database. Topographic databases include survey, reproduction, cartographic, and terrain information. A table of organization and equipment (TOE) is available. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The element reviews, revises, and updates a topographic database as outlined by the mission directive.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The element leader receives new source material.		
a. Determined the classification of the source material.		
b. Determined the source, accuracy, and reliability of the source material.		
c. Directed the element to update an existing database.		
2. The element updates the existing database.		
3. The element catalogs and files database materials for easy access.		
a. Cataloged by country code.		
b. Cataloged by subject (for example, bridge, hydrology, soil, and railroad).		
c. Cataloged by geographic area.		
(1) Geographic coordinates.		
(2) Universal transverse mercator (UTM) coordinates.		
(3) Map sheet number, series, and name.		
(4) Trigonometric lists and related data.		
d. Filed the database so that it could be removed quickly and easily.		
4. The element performs database maintenance.		
a. Performed periodic inventories according to the unit standing operating procedure (SOP). Ensured that the database catalog reflected an accurate, current status of materials.		
b. Purged the database when new source materials were acquired.		
c. Maintained and controlled classified and unclassified products according to Army Regulation (AR) 380-5 and the unit SOP.		
*5. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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
052-245-1033	Prepare a Digital Topographic Support System-Heavy (DTSS-H) for Movement	MOS E 21U 1
052-245-1050	Prepare a Digital Topographic Support System-Deployable (DTSS-D) for Movement	MOS E 21U 1
052-245-2006	Produce an Imagery Index	MOS E 21U 2
052-245-2034	Order National Imagery and Mapping Agency (NIMA) Products	MOS E 21U 2
052-245-2035	Archive Geospatial Information (GI) and Products	MOS E 21U 2
052-245-2036	Build a Product Data Query	MOS E 21U 2
052-245-2037	Maintain Digital Data on the Map Server	MOS E 21U 2
052-245-2038	Update Geospatial Information (GI)	MOS E 21U 2
052-245-3011	Update Attribute Categories for the Geographic Information System (GIS)	MOS E 21U 3
052-245-3037	Perform Image Supervised Classification	MOS E 21U 3
052-245-3038	Supervise Creating a Database Using the Digital Topographic Support System-Base (DTSS-B)	MOS E 21U 3
052-245-3039	Supervise Updating a Database Using the Digital Topographic Support System-Base (DTSS-B)	MOS E 21U 3
052-245-3041	Supervise Maintenance of a Digital Topographic Support System-Base (DTSS-B)	MOS E 21U 3
052-245-4025	Maintain Digital Topographic Support System (DTSS) Products on the Home Page	MOS E 21U 4

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: GI&S TOPOGRAPHIC ENGINEER ELEMENT

TASK: **DEPLOY A GEOSPATIAL DATABASE   (05-4-1374)**
    (FM 5-33)   (FM 3-34.330)

ITERATION: 1   2   3   4   5   (Circle)

COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The element receives a mission directive to deploy a topographic database. Topographic databases include reproduction, survey, cartographic, and terrain information. A table of organization and equipment (TOE) is available. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The element deploys a topographic database as required by the mission directive.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The element leader determines source materials to be deployed.		
a. Identified the survey data cards.		
b. Identified the map reproducibles.		
c. Identified the reports.		
d. Identified the imagery.		
2. The element checks the database.		
a. Ensured the correct classification.		
b. Checked the area of interest coverage.		
c. Ensured that the database was current.		
d. Ensured that the database was accurate.		
3. The element moves and files the database.		
a. Allowed easy access to the database.		
b. Prevented damage to the database during movement.		
c. Handled classified databases according to security regulations.		
*4. The element leader informs superiors and the support unit commander of the database status.		
a. Disclosed deficiencies in databases.		
b. Reported the status of database readiness.		
c. Specified special handling due to classification.		
*5. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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
052-245-2008	Supervise the Preparation of a Digital Topographic Support System-Heavy (DTSS-H) for Operations	MOS E 21U 2
052-245-3038	Supervise Creating a Database Using the Digital Topographic Support System-Base (DTSS-B)	MOS E 21U 3
052-245-3039	Supervise Updating a Database Using the Digital Topographic Support System-Base (DTSS-B)	MOS E 21U 3
052-245-4003	Connect the Digital Topographic Support System (DTSS) to the Local Area Network (LAN)	MOS E 21U 4

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title	References
05-2-0018	Conduct Report Procedures	

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: GI&S TOPOGRAPHIC ENGINEER ELEMENT

TASK: **COORDINATE A GEOSPATIAL COLLECTION EFFORT   (05-4-1375)**
(FM 5-33)   (FM 3-34.330)

ITERATION: 1   2   3   4   5   (Circle)

COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The element receives a mission directive in which source data is incomplete or does not exist. A table of organization and equipment (TOE) is available. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The element coordinates with other units to fill gaps in existing databases or to create new databases.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The element leader examines the mission directive.		
a. Identified any database shortages.		
b. Determined information requirements.		
*2. The element leader coordinates with additional units to obtain information.		
a. Prepared a collection request.		
b. Forwarded the request through the appropriate channels.		
c. Established an administrative system to keep track of the request.		
d. Followed up on the request, when necessary.		
e. Verified the information received against the collection request.		
f. Integrated updated information into databases.		
g. Purged old information.		
*3. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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: NONE

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title	References
05-2-7003	Receive and Distribute Throughput Supplies	

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: GI&S TOPOGRAPHIC ENGINEER ELEMENT

TASK: **PERFORM A GEOSPATIAL COLLECTION EFFORT   (05-4-1376)**
(FM 5-33)   (FM 3-34.330)

ITERATION:	1	2	3	4	5		(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U	(Circle)

CONDITIONS: The element receives a mission directive to perform a topographic collection. A table of organization and equipment (TOE) is available. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The element performs a topographic collection as required by the mission directive.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The element leader determines the scope of source material requirements for the unit database.		
a. Researched mission directives and operation plans (OPLANs).		
b. Researched geographic areas of responsibilities.		
c. Researched other pertinent documents.		
*2. The element leader evaluates the database.		
a. Ensured that the database was complete.		
b. Ensured that the database was current.		
c. Ensured that the database was accurate.		
3. Element members order, requisition, or request necessary source materials.		
a. Used proper procurement catalogs, publications, and forms.		
b. Submitted orders, requisitions, or requests through appropriate channels.		
*4. The element leader directs the topographic collection effort.		
a. Established and maintained the system to track, monitor, and follow up on active source material requests.		
b. Established automatic distribution accounts for source materials that required continuous update.		
c. Visited agencies or sections, if possible, to collect source material for a time-critical mission.		
d. Coordinated the collection effort with other sections or units, as required.		
*5. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: GI&S TOPOGRAPHIC ENGINEER ELEMENT

TASK: **PERFORM QUALITY CONTROL MEASURES ON GEOSPATIAL PRODUCTS**
(05-4-1377)

               (FM 5-33)   (FM 3-34.330)

               ITERATION: 1   2   3   4   5   (Circle)

               COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The element receives a mission directive to produce topographic products. A table of organization and equipment (TOE) is available. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The element conducts quality control measures on topographic products as outlined by the mission directive.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The element leader analyzes the mission directive.		
a. Ensured that the request was a valid task.		
b. Confirmed that the unit had capabilities and materials to meet mission directive requirements.		
c. Coordinated with the requester on details of the project to ensure total understanding of the expected product.		
d. Determined and established priority of the project if not given in the initial directive.		
*2. The element leader plans the project.		
a. Established the project flow.		
b. Ensured that materials needed to complete the project were on hand or ordered and received before starting the project.		
c. Prepared and issued a production work order.		
3. Element members provide topographic products.		
a. Collected database materials.		
b. Provided database materials to the company or the unit.		
*4. The element leader directs production.		
a. Monitored the project status.		
b. Maintained a production schedule and reports.		
c. Coordinated activities of subordinate units.		
d. Informed higher headquarters of the status.		
5. Element members perform quality control measures.		
a. Performed quality control checks at critical points.		
b. Distributed products as required by the production work order.		
c. Maintained an after-action file of projects.		
d. Forwarded copies of an after-action report (AAR), if required.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Updated the database and returned materials.		
*6. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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
052-245-2038	Update Geospatial Information (GI)	MOS E 21U 2
052-245-2039	Perform Quality Control (QC) Checks and Assurance on Digital Topographic Support System (DTSS) Products	MOS E 21U 2
052-245-4016	Supervise Quality Assurance Checks on Digital Topographic Support System (DTSS) Products	MOS E 21U 4

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: GI&S TOPOGRAPHIC ENGINEER ELEMENT

TASK: **PERFORM PRODUCTION MANAGEMENT ON GEOSPATIAL PRODUCTS (05-4-1378)**

(FM 5-33)   (FM 3-34.330)

ITERATION: 1   2   3   4   5   (Circle)

COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The element receives a mission directive to produce topographic products. A table of organization and equipment (TOE) is available. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The element performs quality control measures to ensure that topographic products meet the requirements stated in the mission directive.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The element leader examines the mission directive.		
a. Ensured that information was complete.		
b. Ensured that sufficient guidance was contained for completing the project.		
*2. The element leader inspects database materials for completeness.		
*3. The element leader implements a quality control plan.		
a. Established critical points to perform quality control checks.		
b. Coordinated with the requester to review the product at critical points.		
4. Element members perform quality control checks at established critical points.		
a. Maintained documentation of quality control inspections during all phases of the production cycle.		
b. Ensured that quality control documentation was included in after-action project files and project history.		
*5. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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
052-245-1066	Perform Image Unsupervised Classification	MOS E 21U 1
052-245-2006	Produce an Imagery Index	MOS E 21U 2
052-245-2034	Order National Imagery and Mapping Agency (NIMA) Products	MOS E 21U 2
052-245-2036	Build a Product Data Query	MOS E 21U 2

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
052-245-2038	Update Geospatial Information (GI)	MOS E 21U 2
052-245-3003	Validate Source Materials	MOS E 21U 3
052-245-3038	Supervise Creating a Database Using the Digital Topographic Support System-Base (DTSS-B)	MOS E 21U 3
052-245-3039	Supervise Updating a Database Using the Digital Topographic Support System-Base (DTSS-B)	MOS E 21U 3
052-245-4002	Perform System Administration on the Digital Topographic Support System (DTSS) Computer Equipment	MOS E 21U 4
052-260-4717	Perform Staff Position Duties Essential to Unit Mission	MOS E 82D 4
052-261-4604	Schedule Reproduction Projects	MOS E 21L 4
052-261-4607	Prepare Production Control Charts for a Photolithographic Operation	MOS E 21L 4
052-261-4609	Enforce Shop Safety	MOS E 21L 3

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: JSTARS COMMON GROUND STATION (CGS) TEAM

TASK: **ESTABLISH THE COMMON GROUND STATION (CGS) SITE (34-5-0050)**
(FM 2-0) (FM 34-10) (FM 34-10-2)
(FM 34-25) (FM 34-40-3) (FM 34-40-9) (FM 34-80)

ITERATION:	1	2	3	4	5	M	(Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The CGS team is deployed in support of tactical operations. Hazards such as a nuclear, biological, or chemical environment; limited visibility, night; inclement weather; and opposing force may exist. Performance of this task may occur in an asymmetric environment containing imbalanced ideological, cultural, technological and/or military threat capabilities. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The CGS team arrived at its new location by the time specified in the operations order. The site was operational, without camouflage, within the commander's time requirements. The CGS team performed preventive maintenance checks and services identifying and reporting all deficiencies. (Camouflage setup is dependent upon time available prior to start of mission but should be completed within one hour.)

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The team chief and noncommissioned officer in charge (NCOIC) perform site selection in accordance with standards established by the commander, tactical standing operating procedures, and technical manual.		
2. Setup the system.		
a. Drivers remain in trucks.		
(1) Set emergency brakes.		
(2) Depress foot brake.		
b. Emplace generator. (Primary)		
(1) Install leveling legs.		
(2) Drop trailer 3rd wheel.		
(3) Set trailer brakes.		
(4) Remove trailer chains.		
(5) Unhook towing pintle.		
(6) Elevate trailer 3rd wheel.		
(7) Signal "OK" to driver when clear.		
c. Emplace support trailer. (Secondary)		
(1) Install leveling legs.		
(2) Drop trailer 3rd wheel.		
(3) Remove trailer chains.		
(4) Unhook towing pintle.		
(5) Elevate trailer 3rd wheel.		
(6) Signal "OK" to driver when clear.		
3. Emplace trucks.		
a. Drive to pre-selected site.		
b. Park on level ground.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Set emergency brake.		
d. Turn off engine and lights.		
e. Place chock blocks under the tires.		
4. Once the chock has been placed under the tires, the following team actions will be performed:		
a. Prepare generator for operation.		

(1)   Level generators.
     (2)   Remove grounding equipment.
     (3)   Remove fuel cans/fire extinguisher.
     (4) Ground both generators.		

b. Prepare trucks for operations.		

(1)   Remove/install ladders.
     (2)   Remove grounding equipment.
     (3)   Remove air conditioner covers.
     (4)   Install antennas.
     (5)   Ground shelter.
     (6) Give "OK" signal after grounded.		

c. Prepare support element equipment.		

(1)   Remove surveillance control data link antenna from the carrying case.
     (2)   Store carrying case.
     (3)   Connect the mast assembly.
     (4)   Install the surveillance control data link antenna.
     (5)   Install the surveillance control data link cable to the antenna and mission truck.
     (6) Raise the mast.		

d. Connect and operate the generator.		

(1)   Take power cable to truck, connect power cable, then give "OK" signal.
     (2)   After giving the "OK" signal, start generator in accordance with the technical manual.
     (3) Toggle close/open circuit to closed.		

e. Power up the mission shelter.		
(1) After power is applied, power up the mission shelter in accordance with the technical manual. **(2)** Turn on/initialize mission equipment in accordance with the technical manual.		
5. Camouflage the site.		
*6. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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**

071-329-1006   Navigate from One Point Another Point While Dismounted   STP 21-24-SMCT

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: JSTARS COMMON GROUND STATION (CGS) TEAM

TASK: **CONDUCT COMMON GROUND STATION (CGS) PRE-MISSION ACTIVITIES   (34-5-0051)**

(FM 34-80)   (FM 2-0)   (FM 34-10)
(FM 34-10-2)   (FM 34-40-3)   (FM 34-8)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U	(Circle)

CONDITIONS: The CGS is operational, and the CGS team has received a pre-mission briefing from the supported commander on the area of interest and has been provided secure communication codes. The team is prepared to provide imagery information to the tactical commander through CGS hardware and software.   Performance of this task may occur in an asymmetric environment containing imbalanced ideological, cultural, technological and/or military threat capabilities. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The CGS team prepared all equipment with secure codes, graphics, operating parameters, and frequencies to support the mission. The team established a data link.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Enter all frequencies, call signs, HOPSETS, and crypto for the following:		
a. AN/VRC-92F.		
(1) Command net.		
(2) Common ground stations:		
(a) Next higher headquarters.		
(b) Sister headquarters.		
(c) Next lower headquarters.		
(d) Resupply, maintenance.		
(e) Fire support officer.		
(f) Intel net.		
(g) Air Force liaison officer.		
b. AN/VRC-83:		
(1) Word of the day.		
(2) Call signs.		
(3) Frequencies.		
c. Joint surveillance target attack radar system:		
(1) KGV-8 crypto.		
(2) Orbit 1.		
(3) Orbit 2.		
(4) Ground reference coverage area (GRCA).		
(5) Time.		
(6) Call signs.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Secure data up-link and down link:		
(1) Fixed frequency or spectrum shift.		
(2) Ground data terminal address.		
(3) Time constant.		
(4) Short code.		
(5) Long code.		
e. Advanced Field Artillery tactical Data System (AFATDS) - complete entire panel set.		
f. All Source Analysis System—remote workstation—complete entire panel set.		
g. Satellite communications—complete entire panel set:		
(1) KG-84.		
(2) TROJAN Spirit.		
(3) Secret Internet Protocol Network (SIPRNET).		
(4) U2 Aircraft.		
(5) Aerial reconnaissance low (ARL).		
(6) Commander's tactical terminal..		
(7) Tactical unmanned aerial vehicle.		
*2. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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
113-587-2071	Operate Single Channel Ground and Air Radio System (SINCGARS) Frequency Hopping (FH) (Net Members)	MOS E 96H 1

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: JSTARS COMMON GROUND STATION (CGS) TEAM

TASK: **CONDUCT COMMON GROUND STATION (CGS) MISSION ACTIVITIES   (34-5-0052)**

(FM 2-0)	(FM 34-10)	(FM 34-10-2)
(FM 34-40-3)	(FM 34-8)	(FM 34-80)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U				(Circle)

CONDITIONS: The brigade is conducting operations independently or as part of a division or Army forces (ARFOR) and has received an operation order (OPORD) or fragmentary order (FRAGO) to conduct operations at the location and time specified. The CGS and all subcomponents are operational. The CGS team is prepared to establish connectivity with Joint Surveillance Target Attack Radar System (JSTARS) and Integrated Broadcast System (IBS) associated platforms. Performance of this task may occur in an asymmetric environment containing imbalanced ideological, cultural, technological and/or military threat capabilities. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The CGS section establishes digital connectivity with JSTARS aircraft through commanders tactical terminal and associated radio system. The CGS section establishes connectivity with regional IBS platform for receipt of TRAP and other IBS related broadcasts. CGS team displays IBS reporting for analysis. CGS team requests synthetic aperture radar (SAR) imagery for specific locations. CGS team receives and displays JSTARS moving target indicator (MTI) data and requested SAR imagery for analysis. Based on analysis, CGS team produces United States message text format (USMTF) reports to update All-Source Analysis System (ASAS) Rawinsonde Subsystem (RWS) database.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Conduct CGS pre-mission activities in accordance with task (34-5-0051).		
2. Confirm collection emphasis with analysts.		
a. Review collection plan.		
b. Crosswalk collection assets with requirements.		
3. Request radar service.		
a. Select proper radar service request to receive necessary imagery.		
b. Fill in radar service request, giving all required data.		
c. Send request via data link.		
d. Receive approval/disapproval message from aircraft.		
4. Perform target-tracking procedures.		
a. Select target in proper priority order.		
b. Fill out description of target and assign priority according to mission brief guidance.		
c. Complete a size box obtaining and recording strength, length, width, direction of travel, and speed.		
d. Make target predictions as necessary.		
e. Set event alarms.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
f. Establish name area of interest (NAI), alert procedures, and other parameters.		
5. Receive and display unmanned aerial vehicle imagery.		
a. Record unmanned aerial vehicle imagery.		
b. Correlate unmanned aerial vehicle imagery with all other imagery and information received.		
6. Receive signal intelligence data IBS through the commander's tactical terminal.		
a. Display and store signals intelligence as tactical reports.		
b. Correlate signals intelligence data with all other data collected.		
7. Receive requests for information from Advanced Field Artillery tactical Data System (AFATDS) and ASAS.		
a. Respond to requests for information within given time limits.		
b. Communicate target information through use of proper reports.		
8. Maintain communications with the mission aircraft.		
*9. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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
113-587-2071	Operate Single Channel Ground and Air Radio System (SINCGARS) Frequency Hopping (FH) (Net Members)	MOS E 96H 1

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: JSTARS COMMON GROUND STATION (CGS) TEAM

TASK: **CONDUCT COMMON GROUND STATION (CGS) POST-MISSION ACTIVITIES**
(34-5-0053)

(FM 34-10)   (FM 2-0)   (FM 34-10-2)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:		T	P	U			(Circle)

CONDITIONS: The common ground station team is deployed in support of tactical operations. The mission is complete. Performance of this task may occur in an asymmetric environment containing imbalanced ideological, cultural, technological and/or military threat capabilities. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Reviewed all work assignments to ensure there were no outstanding tasks and completed a post-mission analysis of the stored data. An end of mission report was completed and forwarded; all secure codes/data were cleared as appropriate.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Begin post-mission analysis.		
a. Analyze imagery collected during the mission.		
b. Compare new mission imagery with past mission imagery.		
c. Note any radical changes in movement patterns in current and past missions.		
d. Report all noted changes to the supported commander.		
e. Save or purge information on database.		
f. Complete end of mission report and pass on to supported commander.		
2. Clear all parameters and codes (commander's tactical terminal hybrid receive only and ground data terminal).		
3. Enter QUIT PANEL and LOG OFF (record time of shut down in system log).		
4. Clear digital codes from the following equipment:		
a. TACFIRE KY-57 and VOICE.		
b. All source analysis system KY-68.		
c. Ground data terminal.		
5. Clear all satellite communications.		
a. Clear all KG-84 frequencies.		
b. Clear communications with TROJAN Spirit.		
c. Exit the Secret Internet Protocol Network (SIPRNET).		
d. Clear communications with U2 aircraft.		
e. Clear communications with aerial reconnaissance low (ARL).		
6. Clear all radio frequencies.		
7. Notify commander that mission is complete.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*8. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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
113-587-2071	Operate Single Channel Ground and Air Radio System (SINCGARS) Frequency Hopping (FH) (Net Members)	MOS E 96H 1

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: JSTARS COMMON GROUND STATION (CGS) TEAM

TASK: **PREPARE THE COMMON GROUND STATION (CGS) FOR REDEPLOYMENT**
(34-5-0054)

(FM 34-80)   (FM 2-0)   (FM 34-10)
(FM 34-10-2)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U	(Circle)			

CONDITIONS: The CGS has been ordered to redeploy. The CGS team completes mission operations and begins post-mission operations. TM 11-5865-322-10-1 is available. Performance of this task may occur in an asymmetric environment containing imbalanced ideological, cultural, technological and/or military threat capabilities. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The CGS team completed all teardown procedures and was ready for redeployment in accordance with time lines issued by the commander.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Remove and stow camouflage.		
2. Complete teardown procedures.		
a. Mission shelter.		
(1) Press the SYSTEM SHUTDOWN button.		
(2) Wait for system automatic countdown.		
(3) Power down mission equipment in accordance with the technical manual.		
(4) Turn off mission shelter in accordance with the technical manual.		
(5) After power is turned off, give the okay signal to the generator team.		
(6) Remove/store frequency modulated antennas.		
(7) Store ultra high frequency antenna.		
(8) Replace the air conditioner cover.		
b. Generator (AFTER RECEIVING THE "OK" SIGNALS!).		
(1) Toggle the CLOSE/OPEN CIRCUIT to open.		
(2) Turn off generators in accordance with the technical manual.		
(3) Disconnect power cables from shelters.		
(4) Store power cables.		
c. Mission shelter.		
(1) Remove/store grounding cables.		
(2) Remove/ store grounding rods.		
(3) Store slide hammer and ladder.		
(4) Store chock.		
d. Generator.		
(1) Store grounding cables.		
(2) Store grounding rods.		
(3) Store slide hammer.		
(4) Store fire extinguishers.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(5) Store fuel cans.		
e. Mission shelter: Start ground guide instructions.		
f. Mission support: Start support truck.		
g. Generator: Ground guide trucks to generators.		
h. Mission shelter: Follow ground guide instructions.		
i. Mission support: Follow ground guide instructions.		
j. Generator.		
(1) Hookup towing pintle to truck.		
(2) Connect trailer chains to truck.		
(3) Connect trailer lighting cables.		
(4) Conduct lights check.		
(5) Remove/store leveling legs.		
(6) Release trailer brakes.		
3. Move out in accordance with the operations order.		
*4. Intelligence staff officer (S2) identifies and controls hazards in accordance with 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
071-329-1006	Navigate from One Point on the Ground to Another Point While Dismounted	STP 21-24-SMCT
113-587-2071	Operate Single Channel Ground and Air Radio System (SINCGARS) Frequency Hopping (FH) (Net Members)	MOS E 96H 1

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **ORGANIZE THE MOVE   (01-2-0001.01-0111)**
            (FM 55-30)   (FM 100-14)   (FM 3-04.111) (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 operation order/fragmentary order (OPORD/FRAGO) and the commander's guidance. The brigade headquarters is relocating. The brigade executive officer (XO) has selected a quartering party and performed map and ground reconnaissance; the quartering party has selected a site. The brigade headquarters and headquarters company (HHC) commander is the brigade quartering party officer-in-charge (OIC). The brigade operations and training staff officer (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 standing operating procedures (TAC SOP) and current loading plans are available. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

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

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Movement OIC reviews the movement plan and plans the move.		
a. Issued warning order (WARNO)to subordinate company elements.		
b. Reviewed loading plans.		
c. Conducted a map reconnaissance to select routes.		
(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.		
(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—		
(1) Space between vehicles.		
(2) Column gap.		
(3) Traffic density.		
(4) Length of column.		
(5) Road gap.		
g. Determined movement rate factors.		
(1) Vehicles column speed and catch-up speed.		
(2) Rate of march.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
h. Determined time factors.		
(1) Pass time.		
(2) Start point (SP) time.		
(3) Time distance.		
(4) Arrival time.		
(5) Completion time.		
(6) Extra time needed for slower vehicles.		
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.		
j. Finalized and issued the march order.		
k. Designated a convoy commander in accordance with unit standing operating procedures (SOP).		
l. Determined and issued communications plan.		
m. Conducted back brief to the HHC commander on the movement plan.		
n. Prepared vehicles and equipment for defense against explosive devices.		
o. Issued strip maps to drivers, if appropriate.		
p. Rehearsed actions in the event of ambush.		
q. Organized a quick reaction force (QRF).		
2. Company provides for security and conducts tactical road march to assembly area.		
a. Reconnoitered route and reported condition and trafficability.		
b. Dismantled current site.		
c. Conducted premovement inspections.		
d. Maintained ground and air security forces at battle stations, oriented 360 degrees.		
e. Conducted a tactical road march to the assembly area site.		
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 chemical, biological, radiological, and nuclear (CBRN) contamination.		
f. Identified entrances, exits, and internal routes.		
g. Reconnoitered for drainage, slope, cover, concealment, terrain, dispersion, and trafficability.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
h. Reconnoitered forward area rearm/refuel point (FARP) location.		
i. Reconnoitered landing zones.		
j. Identified and marked obstacles and contaminated areas.		
k. Reported to headquarters.		
*4. HHC XO performs the steps in the risk management process for each step in troop leading procedures (see 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
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 154C 3
011-510-0012	Employ Air Movement Operations	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0303	Conduct Operations Missions Briefing/Debriefing	STP 1-15II-OFS-2
011-510-0504	Prepare a Company-Level Operations Order (OPORD)	STP 1-15II-OFS-2

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

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **OCCUPY AN ASSEMBLY AREA   (01-2-0101.01-0111)**
                  (FM 3-04.111)   (FM 3-04.126)   (FM 3-04.113)
                  (FM 3-04.118)   (FM 3-20.95)   (FM 3-34.112)

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 headquarters and headquarters company (HHC) has completed the move to the assembly area (AA). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The AA was occupied no later than the time specified in the operation order/fragmentary order (OPORD/FRAGO). Elements occupied their positions without halting. The unit location was not compromised as a result of poor movement or flight techniques.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. HHC moves vehicles into the AA.		
a. Guides met vehicles at the release point (RP) (not allowing vehicles to stop).		
b. Moved vehicles to individual vehicle locations.		
c. Conducted vehicle after-operations checks.		
2. HHC occupies the AA.		
a. Established and maintained security.		
(1) Placed guards at entrances to the AA.		
(2) Placed observation posts to cover key terrain features and likely avenues of approach.		
(3) Prepared fire plans and emplaced crew-served weapons.		
(4) Emplaced chemical agent alarms.		
(5) Assigned platoon/section areas of responsibility.		
(6) Ensured 360-degree security of AA.		
(7) Organized the AA to detect and defeat a ground attack.		
(a) Oriented aircraft and vehicle weapons to support perimeter defense.		
(b) Organized a reaction force to respond to enemy threat.		
(8) Camouflaged vehicles and tents.		
b. Commenced mission support operations.		
c. Reported occupation of the AA to higher headquarters.		
3. HHC prepares for future operations.		
a. Performed required vehicle and equipment maintenance.		
b. Conducted resupply operations.		
c. Performed pre-combat checks (if combat operations were imminent).		
d. Implemented plan for continuous operations.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Continued to improve perimeter defensive positions.		
*4. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures in 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
011-420-0004	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	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2
011-510-0504	Prepare a Company-Level Operations Order (OPORD)	STP 1-15II-OFS-2
011-510-0505	Conduct Company-Level Rehearsals/AARs	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2
011-510-0704	Plan Intelligence, Surveillance, and Reconnaissance Missions	STP 1-15II-OFS-2
113-596-1068	Install Antenna Group OE-254/GRC (Team Method)	MOS E 31C 1

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: HHC, COMPANY HEADQUARTERS

TASK: **DEFEND UNIT POSITION   (01-2-0102.01-0111)**
                    (FM 3-04.111)   (FM 3-04.126)   (FM 3-04.113)
                    (FM 3-04.118)   (FM 3-20.95)   (FM 3-34.112)

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 command post (CP) is operational and the staff sections are functioning. The headquarters and headquarters company (HHC) has occupied an assembly area (AA) and has been assigned a sector to defend. Some iterations of this task should be performed in mission-oriented protective posture level 4 (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
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.		
2. HHC organizes security.		
a. Assigned sectors of responsibility to sections.		
b. Searched the area for mines, booby traps, or enemy presence.		
c. Established observation posts/listening posts (OP/LP).		
d. Prepared defensive fighting positions.		
e. Positioned chemical alarms for chemical, biological, radiological, and nuclear (CBRN) defense.		
f. Positioned crew served weapons on likely avenues of approach.		
(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.		
3. HHC prepares defensive fire plans.		
a. Identified the locations of all defensive positions and OP/LP's.		
b. Determined the principle direction of fire and final protective line for all machine guns.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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/squadron.		
4. HHC organizes a quick reaction force (QRF).		
a. Conducted periodic reconnaissance patrols to locate and neutralize the enemy.		
b. Established communications with brigade headquarters.		
c. Counter-attacked penetrating enemy forces.		
5. HHC reacts to an enemy ground attack.		
a. Alerted the main CP of enemy activity.		
b. Occupied individual fighting positions.		
c. Alerted aircraft to activate scatter plan in accordance with the unit standing and operating procedures.		
d. Engaged the enemy forces in accordance with the rules of engagement, weapons control status, and the unit standing operating procedures (SOP).		
e. Enforced fire discipline within the assembly area.		
f. Prepared to commit the QRF.		
g. Reported all enemy contact 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 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
011-420-0004	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	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2
011-510-0504	Prepare a Company-Level Operations Order (OPORD)	STP 1-15II-OFS-2
011-510-0505	Conduct Company-Level Rehearsals/AARs	STP 1-15II-OFS-2

SUPPORTING INDIVIDUAL TASKS

Task Number	**Task Title**	**References**
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2
011-510-0704	Plan Intelligence Reconnaissance/Surveillance Missions	STP 1-15II-OFS-2

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: HHC, COMPANY HEADQUARTERS

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **PREPARE UNIT FOR DEPLOYMENT (01-2-0702.01-0111)**
(FM 3-04.111)   (FM 3-04.126)   (FM 3-04.113)
(FM 3-04.118)   (FM 3-20.95)   (FM 3-34.112)

             ITERATION: 1   2   3   4   5   (Circle)

             COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The brigade has received deployment notification and initiated the deployment plan in accordance with the unit standing operating procedures (SOP). The unit may be in garrison or tactically deployed at the time of notification. The staff has received the deployment plan and commander's guidance and is prepared to commence deployment processing. The headquarters and headquarters company (HHC) has an approved early deployment readiness exercise SOP. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: HHC recalled all personnel with CTA-50 equipment within the time frame specified in the brigade SOP. Equipment was inventoried and configured for movement in accordance with the SOP and within time constraints specified in deployment plan.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. HHC assembles personnel for deployment.		
a. Received deployment notification.		
b. Recalled all personnel in accordance with the SOP.		
c. Followed notification hour (N-hour) sequence of the deployment plan.		
d. Reported personnel strength to brigade personnel staff officer (S1).		
e. Coordinated with the S1 section for administrative processing for deployment in accordance with the unit SOP and developed plan for filling personnel shortages.		
f. Briefed personnel to the maximum extent possible.		
g. Conducted personal equipment inventories and issued shortages of equipment.		
h. Coordinated with the rear detachment commander for the security of facilities and non-deploying equipment.		
2. HHC prepares vehicles and equipment for movement.		
a. Inspected all vehicles and equipment for serviceability.		
b. Prepared all vehicles and equipment for movement.		
c. Inventoried and loaded equipment in accordance with approved load plans.		
d. Submitted equipment shortages to the brigade logistics staff officer (S4).		
e. Coordinated for secure transportation of weapons, ammunition, and pyrotechnics.		
3. HHC stages equipment and personnel for deployment.		
a. Moved vehicles, personnel, and equipment to the staging area.		
b. Conducted pre-mission planning and repositioned aircraft to staging area (if applicable).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
4. HHC deploys aircraft, personnel and equipment. *Note*: Units may deploy by rail, ground, ship, U.S. Air Force (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 appendix 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
011-510-0012	Employ Air Movement Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0001.01-0111	Organize the Move
01-4-0320.01-0111	Provide Unit Supply Support

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **CONDUCT UNIT MOVEMENT   (01-2-2048.01-0111)**
        (FM 3-04.111)   (FM 3-04.126)   (FM 3-04.113)
        (FM 3-04.118)   (FM 3-20.95)   (FM 3-34.112)

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 headquarters and headquarters company (HHC) has received an operation order/fragmentary order (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 mission-oriented protective posture level 4 (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 discipline. Disabled vehicles were recovered without incident.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: See task number 01-2-0001.01-0111, Organize the Move for actions to take prior to the unit movement including rehearsal of actions, in event of ambush.		
Note: A non-tactical road march is conducted when moving laterally or to the rear on a linear battlefield when enemy contact is not imminent.		
1. HHC conducts movement by tactical road march.		
a. Convoy security measures are conducted prior to departing the start point (SP).		
(1) First vehicle departed the SP at the time specified in the order.		
(2) Convoy commander reported the last vehicle departing the SP.		
(3) Convoy commander establishes communications with quick reaction force (QRF) reported the last vehicle departing the SP.		
b. Maintained march discipline.		
(1) Vehicles moved at designated speed.		
(2) Vehicles moved with designated interval between vehicles.		
(3) Ground and air security guards were posted at battle stations throughout movement.		
(4) Personnel maintained 360 degrees surveillance.		
(5) Convoy commander reported passing critical points or checkpoints.		
c. Conducted halt(s).		
(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).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(4) Maintained vehicle interval.		
(5) Drivers performed operator's checks during halts.		
(6) Maintained security.		
d. Conducted vehicle recovery.		
(1) Maintenance section.		
(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.		
(1) Confirmed weight, height, and width restrictions.		
(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 operations and training staff officer (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 rearm/refuel point in accordance with the unit standing operating procedures (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 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
011-420-0028	Plan Aviation Deployment	MOS W 154C 3
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0012	Employ Air Movement Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-2047.01-0111	Conduct Troop Leading Procedures
01-2-0001.01-0111	Organize the Move
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 BRIGADE DEPLOYMENT ALERT ACTIVITIES   (01-6-0022.01-0111)**
                   (FM 3-04.111)   (FM 3-04.126)   (FM 3-04.113)
                   (FM 3-04.118)   (FM 3-20.95)

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 in preparation for deployment. The movement plan/order, recall plan, security plan, and standing operating procedures (SOP) are available. All of the brigade's subordinate units are involved in the deployment. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

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

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Staff duty officer executes alert notification procedures.		
a. Authenticated deployment warning order in accordance with 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 in accordance with commander's guidance and the recall plan (plan includes direct support elements).		
*2. Operations and training staff officer (S3) supervises alert and recall activities.		
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 in accordance with SOP and commander's guidance.		
d. Monitored recall progress for compliance with SOP.		
e. Coordinated with the intelligence staff officer (S2) for operations security plan.		
f. Identified present-for-duty status by reviewing recall status reports from subordinate units.		
g. Coordinated with personnel staff officer (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 logistics staff officer (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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
m. Briefed mission analysis of plan issued from higher headquarters.		
*3. S3, in conjunction with the XO, directs staff sections to perform alert functions.		
a. Briefed staff officer/section chiefs on status of recall, as required.		
b. Submitted battle rosters to assistant chief of staff, operations (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 in accordance with 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
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0012	Employ Air Movement Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0060.01-0111	Coordinate Brigade Deployment Logistics Support
01-6-0068.01-0111	Coordinate Brigade Transportation And Movement

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **PROVIDE MAIN COMMAND POST (CP) SECURITY   (01-6-0059.01-0111)**
     (FM 3-04.111)   (FM 3-04.126)   (FM 3-04.113)
     (FM 3-04.118)   (FM 3-20.95)   (FM 3-34.112)

                    ITERATION: 1   2   3   4   5   M   (Circle)

                    COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The brigade is in a simulated (live, virtual, constructive) combat environment. The main CP is operational and the staff sections are functioning. The headquarters and headquarters company (HHC) commander is located with the main CP. Some iterations of this task should be performed in mission-oriented protective posture level 4 (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 are 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 operations and training staff officer (S3) noncommissioned officer in charge (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 intelligence staff officer (S2) for intelligence and enemy situation updates.		
e. Established and rehearsed the CP evacuation plan.		
*3. HHC commander identifies and controls hazards in accordance with 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 Intelligence and Electronic Warfare (IEW)	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2
011-510-0307	Perform Intelligence and Electronic Warfare (IEW) Staff Duties/Responsibilities	STP 1-15II-OFS-2
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	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: S3 SECTION

TASK: **COORDINATE BRIGADE DEPLOYMENT ADVANCE PARTY ACTIVITIES   (01-6-0061.01-0111)**

   (FM 3-04.111)   (FM 3-04.126)   (FM 3-04.113)
   (FM 3-04.118)   (FM 3-20.95)

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 order, preparation for overseas movement standing operating procedures (SOP), port call messages, subordinate units' automated unit equipment list, and operation plan/contingency plans (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 mission-oriented protective posture level 4 (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
*1. Operations and training staff officer (S3) plans advance party operations.		
a. Identified advance party requirements by reviewing movement plan/order, standing operating procedures (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 personnel staff officer (S1) and logistics staff officer (S4) to update advance party personnel and equipment information.		
*2. Advance party OIC supervises advance party predeployment activities.		
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.		
c. Identified brigade organization, movement configuration, movement schedule, and ultimate destination by reviewing movement plan/order, subordinate unit deployment equipment list, and CONPLAN/OPLAN.		
d. Identified planned operational locations and mission support requirements by reviewing OPLAN/CONPLAN.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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.		
3. Advance party deploys through aerial port of embarkation (APOE) to aerial port of debarkation (APOD).		
a. Prepared vehicles for air movement.		
b. Deployed according to movement order.		
c. Performed APOD activities for deployment.		
4. Advance party coordinates reception of main body.		
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.		
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.		
5. Advance party coordinates mission operations.		
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.		
*6. S3 identifies and control hazards in accordance with 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 153D 3
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0012	Employ Air Movement Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0702.01-0111	Prepare Unit for Deployment
01-6-0060.01-0111	Coordinate Brigade 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 Brigade Transportation and Movement

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S1 SECTION

TASK: **COORDINATE BRIGADE 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 3-04.111)
(FM 3-04.126)   (FM 3-04.113)   (FM 3-04.118)
(FM 3-20.95)   (TC 12-6)

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 mission-oriented protective posture level 4 (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
*1. Personnel services noncommissioned officer (PSNCO) performs personnel screening.		
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 personnel staff officer's (S1) guidance.		
c. Reported all unfilled school quotas to higher echelon assistant chief of staff, personnel (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 non-deployable 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 (POR) movement qualified personnel.		
h. Briefed the S1 on deployment personnel status.		
*2. S1 supervises personnel readiness actions.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
f. Reconciled planned manifest against the Standard Installation/Division Personnel System (SIDPERS) database for correctness.		
g. Briefed commander and executive officer (XO) on personnel readiness status, as required.		
3. SIDPERS section performs cross leveling of personnel.		
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.		
4. School's clerk performs personnel disposition functions.		
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 non-deployable personnel from higher echelon G1 section.		
c. Reassigned excess and non-deployable personnel according to higher echelon G1 section instructions.		
d. Cleared unavailable, non-deployable personnel according to higher echelon G1 section instructions.		
*5. PSNCO performs personnel replacement functions.		
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.		
*6. S1 provides personnel services support.		
a. Identified personnel service requirements by reviewing the movement directive, movement plan/order, POM information message, and standing operating procedures (SOP).		
b. Submitted requests for personnel services support from higher echelon G1, as required.		
c. Coordinated postal support with supporting adjutant general (AG).		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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 operating and training staff officer (S3) section.		
j. Closed out unit funds according to AR 215-1 and SOP.		
*7. PSNCO provides records management support.		
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.		
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 in accordance with 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
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0022.01-0111	Conduct Brigade Deployment Alert Activities
01-6-0060.01-0111	Coordinate Brigade 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 5-0)   (FM 3-04.111)   (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 (EOC)/command post (CP) is established. The gaining theater command has provided a preparation for overseas movement (POM) message indicating ultimate destination and deployability criteria. The standing operating procedures (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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Support activity teams were identified and established to prepare personnel for deployment and a rear detachment was established to support non-deploying Soldiers and families.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. XO identifies requirements and initiates planning.		
a. Operations and training staff officer (S3) identified deployment/redeployment mission requirements by reviewing warning order (WARNO) and appropriate contingency plan.		
b. XO provided initial planning guidance to the staff and subordinate units.		
c. XO directed personnel staff officer (S1) to coordinate Soldier readiness program processing.		
d. XO directed logistics staff officer (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 WARNO and movement plan/order.		
i. XO directed implementation of physical security and operations security (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.		

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

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Monitored rear detachment activities for compliance with rear detachment plan.		
*5. XO identifies and controls hazards in accordance with 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
011-218-7002	Manage Individual Aircrew Training Folder (IATF)	STP 1-151-155-OFS
011-420-0028	Plan Aviation Deployment	MOS W 153D 3
011-510-0012	Employ Air Movement Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0006.01-0111	Establish Brigade Security Measures
01-6-0060.01-0111	Coordinate Brigade Deployment Logistics Support
01-6-0062.01-0111	Coordinate Brigade Pre-Deployment Activities
01-6-0082.01-0111	Implement the Brigade Military Decisionmaking Process (MDMP)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S4 SECTION

TASK: **PERFORM PORT OF EMBARKATION ACTIVITIES FOR DEPLOYMENT   (01-6-0064.01-0111)**

(FM 100-17)	(AR 220-10)	(FM 3-04.111)
(FM 55-10)	(FM 55-12)	(TM 38-250)

ITERATION: 1   2   3   4   5   (Circle)

COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: Vehicles and equipment deploying by sea have arrived at the seaport of embarkation (SPOE). The commander has designated a SPOE team, and the officer in charge (OIC) unit movement officer (UMO) is directing activities at the SPOE. Elements of the brigade, with equipment, deploying by air have arrived at the aerial port of embarkation (APOE) marshalling area (MA) for deployment. The installation transportation office, or theater Army movement control agency movement control team (TAMCA/MCT) has a unit movement center (UMC) and advance party at the APOE. Transportation support is available. The deployment standing operationg procedures (SOP), movement plan, port call message, and brigade deployment operation order (OPORD) are available. The brigade has a trained OIC and noncommissioned officer (NCO) appointed as UMO/NCO. The brigade is deploying as part of a division deployment. The division has identified a "push" unit to assist with the deployment. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: SPOE and APOE activities are performed in accordance with deployment SOP, movement plan, and commander's instructions. Deploying Soldiers are processed with all required equipment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Seaport of embarkation (SPOE) team OIC directs SPOE activities.		
a. Directed team to perform after-operations, preventive maintenance checks and services (PMCS) checks of vehicles, upon arrival in the SPOE marshaling area (MA).		
b. Identified transportation requirements for return to unit area.		
c. Coordinated with supporting installation officials for transportation, maintenance, and logistics support, as required.		
d. Coordinated with port support activity (PSA) officials to verify SPOE movement schedules, procedures, and requirements.		
e. Briefed team leaders on SPOE movement schedules, procedures, and requirements.		
f. Coordinated with point of contact (POC) for maintenance support.		
g. Directed team to off-load and inspect equipment arriving by rail.		
h. Coordinated with PSA to identify number of supercargoes authorized and POC for supercargoes.		
i. Inspected supercargoes to ensure they are prepared for sea movement, including proper orders and equipment.		
j. Briefed supercargoes on boarding schedule, responsibilities, and POC during sea movement.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
k. Conducted acceptance inspection of vehicles, equipment, and cargo with PSA officials.		
l. Directed team to correct deficiencies noted during PSA acceptance inspection.		
m. Transferred custody of vehicles, equipment, and cargo to SPOE officials.		
n. Briefed the brigade commander on status of SPOE activities.		
*2. Logistics staff officer (S4) directs unit aerial port of embarkation (APOE) activities.		
a. Coordinated with unit movement center (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. Unit Movement Officer supervises APOE activities.		
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.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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.		
a. Performed PMCS in accordance with deployment SOP and appropriate technical manuals (TM).		
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/NCOs instructions.		
d. Adjusted vehicle fuel levels in accordance with TM 38-250 and UMO/NCO instructions.		
ENVIRONMENTAL NOTE **Dispose of excess fuel in accordance with local regulations. Defuel only in authorized areas.**		
e. Turned in excess fuel in accordance with UMO/NCO 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/NCOs instructions.		
h. Moved to APOE alert holding area, as directed.		
i. Employed safety procedures.		
*6. S4 performs APOE alert holding area activities.		
a. Corrected deficiencies in shipping documents, markings, custom labels, and decontamination tags on vehicles and equipment in accordance with deployment SOP and UMO/NCOs instructions.		
b. Drove vehicles to call forward area, as directed.		
*7. S4 supervises APOE passenger activities.		
a. Ensured passengers received DACG safety and anti-terrorism briefing.		
b. Completed security screen according to DACG officials' instructions.		
c. Supervised aircraft boarding.		
*8. S4 identifies and controls hazards in accordance with 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 153D 3
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

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

ELEMENT: S4 SECTION

TASK: **PERFORM PORT OF DEBARKATION ACTIVITIES FOR DEPLOYMENT   (01-6-0065.01-0111)**

(FM 100-17)   (FM 3-04.111)   (FM 55-10)
(FM 55-12)   (FM 55-65)

ITERATION: 1   2   3   4   5   (Circle)

COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: Main body lands at the airport of debarkation (APOD). The brigade has advance party personnel at the APOD to assist the unit. Representatives from the brigade advance party and the arrival airfield control group (AACG) meet the aircraft. AACG officials have requested that brigade personnel assist in offloading vehicles. The AACG has designated a holding area and a marshalling area (MA) for the brigade. Transportation is available to move the Soldiers to the MA, seaport of debarkation (SPOD), and/or theater staging area. The executive officer (XO) has designated an equipment reception team to travel to the SPOD and receive brigade aircraft, vehicles, and equipment deployed by ship. The deployment standing operating procedure (SOP) is available. APOD activities are performed day or night under all environmental conditions. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: APOD activities are performed in accordance with deployment SOP and AACG officials' and commander's instructions. Arriving Soldiers are offloaded and processed with all required equipment. All vehicles are reconfigured for road movement.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Operations and training staff officer (S3) coordinates arrival of personnel.		
a. Coordinated with brigade advance party and air terminal movement control team (MCT) officials upon arrival for location of holding area and MA, maintenance support, movement, security, and other special APOD requirements.		
b. Assembled units in holding area.		
c. Directed unit leaders to establish security, as required.		
d. Coordinated with logistics staff officer (S4) representative or air terminal MCT for transportation support to APOD marshalling area, SPOD holding area, and theater staging area.		
e. Coordinated with intelligence staff officer (S2)/S4 representative for tactical intelligence, security requirements, and movement schedule.		
f. Briefed brigade leaders on tactical situation, security requirements, movement schedule, and special APOD requirements.		
*2. Unit movement officer/noncommissioned officer (UMO)/NCO supervises APOD activities.		
a. Coordinated with AACG for off-loading and movement schedules.		
b. Briefed unit leaders on off-loading and movement schedules, location of holding area, marshalling area, movement requirements, and special APOD requirements.		
c. Provided AACG, supporting installation officials, and S2/S3 representative a copy of the deployment equipment list (DEL).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Coordinated with S2/S3 representatives for convoy routes, maps, and timetables for road movements to seaport of embarkation (SPOE) and theater staging area.		
e. Coordinated with S4 representatives for fuel and supplies for road movements.		
f. Briefed commander on APOD activities.		
*3. UMO/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 MA, movement requirements, and special APOD requirements.		
c. Established security in accordance with commander's instructions.		
d. Designated personnel to assist in off-loading aircraft, as required.		
e. Inspected personnel and personal gear at the holding area and MA to ensure all personnel have arrived with required personal gear and baggage.		
f. Briefed commander on APOD activities.		
g. Enforced safety procedures.		
*4. UMO/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 off-loading activities according to AACG officials' and loadmaster's instructions.		
d. Performed security functions, as directed.		
e. Moved to APOD MA 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.		
*5. S4 identifies and controls hazards in accordance with 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
011-420-0310	Perform Duties of Aviation Liaison Officer	MOS W 154C 3
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0012	Employ Air Movement Operations	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0001.01-0111	Conduct Brigade Intelligence Functions for Deployment
01-6-0064.01-0111	Perform Port of Embarkation Activities for Deployment

ELEMENT: S3 SECTION

TASK: **CONDUCT THE DELIBERATE ATTACK   (01-6-0211.01-0111)**
                (FM 3-04.111)   (FM 3-04.126)   (FM 3-04.113)
                (FM 3-04.118)   (FM 3-20.95)

                        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 brigade has received the division operation order/fragmentary order (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 military decisionmaking process (MDMP). 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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: All opposing force (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
*1. Commander and staff complete the MDMP.		
2. Unit moves to tactical positions.		
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 [BP], attack by fire [ABF] positions, or support by fire [SBF] positions).		
d. Occupied attack positions and subsequent firing positions.		
3. Unit identifies and prepares to attack targets.		
a. Identified high priority targets.		
b. Determined method of engagement and control.		
c. Selected the appropriate weapon systems.		
d. Submitted a spot report.		
*4. Operations and training staff officer (S3) synchronizes the attack.		
a. Employed indirect fires.		
b. Initiated the attack.		
c. Provided suppressive fires for ground maneuver forces.		
5. Unit conducts the attack.		
a. Engaged highest priority targets first.		
b. Used appropriate engagement techniques.		
(1) Maximized use of terrain for cover/concealment.		
(2) Masked and unmasked to engage targets with minimal exposure.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(3) Repositioned for subsequent engagements.		
c. Maintained contact with OPFOR elements.		
*6. Unit commander controls the attack.		
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 executive officer (XO) supervises risk management integration across the entire staff (see 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
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0016	Employ Air Cavalry Units	MOS W 153D 3
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0303	Conduct Operations Missions Briefing/Debriefing	STP 1-15II-OFS-2
011-510-0304	Conduct Battalion/Brigade Rehearsal	STP 1-15II-OFS-2
011-510-0703	Defeat Heavy/Light Opposing Forces Defensive Tactics	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0029.01-0111	Maintain the Brigade Current Situation
01-6-0030.01-0111	Conduct Brigade 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 3-04.111)   (FM 5-0)   (FM 6-0)
(FM 3-0)   (FM 3-04.126)   (FM 3-04.113)
(FM 3-04.118)   (FM 3-20.95)

	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. 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, command and logistical nodes. The brigade has received an operation order (OPORD) to commit most of the brigade to conduct exploitation. A warning order (WARNO) has been issued. The operations and training staff officer (S3) is located at the main command post (CP) and the S3 section is operational. The executive officer (XO) is coordinating the staff. Some iterations of this task should be performed in mission-oriented protective posture level 4 (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
1. Staff prepares to conduct the exploitation as a part of a larger force.		
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 operation 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. Intelligence staff officer (S2), in coordination with the staff, continues the intelligence preparation of the battlefield (IPB) process.		
a. Identified the conditions leading to the exploitation.		
b. Assessed the enemy situation throughout the depth of the battlefield.		
c. Contacted higher headquarters for—		
(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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

e. Disseminated updated situational templates.
 	
    (1) Provided enemy situation with the impact on enemy courses of action (COA) and commander's critical information requirements (CCIR) collection status.
 	
    (2) Provided intelligence, surveillance, and reconnaissance (ISR) plan status tracking, adjustments to the plan, and subsequent fragmentary orders (FRAGO).
 	
    (3) Placed emphasis on the enemy's repositioning of weapons systems and positioning of antitank reserves, air defense systems, and the counter attacking force.
 	
    (4) Integrated available signal intelligence, unmanned aerial vehicle, and other assets from higher.
 	
3. Reconnaissance assets are used to maintain contact with the enemy and, if required, for security operations.
 	
*4. Commander and staff complete planning for the exploitation.
 	
    a. Addressed time management.
 	
    b. Addressed maintaining contact with the enemy.
 	
    c. Established control measures and liaisons with higher and supported units to prevent fratricide.
 	
    d. Centralized planning and decentralized execution.
 	
    e. Planned for the exploitation to transition into a pursuit.
 	
*5. Commander and staff execute functions for the exploitation.
 	
    a. Commander addressed staff and issued guidance.
 	
    b. XO coordinated and supervised staff.
 	
    (1) Directed the planning process.
    (2) Planned and supervised combat service support (CSS) actions.
    (3) Coordinated the movement of forward arming and refueling points (FARP) throughout the execution of the exploitation.
 	
    c. S3 planned operations.
 	
    (1) Designated objectives.
    (2) Developed and distributed graphic control measures prior to 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 ISR plan.
    (5) Planned for the movement of the tactical operations center (TOC) and tactical air command (TAC) command post (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. Logistics staff officer (S4) planned logistics.
 	
    (1) Forecasted requirements for ammunition and fuel.
    (2) Coordinated transportation requirements.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*6. FSO and air liaison officer (ALO) plan fires.		
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.		
*7. Chemical officer prepares for exploitation.		
a. Assessed the chemical threat status and recommends a MOPP condition.		
b. Identified further decontamination sites.		
c. Coordinated with higher for the location of suspected or actual contaminated sites.		
*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 commander's 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 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
011-143-7005	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
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 Decisionmaking Process	MOS W 153D 3
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0015	Employ Attack Helicopter Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0021	Employ Fundamentals of Army Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0005.01-0111	Maintain the Brigade Intelligence Database
01-6-0007.01-0111	Process Enemy Prisoners of War (EPW) at the Brigade
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0009.01-0111	Process Information into Brigade Intelligence
01-6-0016.01-0111	Integrate Brigade Aircraft Survivability Measures
01-6-0026.01-0111	Perform Brigade Liaison Operations
01-6-0029.01-0111	Maintain the Brigade Current Situation
01-6-0030.01-0111	Conduct Brigade Battle Tracking
01-6-0055.01-0111	Provide Other Brigade 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

ELEMENT: S3 SECTION

TASK: **CONDUCT A PURSUIT   (01-6-0414)**
(FM 3-4.111)   (FM 5-0)   (FM 6-0)
(FM 3-0)   (FM 3-04.126)   (FM 3-04.113)
(FM 3-04.118)   (FM 3-20.95)

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. Most of the brigade has participated in a successful exploitation. The enemy is attempting to retreat and their command and control is collapsing. They are unable to establish hasty defensive positions. The division commander has issued an order to conduct a pursuit. The brigade has been tasked as the encircling force and the commander has issued a warning order (WARNO). The operations and training staff officer (S3) is located at the main command post (CP). The S3 section is operational, and the executive officer (XO) is coordinating the staff. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade rapidly assessed the battlefield and located engagement areas as well as key terrain. Elements of the brigade severed the enemy's escape routes. The pursuit was executed on time and synchronized with the direct pressure force.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Brigade begins military decisionmaking process (MDMP) upon receipt of the mission, while maintaining contact with the retreating force.		
a. Focused plans on destruction of the enemy.		
b. Located desired engagement areas.		
c. Synchronized plans with the direct pressure force.		
d. Integrated artillery and close air support (CAS).		
e. Planned logistics support for the rapid pace of aircraft operations.		
*2. S3 synchronizes encircling mission with the direct pressure force.		
a. Planned for reconnaissance assets to maintain contact with the enemy, locate engagement areas, and screen flanks during deep attacks.		
b. Planned for attack helicopters to conduct hasty attacks to destroy the enemy or deny an escape route.		
c. Planned for assault aircraft to be utilized for inserting infantry units into blocking positions, or on key terrain, to stop the enemy's retreat.		
d. Planned to support the ground force logistical requirements.		
*3. Intelligence staff officer (S2), in coordination with the staff, continues the intelligence preparation of the battlefield (IPB) process.		
a. Identified the conditions leading to the pursuit.		
b. Assessed the enemy situation throughout the depth of the battlefield.		
c. Estimated the size of the enemy, axis of retreat, and key terrain, which can be utilized to prevent the enemy from escaping.		
d. Made a timely assessment of all available intelligence reports.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*4. Fire support officer/air liaison officer (FSO/ALO) integrates available fires and CAS into the mission.		
a. Fire support control measures (FSCM) were established with maximum care and attention to detail.		
b. FSCM were planned in proximity to where the direct pressure force and the encircling force are expected to meet.		
*5. S3, in order to synchronize the operation, coordinates with combat support (CS) liaison officers (LNO) and with the brigade's special staff.		
a. Implemented control measures throughout the plan to prevent the possibility of fratricide.		
b. Identified likely locations for the use of volcano with the S2 and the engineer LNO/S3.		
c. Discussed suppression of enemy air defenses (SEAD) and force protection measures with the air defense artillery LNO.		
*6. Chemical officer (CHEMO) conducts vulnerability analysis and plans locations for decontamination sites.		
*7. XO supervises the development of the combat service support (CSS) plan.		
a. Supported the increase in operating tempo (OPTEMPO).		
b. Estimated support requirements for when the pursuit is finished.		
*8. XO conducts rehearsal and back briefs of the pursuit due to the limited time to prepare for the operation.		
9. Brigade conducts pursuit at the time designated in the operation order (OPORD).		
a. Brigade forces maintained contact with the enemy, preventing them from establishing hasty defenses or maneuvering out of the area of operation (AO).		
b. Hasty attacks were directed against stationary and moving enemy forces.		
c. Reconnaissance assets screened the flank or identified future engagement areas based on enemy movement.		
d. Brigade conducted pursuit until the enemy was completely destroyed, brigade reached a limit of advance or objective, or the brigade was relieved of the mission.		
10. Brigade conducts command and staff functions throughout the operation.		
a. Maintained command and control (C2) to prevent overextension of the brigade.		
b. Tracked friendly ground forces advance through the AO to ensure the pursuit was synchronized and to prevent fratricide.		
c. Reported to higher when the brigade linked up with the direct pressure force, or reached its objective.		
*11. The executive officer (XO) supervises risk management integration across the entire staff (see 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
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0007	Employ Aviation in Offensive Operations	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0013	Employ Air Assault Operations	STP 1-15II-OFS-2
011-510-0015	Employ Attack Helicopter Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0020.01-0111	Employ Brigade 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 Brigade Logistic Services
01-6-0057.01-0111	Coordinate the Brigade Safety Program
01-6-0066.01-0111	Sustain the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **CONDUCT OPERATIONS AS PART OF A MOBILE DEFENSE (01-6-0415)**
（FM 3-0.111)   (FM 5-0)   (FM 6-0)
(FM 3-0)   (FM 3-04.126)   (FM 3-04.113)
(FM 3-04.118)   (FM 3-20.95)

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 brigade has received the operation order (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 is completing the military decisionmaking process (MDMP). The operations and training staff officer (S3) is located at the main command post (CP). The S3 section is operational, and the executive officer (XO) is coordinating the staff. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade strike force counter-attacked 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
*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. **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 close air support (CAS). **d.** Battle positions were planned in-depth to allow for the complete destruction of the enemy in the engagement area.		
*2. Intelligence staff officer (S2) and S3 prepare intelligence, surveillance, and reconnaissance (ISR) plan. **a.** Identified locations, composition, equipment, strengths, and weaknesses of the enemy. **b.** Located enemy air defense positions. **c.** Identified likely withdrawal routes. **d.** Located command and control (C2) nodes.		
*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.		
*4. Fire support officer (FSO) and air liaison officer (ALO) develop a flexible fire support plan that provides for immediate fires.		
*5. S3 plans SEAD fires to support the attack.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

*6. S3 employs reconnaissance assets.
 	
    a. Recon elements located the enemy, refined engagement areas, and called for indirect fires.
 	
    b. Recon elements are used in the counter-reconnaissance 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 halt 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 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
011-420-0006	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 MSN Planning	MOS W 153D 3
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2
011-510-0015	Employ Attack Helicopter Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0302	Prepare a Battalion OPORD	STP 1-15II-OFS-2
011-510-0702	Defeat Heavy/Light Opposing Forces Offensive Tactics	STP 1-15II-OFS-2

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) OPNS

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **CONDUCT OPERATIONS AS PART OF AN AREA DEFENSE (01-6-0416)**

(FM 3-0.111)	(FM 5-0)	(FM 6-0)
(FM 3-0)	(FM 3-04.126)	(FM 3-04.113)
(FM 3-04.118)	(FM 3-20.95)	

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 division is conducting an area defense. The operation order (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 warning order (WARNO) and is completing the military decisionmaking process (MDMP). The operations and training staff officer (S3) is located at the main command post (CP). The S3 section is operational, and the executive officer (XO) is coordinating the staff.   Some iterations of this task should be performed in mission-oriented protective posture level 4 (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
*1. XO directs the staff to develop a flexible plan for the reserve mission.		
a. Staff identified the triggers for the employment of the reserve forces.		
b. Plan supported each ground brigade commanders' defensive scheme.		
c. Plan provided for mutual supporting battle positions in depth.		
d. Plan massed organic fires with ground maneuver forces, artillery, and close air support (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.		
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 progresses.		
*3. Intelligence staff officer (S2) continues the intelligence preparation of the battlefield (IPB) process.		
*4. Fire support officer (FSO) and air liaison officer (ALO) develop a fire support plan that provides immediate fires in support of the area defense.		
a. Fires were planned to disrupt or delay the enemy.		
b. Fires supported existing obstacle plan.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. FSO considered critical friendly zones, suppression of enemy air defenses (SEAD), and no fire areas.		
*5. Chemical officer (CHEMO) conducts vulnerability analysis.		
6. Brigade reserve elements rehearse with the ground maneuver elements.		
a. Rehearsed the triggering events to employ the reserve.		
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 prior to 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 course of action (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 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
011-141-1047	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	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0015	Employ Attack Helicopter Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0702	Defeat Heavy/Light Opposing Forces Offensive Tactics	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0066.01-0111	Sustain the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **CONDUCT AVIATION BRIGADE MOBILE STRIKE OPERATIONS (01-6-0435)**
(FM 3-04.111)   (FM 5-0)   (FM 6-0)
(FM 3-0)   (FM 3-04.126)   (FM 3-04.113)
(FM 3-04.118)   (FM 3-20.95)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T		P		U		(Circle)

CONDITIONS: The aviation brigade has received a warning order (WARNO) to conduct a mobile strike operation to destroy key enemy reserve forces and their capabilities in the enemy rear area. The higher headquarters and aviation brigade main command post and tactical command post (TAC CP) are operational and the staff sections are functioning. Reports are being received through normal channels. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The operations and training staff officer (S3) section planned the mobile strike operation and allowed the aviation battalions 24 to 48 hours of planning time to execute the mission. The aviation brigade units attacked and destroyed key enemy forces and their capabilities

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The aviation brigade commander and staff maintain situational awareness.		
a. Received updated intelligence from the intelligence staff officer (S2).		
b. Monitored the operations of higher, lower, and adjacent units.		
c. Monitored the intelligence, surveillance, and reconnaissance (ISR) plan collection effort.		
d. Updated staff estimates.		
e. Updated intelligence preparation of the battlefield (IPB).		
*2. The S3 plans mobile strike operation to destroy key enemy reserve forces and their capabilities.		
a. Identified the means of delivery.		
(1) Task organized aviation forces.		
(2) Identified assets to verify effects of attack on each target.		
(3) Developed target engagement criteria.		
b. Coordinated for intelligence assets.		
(1) Coordinated with the S2 section for imagery intelligence and signals intelligence sensors throughout the enemy reserve area.		
(2) Coordinated use of all available collection assets such as unmanned aerial vehicles (UAV), long-range surveillance (LRS), U-2, and Joint Surveillance Target Attack Radar System (JSTARS).		
c. Coordinated deep fires.		
(1) Coordinated suppression of enemy air defense/joint suppression of enemy air defense (SEAD/J-SEAD) along corridors and passage-of-lines points.		
(2) Coordinated air movement of Army air transportable artillery systems.		
(3) Coordinated with the Air and Naval Gunfire Liaison Company (ANGLICO) for fires.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(4) Coordinated with air liaison officer (ALO) for tactical air support.		
(5) Coordinated for all service components' laser identification codes and provided laser codes to the executing aviation units.		
d. Coordinated communications.		
(1) In coordination with the signal staff officer (S6), coordinated all brigade internal and external communication frequencies.		
(2) In coordination with the S6, coordinated all available resources for relay transmissions during execution.		
(3) Coordinated media plan with higher headquarters as required.		
e. Coordinated for personnel recovery operations in accordance with unit standing operating procedures (SOP).		
f. Forwarded the aviation brigade plan for inclusion in the air tasking order (ATO).		
*3. The S3, fire support officer (FSO), tactical operations (TACOPS) officer, and S2, plan lethal/non-lethal SEAD/J-SEAD fires.		
a. Developed a fire support execution matrix.		
(1) Integrated all fire support.		
(2) Synchronized all assigned and supporting lethal/non-lethal fires.		
b. Developed fire control measures.		
*4. The S3 participates in the targeting board meeting.		
a. Evaluated the current operation.		
b. Verified available detection assets for each target.		
c. Verified delivery systems to engage each target.		
d. Verified process of exchange of target information.		
e. Verified GO/NO-GO criteria.		
f. Verified target bypass criteria.		
g. Verified tracking and reporting of targets process.		
*5. The XO and staff participate in the mobile strike operation rehearsal.		
a. Validated synchronization of key events.		
*6. The S3 section monitors execution.		
a. Verified all air space control measures were activated.		
b. Monitored non-lethal fires operations.		
c. Controlled lethal fires plan in accordance with the execution matrix.		
d. Processed battle damage assessments.		
*7. The S3 identifies and control hazards in accordance with risk management procedures in 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
011-141-1047	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
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0015	Employ Attack Helicopter Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	TASK TITLE
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0066.01-0111	Sustain the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: JOINT, INTERAGENCY, AND MULTINATIONAL (JIM) AVIATION COMMAND LIAISON

TASK: **COORDINATE AIR-GROUND INTEGRATION AND THE CLOSE COMBAT ATTACK** **(01-6-0436)**

(FM 3-04.111)	(FM 5-0)	(FM 6-0)
(FM 3-0)	(FM 3-04.126)	(FM 3-04.113)
(FM 3-04.118)	(FM 3-20.95)	

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: A supported unit is conducting the military decisionmaking process (MDMP) for a close combat attack. Aviation brigade assets are establishing a command and support relationship with the supported unit. The supported unit has established communications and digital connectivity via the Army Battle Command System (ABCS) (when equipped) with the aviation brigade, subordinate units, adjacent, and higher headquarters. The supported unit is passing information in accordance with higher headquarters and its standing operating procedures (SOP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The aviation brigade received a warning order (WARNO) to support the unit in the close combat attack. The aviation brigade staff was integrated into the supported unit planning and the MDMP. Airspace utilization conflicts were resolved. The aviation brigade operational control (OPCON) assets were integrated into the supported unit's scheme of maneuver and employed in accordance with the supported unit commander's intent. The air mission commander (AMC) performed the correct actions en route to the objective and during mission execution. The aviation team provided accurate aerial weapons delivery and there were no fratricide casualties or equipment damage to friendly units as a result of close combat fire support.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below may be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and maneuver control system (MCS) messages identified in task steps and performance measures.		
*1. The aviation brigade commander and staff directly coordinate with the mounted brigade combat team (BCT) commander and staff, to gain knowledge of the ground tactical plan. **a.** The commanders visualized how the battlefield will look at various stages and develop a scheme of maneuver. **b.** The staffs war-gamed enemy courses of action (COA) at critical points and developed integrated aviation-ground COAs to maintain the initiative. **c.** The aviation brigade commander received and reviewed the BCT's air-ground integration SOP for close combat attack and made recommendations as appropriate. **d.** The aviation brigade commander recommended that fully qualified aviation liaison officers (LNOs) participate in the BCT MDMP and related staff planning.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. The aviation brigade commander requested a ground LNO join the aviation brigade staff.		
Note: The aviation brigade commander must implement an LNO certification program at home station to ensure that aviation LNOs are proficient in the full spectrum of air-ground integration. Fully qualified aviation LNOs should be captain career course graduates and have pilot in command (PC) experience. They should possess a strong knowledge of the aircraft and the units in the aviation brigade.		
*2. The aviation brigade commander and staff obtain the minimum planning requirements required to better integrate aviation into the BCT ground scheme of maneuver and ensure accurate and timely support.		
Note: If equipped, digital transmission of information, such as coordinates, is faster and more accurate; however, voice communication is still necessary for clarification.		
a. Plotted the BCT friendly forces' locations, enemy air defense artillery (ADA) locations, tentative engagement area (EA) coordinates, and the BCT area of operations (AO).		
b. Received the BCT and battalion level graphics via MCS, or aviation mission planning system (AMPS), or radio communications to update critical items including limit of advance (LOA), fire-control measures, and maneuver graphics.		
c. Received fire support coordination information including location of direct support (DS) artillery, organic mortars, call signs, and frequencies.		
d. Identified routes into and out of the AO including air passage points into sector or zone, and air routes to the holding area (HA) or landing zone (LZ).		
e. Received BCT command frequencies and call signs of the BCT ground units in contact, to facilitate air-ground coordination down to company level, and provide situational awareness (SA) to all elements.		
f. Coordinated the correct time for the global positioning system (GPS) and the single channel ground and airborne radio system (SINCGARS).		
*3. The aviation brigade operations and training staff officer (S3) briefs and dispatches aviation LNOs to the BCT S3.		
*4. The senior aviation LNO works with the BCT S3-Air to advise and assist the BCT commander and staff.		
a. Received the missions of aviation forces OPCON to the BCT and coordinated same with the aviation brigade commander and aviation brigade S3.		
b. Understood the BCT commander's intent, scheme of maneuver, and how the aviation assets are integrated into it.		
c. Alerted the appropriate aviation units of their mission.		
d. Informed the aviation brigade commander and aviation brigade S3 of the status of aviation assets OPCON to the BCT.		
e. Advised the BCT commander and the BCT S3 on the proper employment and missions for Army aviation.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
f. Coordinated with the BCT S2 and extracted information pertinent to Army aviation planning, such as—		
(1) Target location(s), objective, and EA.		
(2) Summary or synopsis of the intelligence preparation of the battlefield (IPB).		
(3) Commander's critical information requirements (CCIR).		
(4) Weather and terrain.		
g. Advised the BCT S3 on requesting additional aviation assets, with supporting elements, as required.		
h. Assisted the BCT S3 in the development of the OPORD including—		
(1) Air corridors to and from the forward line of own troops (FLOT), to include penetration corridor.		
(2) Movement to the objective.		
(3) Suppression of enemy air defense (SEAD) operations.		
(4) Actions on the objective.		
(5) Movement from the objective.		
(6) Deception plan.		
(7) Special instructions for Army aviation integration into the BCT air defense effort.		
(8) Coordination instructions.		
i. Acted as liaison between air defense units and air traffic control units.		
5. The aviation LNO and the BCT S3-Air coordinate Army aviation employment with the air defense (AD) officer.		
a. Received, processed, and disseminated AD information to the aviation brigade staff and aviation units OPCON to the BCT		
(1) Provided early warning intelligence information.		
(2) Friendly ADA unit locations.		
(3) Identification, friend or foe (IFF)/selective identification feature (SIF) procedures for Army aircraft, to include location of IFF/SIF line.		
(4) Known enemy ADA locations.		
(5) Minimum risk routes.		
(6) Army airspace command and control (A2C2) rules and procedures.		
(7) Coordinating flight altitudes.		
(8) All known positive and procedural controls.		
b. Established coordination with friendly high-to-medium-altitude air defense (HIMAD) units and advised the aviation brigade staff and aviation units OPCON to the BCT, of HIMAD locations and frequencies.		
c. Advised friendly ADA commander on types of aircraft and unmanned aerial vehicles (UAVs) in use.		
d. Coordinated aviation information with the fire support element (FSE).		
f. Coordinated Army aviation communications and logistical requirements.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
g. Coordinated the following information with the aviation brigade A2C2 element located at division—		
(1) BCT AO.		
(2) Air defense warnings.		
(3) Rules of engagement (ROE) (weapons control status and hostile criteria).		
(4) Coordinating altitudes.		
(5) Weather.		
(6) Positive and procedural control measures.		
(7) Types of aircraft and UAVs in use.		
6. The aviation LNO and BCT S3-Air monitor aviation operations.		
a. Ensured aviation forces are properly employed and in compliance with the BCT commander's intent and overall scheme of maneuver.		
b. Ensured aviation-related reports to higher headquarters are accurate and submitted in a timely manner.		
c. Maintained a current status of aviation assets.		
d. Coordinated all current and future logistical requirements with the combat service support (CSS) staff.		
7. During operations, the aviation LNO and BCT S3-Air assist in the identification and resolution of airspace conflicts.		
a. Monitored current operations of airspace users.		
b. Monitored intelligence reports.		
c. Disseminated unscheduled high-volume use of airspace.		
d. Informed airspace users at each echelon of any loss of communication affecting any airspace user.		
e. Identified and correlated situations affecting airspace use for unscheduled events.		
f. Analyzed airspace use on the situation map (SITMAP) to determine and resolve conflicts.		
g. Recommended shifting or ending fires when affecting high priority aviation missions.		
h. Disseminated changes of control or restriction measures affecting airspace users.		
i. Analyzed future OPORDs/OPLANs for possible conflicts of flight control measures, friendly field artillery (FA)/ADA locations, and flight obstructions.		
(1) Determined impact on aviation and BCT operations.		
(2) Developed and recommended alternatives.		
8. The aviation LNO, BCT S3-Air, and AMC coordinate aviation mission execution actions with the BCT units in close combat with the enemy.		
a. The aviation LNO coordinated/confirmed the locations for the HA (or orbiting area) within frequency modulation communications range of the ground unit, LZ, forward arming and refueling point (FARP), initial point (IP), battle position (BP), attack by fire (ABF), and/or support by fire (SBF) position.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

Note: The BP and ABF/SBF positions are normally offset from the flank of the friendly ground position, but close enough to facilitate efficient target handoffs.

b.   The BCT S3-Air called for SEAD and informed the ground unit leader that supporting attack aircraft are inbound to their location.

c.   The aviation LNO coordinated/confirmed the use of the joint standard nine-line format for the close combat attack briefing with the BCT units in close combat with the enemy.

d.   While en route to the HA, the attack AMC contacted the supported ground unit leader on the unit's frequency modulation command network for a situation report (SITREP) on the enemy and friendly situation.

    (1)   The close combat SITREP consisted of the front line trace, enemy ADA threat, and location of enemy vehicles/equipment and their direction of movement.

    (2)   The SITREP included the ground unit's mission, location of friendly ground elements in contact, location of friendly flank units, how they are marking their position, and how they will mark the enemy target.

    (3)   The SITREP included the call sign/frequency verification and method of contact.

Note: Locations may be expressed by grid coordinates, distance/direction from a known point, or common graphics.

9. The attack AMC conducts the aviation team check-in and close combat brief with the ground unit leader on the unit's FM command network.

a.   The attack AMC provided the ground unit leader his concept of the operation, to include his attack route and the time required to move from the HA/orbiting area to the IP/BP.

b.   Upon arrival at the HA/orbiting area, the attack AMC conducted the aviation team check-in with the ground unit leader.

    (1)   Made initial contact and informed the ground unit leader of his arrival.
    (2)   Gave the aviation team composition, altitude, and location.
    (3)   Stated what weapons and munitions were available for the attack.
    (4)   Estimated how long the aviation team could remain on station.
    (5)   Stated night vision capabilities/type: image intensification, thermal, or both.

c.   After the aviation team check-in, the ground unit leader presented the close combat attack briefing to the AMC, using the joint standard nine-line format (without the line numbers), as follows:

    (1)   Target location by grid coordinates, from a known reference point (IP, BP, ABF, or friendly location), or terrain feature.

    (2)   Magnetic heading to target from a known point (IP, BP, ABF, or friendly location).

    (3)   Distance to target in meters from a known point (IP, BP, ABF, or friendly location).

    (4)   Target elevation in feet mean sea level.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(5) Target description.		
(6) Target location in grid coordinates, or location from a known point/terrain feature.		
(7) Target marking (white phosphorous, laser, infrared, beacon), day/night code, and laser to target line in degrees, if appropriate.		
(8) Location of friendly troops by grid coordinates, or distance from a known point/terrain feature, to include type of marking (If smoke is used, AMC verifies color).		
Note: The marking of friendly positions is done with great caution due to force protection.		
(9) Egress direction to avoid the enemy.		
Note: A remarks line may be added to include special instructions, laser to target line (degrees), time on target (TOT), time to target (TTT), and other remarks.		
Note: When identifying a position by grid coordinates, during joint operations, include the map datum data. Combat lessons learned have shown that simple conversion to latitude/longitude is not sufficient. The location may be referenced on several different databases; for example, land-based versus sea-based data.		
10. The attack AMC and the ground unit leader consider the risk to friendly forces and select the weapons/munitions to engage the target.		
11. The attack AMC moves the aviation team from the HA/orbiting area to the BP and engages the target.		
12. The attack AMC and the ground unit leader maintain open communication and coordination to ensure desired effect.		
13. The attack AMC provides battle damage assessment (BDA) to the ground unit leader who determines if a reattack is required.		

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

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0015	Employ Attack Helicopter Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0066.01-0111	Sustain the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: JOINT, INTERAGENCY, AND MULTINATIONAL (JIM) AVIATION COMMAND LIAISON

TASK: **COORDINATE BRIGADE SHAPING OPERATIONS   (01-6-0437)**
(FM 3-04.111)   (FM 34-2)   (FM 3-90.2)
(FM 3-90.3)   (FM 5-0)   (FM 6-0)
(FM 3-0)   (FM 3-04.126)   (FM 3-04.113)
(FM 3-04.118)   (FM 3-20.95)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:		T	P	U			(Circle)

CONDITIONS: A mounted brigade combat team (BCT) is in a lodgment area conducting a defense while awaiting follow-on forces. The rapid build-up of enemy mobile forces is threatening the accomplishment of the BCT's mission. Aviation brigade assets have arrived and are establishing a command and support relationship with the BCT. The successful defense of the lodgment area is the BCT's decisive operation and the aviation brigade has been given the mission to conduct shaping operations in support of the BCT's decisive operation. The aviation brigade's mission is to conduct a shaping operation to attack and destroy the enemy's build-up of mobile forces. The BCT has established communications and digital connectivity via the Army Battle Command System (ABCS), when equipped, with the aviation brigade and BCT subordinates. The BCT is passing information in accordance with higher headquarters' and the BCT's standing operating procedures (SOP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The aviation brigade received a warning order (WARNO) to support the BCT's decisive operation by conducting a shaping operation. The aviation brigade staff was integrated into the BCT military decisionmaking process (MDMP). Airspace utilization conflicts were resolved. The aviation brigade assets were integrated into the mounted BCT scheme of maneuver and employed in accordance with the BCT commander's intent. The air mission commander (AMC) performed the correct actions en route to the objective and during mission execution. The aviation brigade assets attacked and destroyed the enemy's capability to launch an early attack on the lodgment area. The aviation brigade conducted sustaining operations. There were no fratricide casualties or equipment damage to friendly units as a result of the shaping operation.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below may be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and maneuver control system (MCS) messages identified in task steps and performance measures.		
*1. The aviation brigade commander and staff directly coordinate with the mounted BCT commander and staff to gain situational understanding (SU).		
a. The commanders visualized how the battlefield will look at various stages and developed a scheme of maneuver for decisive, shaping, and sustaining operations.		
b. The staffs war-gamed enemy COAs at critical points and developed friendly air-ground integrated COAs to maintain the initiative.		
c. The aviation brigade commander received and reviewed the BCT's air-ground integration SOP and made recommendations as appropriate.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

d. The aviation brigade commander recommended that fully qualified aviation liaison officers (LNOs) participate in the BCT MDMP and related staff planning.
 	
   e. The aviation brigade commander requested a ground LNO join the aviation brigade staff.
 	
Note: The aviation brigade commander must implement an LNO certification program at home station to ensure that aviation LNOs are proficient in the full spectrum of air-ground integration. Fully qualified aviation LNOs should be captain career course graduates and have pilot-in-command (PC) experience. They should possess a strong knowledge of the aircraft and the units in the aviation brigade.
 	
*2. The aviation brigade commander and staff obtain the minimum planning requirements required to better integrate aviation into the BCT ground scheme of maneuver and ensure accurate and timely support.
 	
Note: If equipped, digital transmission of information, such as coordinates, is faster and more accurate; however, voice communication is still necessary for clarification.
 	
   a. Plotted the BCT friendly forces' locations, enemy air defense artillery (ADA) locations, tentative engagement area (EA) coordinates, and the BCT area of operations (AO).
 	
   b. Received the BCT and battalion level graphics via MCS, or aviation mission planning system (AMPS), or radio communications to update critical items including limit of advance (LOA), fire-control measures, and maneuver graphics.
 	
   c. Received fire support coordination information including location of direct support (DS) artillery, organic mortars, call signs, and frequencies.
 	
   d. Identified routes into and out of the AO including air passage points (PP) into sector or zone, and air routes to the holding area (HA).
 	
   e. Received BCT command frequencies and call signs of the BCT ground units to facilitate air-ground coordination down to company level, and provide situational awareness (SA) to all elements.
 	
   f. Coordinated the correct time for the global positioning system (GPS) and the single channel ground and airborne radio system (SINCGARS).
 	
*3. The aviation brigade operations officer (S3) briefs and dispatches aviation LNOs to the BCT S3.
 	
*4. The senior aviation LNO works with the BCT S3-Air to advise and assist the BCT commander and staff.
 	
   a. Received the missions of aviation forces conducting the mission and coordinated same with the aviation brigade commander and aviation brigade S3.
 	
   b. Gained SU of the BCT commander's intent and how the aviation assets are integrated into the scheme of maneuver
 	
   c. Alerted the appropriate aviation units of their missions.
 	
   d. Informed the aviation brigade commander and aviation brigade S3 of the status of aviation assets available.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Advised the BCT commander and the BCT S3 on the proper employment and missions for Army aviation.		
f. Coordinated with the BCT S2 and extracted information pertinent to Army aviation planning, such as—		
(1) Target location(s), objective, and EA.		
(2) Summary or synopsis of the intelligence preparation of the battlefield (IPB).		
(3) Commander's Critical Information Requirements (CCIR).		
(4) Weather and terrain.		
g. Advised the BCT S3 on requesting additional aviation assets, with supporting elements, as required.		
h. Assisted the BCT S3 in the development of the OPORD, to include—		
(1) Air corridors to and from the forward line of own troops (FLOT), to include penetration corridor.		
(2) Movement to the objective.		
(3) Suppression of enemy air defense (SEAD) operations.		
(4) Actions on the objective.		
(5) Movement from the objective.		
(6) Deception plan.		
(7) Special instructions for Army aviation integration into the BCT air defense effort.		
(8) Coordination instructions.		
i. Acted as liaison between air defense units and air traffic control units.		
5. The aviation LNO and the BCT S3-Air coordinate Army aviation employment with the air defense (AD) officer.		
a. Received, processed, and disseminated AD information to the aviation brigade staff and aviation units supporting the BCT		
(1) Provided early warning intelligence information.		
(2) Friendly ADA unit locations.		
(3) Identification, friend or foe (IFF)/selective identification feature (SIF) procedures for Army aircraft, to include location of IFF/SIF line.		
(4) Known enemy ADA locations.		
(5) Minimum risk routes.		
(6) Army airspace command and control (A2C2) rules and procedures.		
(7) Coordinating flight altitudes.		
(8) All known positive and procedural controls.		
b. Established coordination with friendly high-to-medium-altitude air defense (HIMAD) units and advised the aviation brigade staff and aviation units supporting the BCT, of HIMAD locations and frequencies.		
c. Advised friendly ADA commander on types of aircraft and unmanned aerial vehicles (UAVs) in use.		
d. Coordinated aviation information with the fire support element (FSE).		
e. Coordinated Army aviation communications and logistical requirements.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
f. Coordinated the following information with the aviation brigade A2C2 element located at higher—		
(1) BCT AO.		
(2) Air defense warnings.		
(3) Rules of Engagement (ROE) (weapons control status and hostile criteria).		
(4) Coordinating altitudes.		
(5) Weather.		
(6) Positive and procedural control measures.		
(7) Types of aircraft and UAVs in use.		
6. The aviation LNO and BCT S3-Air monitor aviation operations.		
a. Ensured aviation forces are properly employed and in compliance with the BCT commander's intent and overall scheme of maneuver.		
b. Ensured aviation-related reports to higher headquarters are accurate and submitted in a timely manner.		
c. Maintained a current status of aviation assets.		
d. Coordinated all current and future logistical requirements with the combat service support (CSS) staff.		
7. During operations, the aviation LNO and the BCT S3-Air assist in the identification and resolution of airspace conflicts.		
a. Monitored current operations of airspace users.		
b. Monitored intelligence reports.		
c. Disseminated unscheduled high-volume use of airspace.		
d. Informed airspace users at each echelon of any loss of communication affecting any airspace user.		
e. Identified and correlated situations affecting airspace use for unscheduled events.		
f. Analyzed airspace use on the situation map (SITMAP) to determine and resolve conflicts.		
g. Recommended shifting or ending fires when affecting high priority aviation missions.		
h. Disseminated changes of control or restriction measures affecting airspace users.		
i. Analyzed future OPLANs for possible conflicts of flight control measures, friendly field artillery (FA)/ADA locations, and flight obstructions.		
(1) Determined impact on aviation and BCT operations.		
(2) Developed and recommended alternatives.		
8. The aviation LNO, BCT S3-Air, and AMC coordinate aviation mission execution actions with the BCT units in defensive positions in the lodgment area.		
a. The aviation LNO confirmed the location for the HA (within FM communications range of the ground unit), the air PP, forward arming and refueling point (FARP), battle positions (BPs), and EA.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. The BCT S3-Air called for SEAD and informed the ground unit leader that supporting attack aircraft are inbound to their location.		
Note: Locations may be expressed by grid coordinates, distance/direction from a known point, or common graphics.		
9. The AMC considers the risk to friendly forces and selects the weapons and munitions to engage the target.		
10. The AMC decides to employ AH-64 Hellfire rounds and UH-60 Volcano mines.		
11. The aviation team reaches the HA, air PP, and conducts passage of lines.		
12. The aviation team moves from the HA to the BPs.		
13. The assault helicopter units employ UH-60 Volcano mines to block enemy withdrawal.		
14. The heavy lift helicopter units emplace the FARPs.		
15. The attack helicopter units attack and destroy the enemy forces in the EA.		
16. The aviation team uses the FARP as planned and in accordance with brigade SOP.		
17. The AMC provides battle damage assessment (BDA) to the BCT S3-Air who determines if another attack is required.		

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
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0015	Employ Attack Helicopter Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0066.01-0111	Sustain the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: JOINT, INTERAGENCY, AND MULTINATIONAL (JIM) AVIATION COMMAND LIAISON

)TASK: **COORDINATE BRIGADE SEARCH AND ATTACK OPERATIONS** **(01-6-0438)**

(FM 3-04.111)	(FM 34-2)	(FM 3-90.2)
(FM 3-90.3)	(FM 5-0)	(FM 6-0)
(FM 3-0)	(FM 3-04.126)	(FM 3-04.113)
(FM 3-04.118)	(FM 3-20.95)	

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The aviation brigade is establishing a command and support relationship with a mounted brigade combat team (BCT). The BCT is not in contact with the enemy force. The enemy has broken down some of its forces into small teams and is conducting centrally controlled hit-and-run tactics over a large area. The BCT commander has initiated the military decisionmaking process (MDMP) for a movement to contact operation to regain contact with the main enemy force. The aviation brigade has been alerted to conduct search and attack operations in close terrain unsuitable for friendly armored forces. The BCT has established communications and digital connectivity via the Army Battle Command System (ABCS), when equipped, with the aviation brigade, BCT subordinates, and higher headquarters. The BCT is passing information in accordance with higher headquarters' and the BCT's standing operating procedures (SOP). Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The aviation brigade received a warning order (WARNO) to support the BCT in the search and attack operation. The aviation brigade staff was integrated into the BCT planning and the MDMP. Airspace utilization conflicts were resolved. The aviation brigade assets were integrated into the mounted BCT scheme of maneuver and employed in accordance with the BCT commander's intent. Aviation brigade assets conducted a successful reconnaissance in close terrain, located the enemy and maintained observation. Aviation forces fixed the enemy force by performing attack-by-fire (ABF) operations, supported by dismounted infantry and engineers. Aviation forces finished the enemy force by massing fires in a deliberate attack,

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below may be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and maneuver control system (MCS) messages identified in task steps and performance measures.		
*1. The aviation brigade commander and staff directly coordinate with the mounted BCT commander and staff, to gain knowledge of the ground tactical plan.		
a. The commanders visualized how the battlefield will look at various stages and develop a scheme of maneuver.		
b. The staffs war-gamed enemy courses of action (COA) at critical points and developed integrated aviation-ground COAs to maintain the initiative.		
c. The aviation brigade commander received and reviewed the BCT's air-ground integration SOP for search and attack operations.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. The aviation brigade commander recommended that fully qualified aviation liaison officers (LNOs) participate in the BCT MDMP and related staff planning.		
e. The aviation brigade commander requested a ground LNO join the aviation brigade staff.		
Note: The aviation brigade commander must implement an LNO certification program at home station to ensure that aviation LNOs are proficient in the full spectrum of air-ground integration. Fully qualified aviation LNOs should be captain career course graduates and have pilot in command (PC) experience. They should possess a strong knowledge of the aircraft and the units in the aviation brigade.		
*2. The aviation brigade commander and staff obtain the minimum planning requirements required to better integrate aviation into the BCT ground scheme of maneuver and ensure accurate and timely support.		
Note: If equipped, digital transmission of information, such as coordinates, is faster and more accurate; however, voice communication is still necessary for clarification.		
a. Plotted the BCT friendly forces' locations, enemy air defense artillery (ADA) locations, tentative engagement area (EA) coordinates, and the BCT area of operations (AO).		
b. Received the BCT and battalion level graphics via MCS, or aviation mission planning system (AMPS), or radio communications to update critical items including limit of advance (LOA), fire-control measures, and maneuver graphics.		
c. Received fire support coordination information including location of direct support (DS) artillery, organic mortars, call signs, and frequencies.		
d. Identified routes into and out of the AO including air passage points into sector or zone, and air routes to the holding area (HA) or landing zone (LZ).		
e. Received BCT command frequencies and call signs of the BCT ground units in contact, to facilitate air-ground coordination down to company level, and provide situational awareness (SA) to all elements.		
f. Coordinated the correct time for the global positioning system (GPS) and the single channel ground and airborne radio system (SINCGARS).		
*3. The aviation brigade operations officer (S3) briefs and dispatches aviation LNOs to the BCT S3.		
*4. The senior aviation LNO works with the BCT S3-Air to advise and assist the BCT commander and staff.		
a. Received the missions of aviation forces supporting the BCT and coordinated same with the aviation brigade commander and aviation brigade S3.		
b. Understood the BCT commander's intent, scheme of maneuver, and how the aviation assets are integrated into it.		
c. Alerted the appropriate aviation units of their mission.		
d. Informed the aviation brigade commander and aviation brigade S3 of the status of aviation assets supporting to the BCT.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Advised the BCT commander and the BCT S3 on the proper employment and missions for Army aviation.		
f. Coordinated with the BCT S2 and extracted information pertinent to Army aviation planning, such as—		
(1) Target location(s), objective, and EA.		
(2) Summary or synopsis of the intelligence preparation of the battlefield (IPB).		
(3) Commander's critical information requirements (CCIR).		
(4) Weather and terrain.		
g. Advised the BCT S3 on requesting additional aviation assets, with supporting elements, as required.		
h. Assisted the BCT S3 in the development of the OPORD, to include—		
(1) Air corridors to and from the forward line of own troops (FLOT), to include penetration corridor.		
(2) Movement to the objective.		
(3) Suppression of enemy air defense (SEAD) operations.		
(4) Actions on the objective.		
(5) Movement from the objective.		
(6) Deception plan.		
(7) Special instructions for Army aviation integration into the BCT air defense effort.		
(8) Coordination instructions.		
i. Acted as liaison between air defense units and air traffic control units.		
5. The aviation LNO and the BCT S3-Air coordinate Army aviation employment with the air defense (AD) officer.		
a. Received, processed, and disseminated AD information to the aviation brigade staff and aviation units supporting the BCT		
(1) Provided early warning intelligence information.		
(2) Friendly ADA unit locations.		
(3) Identification, friend or foe (IFF)/selective identification feature (SIF) procedures for Army aircraft, to include location of IFF/SIF line.		
(4) Known enemy ADA locations.		
(5) Minimum risk routes.		
(6) Army airspace command and control (A2C2) rules and procedures.		
(7) Coordinating flight altitudes.		
(8) All known positive and procedural controls.		
b. Established coordination with friendly high-to-medium-altitude air defense (HIMAD) units and advised the aviation brigade staff and aviation units supporting the BCT, of HIMAD locations and frequencies.		
c. Advised friendly ADA commander on types of aircraft and unmanned aerial vehicles (UAVs) in use.		
d. Coordinated aviation information with the fire support element (FSE).		
e. Coordinated Army aviation communications and logistical requirements.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
f. Coordinated the following information with the aviation brigade A2C2 element located at division—		
(1) BCT AO.		
(2) Air defense warnings.		
(3) Rules of engagement (ROE) (weapons control status and hostile criteria).		
(4) Coordinating altitudes.		
(5) Weather.		
(6) Positive and procedural control measures.		
(7) Types of aircraft and UAVs in use.		
6. The aviation LNO and BCT S3-Air monitor aviation operations.		
a. Ensured aviation forces are properly employed and in compliance with the BCT commander's intent and overall scheme of maneuver.		
b. Ensured aviation-related reports to higher headquarters are accurate and submitted in a timely manner.		
c. Maintained a current status of aviation assets.		
d. Coordinated all current and future logistical requirements with the combat service support (CSS) staff.		
7. During operations, the aviation LNO and BCT S3-Air assist in the identification and resolution of airspace conflicts.		
a. Monitored current operations of airspace users.		
b. Monitored intelligence reports.		
c. Disseminated unscheduled high-volume use of airspace.		
d. Informed airspace users at each echelon of any loss of communication affecting any airspace user.		
e. Identified and correlated situations affecting airspace use for unscheduled events.		
f. Analyzed airspace use on the situation map (SITMAP) to determine and resolve conflicts.		
g. Recommended shifting or ending fires when affecting high priority aviation missions.		
h. Disseminated changes of control or restriction measures affecting airspace users.		
i. Analyzed future OPORDs/OPLANs for possible conflicts of flight control measures, friendly field artillery (FA)/ADA locations, and flight obstructions.		
(1) Determined impact on aviation and BCT operations.		
(2) Developed and recommended alternatives.		
8. The aviation LNO confirmed the locations for the HA within FM communications range of the nearest ground unit, LZ, forward arming and refueling point (FARP), initial point (IP), battle position (BP), ABF, and support by fire (SBF) positions.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

Note: The BP and ABF/SBF positions are normally offset from the flank of the friendly ground position, but close enough to facilitate efficient target handoffs.

*9. The BCT S3-Air called for SEAD and informed ground units that supporting aircraft are operating in their area.

10. The BCT conducts a movement to contact.

11. The aviation brigade reconnaissance/attack battalion conducts an area reconnaissance, in close terrain, in support of the BCT movement to contact.

   a.   The reconnaissance mission focused on finding the enemy force, not destroying the enemy.

   b.   The reconnaissance units maintained stealth and were not detected by the enemy.

   c.   The reconnaissance units reported the enemy locations and composition.

   d.   The reconnaissance units maintained observation of enemy forces.

12. Friendly dismounted infantry, ground cavalry, and engineers plan to fix the enemy force by occupying blocking positions along enemy avenues of withdrawal.

13. The aviation brigade reconnaissance/attack battalion maintains observation and conducts ABF operations to fix the enemy force.

   a.   While en route to the HA, the attack AMC contacted the ground unit leader on the unit's FM command network for a SITREP on the enemy and friendly situation. The SITREP—

      (1)   Consisted of the front line trace, enemy ADA threat, location of enemy vehicles/equipment, and their direction of movement.

      (2)   Included the ground unit's mission, location of friendly ground elements in contact, location of friendly flank units, how they are marking their position, and how they will mark the enemy target.

      (3)   Included the call sign/frequency verification and method of contact.

Note: Locations may be expressed by grid coordinates, distance/direction from a known point, or common graphics.

   b.   The aviation brigade reconnaissance/attack battalion conducted ABF operations to fix the enemy force.

14. The aviation brigade reconnaissance/attack battalion conducts a deliberate attack to destroy the enemy force.

   a.   The attack AMC provided the ground unit leader his concept of the operation, including attack route and the time required to move from the HA/orbiting area to the IP/BP.

   b.   Upon arrival at the HA/orbiting area, the attack AMC conducted the aviation team check-in with the ground unit leader.

      (1)   Made initial contact and informed the ground unit leader of his arrival.

      (2)   Gave the aviation team composition, altitude, and location.

      (3)   Stated what weapons and munitions were available for the attack.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(4) Estimated how long the aviation team could remain on station.		
(5) Stated night vision capabilities/type: image intensification, thermal, or both.		
Note: When identifying a position by grid coordinates, during joint operations, include the map datum data. Combat lessons learned have shown that simple conversion to latitude/longitude is not sufficient. The location may be referenced on several different databases; for example, land-based versus sea-based data.		
c. The attack AMC and the ground unit leader determined there is no risk to friendly forces occupying blocking positions and select the weapons/munitions to engage the target.		
d. The attack AMC moves the aviation team from the HA/orbiting area to the BP and engaged the target.		
e. The attack AMC and the ground unit leader maintained open communication and coordination to ensure desired effect.		
f. The attack AMC provided battle damage assessment (BDA) to the BCT S3-Air who determined if another attack is required.		

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
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0015	Employ Attack Helicopter Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0066.01-0111	Sustain the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: JOINT, INTERAGENCY, AND MULTINATIONAL (JIM) AVIATION COMMAND LIAISON

TASK: **COORDINATE AVIATION BRIGADE UNMANNED AERIAL VEHICLE (UAV) OPERATIONS** **(01-6-0439)**

(FM 3-04.111)	(FM 34-2)	(FM 3-90.2)
(FM 3-90.3)	(FM 5-0)	(FM 6-0)
(FM 3-0)	(FM 3-04.126)	(FM 3-04.113)
(FM 3-04.118)	(FM 3-20.95)	(FM 2-01.3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The aviation brigade is establishing a command and support relationship with a mounted brigade combat team (BCT). The BCT is not in contact with the enemy force. The enemy has broken down some of its forces into small teams and is conducting centrally controlled hit-and-run tactics over a large area. The BCT commander has initiated the military decisionmaking process (MDMP) for a movement to contact operation to regain contact with the main enemy force. The aviation brigade has received a warning order (WARNO) to conduct air reconnaissance operations in support of the BCT. The Shadow tactical unmanned aerial vehicle (TUAV) platoon is operational. The BCT has established communications and digital connectivity via the Army Battle Command System (ABCS), when equipped, with the aviation brigade, BCT subordinates, and higher headquarters. The BCT is passing information in accordance with higher headquarters' and the BCT's standing operating procedures (SOP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The aviation brigade received a WARNO to conduct intelligence, surveillance, and reconnaissance (ISR) operations. The aviation brigade staff was integrated into the BCT planning and the MDMP. Airspace utilization conflicts were resolved. The ISR and TUAV planning was integrated into the mounted BCT scheme of maneuver. The TUAV was employed in accordance with the BCT commander's intent. Aviation brigade assets conducted successful reconnaissance operations and located the enemy.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below may be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		
*1. The aviation brigade commander and staff directly coordinate with the mounted BCT commander and staff, to gain knowledge of the movement to contact operation, the ISR plan, and TUAV operations.		
a. The commanders visualized how the battlefield will look at various stages and developed a scheme of maneuver.		
b. The staffs war-gamed enemy COAs at critical points and developed air-ground integration COAs to maintain the initiative.		
c. The aviation brigade commander received and reviewed the BCT's air-ground integration SOP.		
(1) Ensured TUAV physical security procedures were included.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(2) Provisions were made for TUAV base operations, personnel, and equipment; to include contractor logistics personnel.		
(3) Employment considerations were made for TUAV fixed-wing aircraft, ground-control stations, ground-data terminals, remote video terminals, and embedded logistics.		
d. The aviation brigade commander recommended that fully qualified aviation liaison officers (LNOs) participate in the BCT MDMP and related staff planning.		
e. The aviation brigade commander requested a ground LNO join the aviation brigade staff.		
Note: The aviation brigade commander must implement an LNO certification program at home station to ensure that aviation LNOs are proficient in the full spectrum of air-ground integration and TUAV employment. Fully qualified aviation LNOs should be captain career course graduates and have pilot-in-command (PC) experience. They should possess a strong knowledge of the aircraft and the units in the aviation brigade.		
*2. The aviation brigade commander and staff obtain the minimum planning requirements required to better integrate aviation into the BCT ground scheme of maneuver and ensure accurate and timely support.		
Note: If equipped, digital transmission of information, such as coordinates, is faster and more accurate; however, voice communication is still necessary for clarification.		
a. Plotted the BCT friendly forces' locations, enemy air defense artillery (ADA) locations, and the BCT area of operations (AO).		
b. Received the BCT and battalion level graphics via MCS, or aviation mission planning system (AMPS), or radio communications to update critical items including limit of advance (LOA), fire-control measures, and maneuver graphics.		
c. Received fire support coordination information including location of direct support (DS) artillery, organic mortars, call signs, and frequencies.		
d. Identified routes into and out of the AO including air passage points into sector or zone, and air routes to the holding area (HA) or landing zone (LZ).		
e. Received BCT command frequencies and call signs of the BCT ground units in contact, to facilitate air-ground coordination down to company level, and provide situational awareness (SA) to all elements.		
f. Coordinated the correct time for the global positioning system (GPS) and the single channel ground and airborne radio system (SINCGARS).		
*3. The aviation brigade operations officer (S3) briefs and dispatches aviation LNOs to the BCT S3.		
*4. The senior aviation LNO works with the BCT S3-Air to advise and assist the BCT commander and staff.		
a. Received the missions of aviation forces supporting the BCT and coordinated same with the aviation brigade commander and aviation brigade S3.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Understood the BCT commander's intent, scheme of maneuver, and how the aviation assets are integrated into it.		
c. Alerted the appropriate aviation units of their mission.		
d. Informed the aviation brigade commander and aviation brigade S3 of the status of aviation assets supporting to the BCT.		
e. Advised the BCT commander and the BCT S3 on the proper employment and missions for Army aviation.		
f. Coordinated with the BCT S2 and extracted information pertinent to Army aviation planning, such as—		
(1) Target location(s), objective, and EA.		
(2) Summary or synopsis of the intelligence preparation of the battlefield (IPB).		
(3) Commander's Critical Information Requirements (CCIR).		
(4) Weather and terrain.		
g. Advised the BCT S3 on requesting additional aviation assets, with supporting elements, as required.		
h. Assisted the BCT S3 in the development of the OPORD, to include—		
(1) Air corridors to and from the forward line of own troops (FLOT), to include penetration corridor.		
(2) Movement to the objective.		
(3) Suppression of enemy air defense (SEAD) operations.		
(4) Actions on the objective.		
(5) Movement from the objective.		
(6) Deception plan.		
(7) Special instructions for Army aviation integration into the BCT air defense effort.		
(8) Coordination instructions.		
i. Acted as liaison between air defense units and air traffic control units.		
5. The aviation LNO and the BCT S3-Air coordinate Army aviation employment with the air defense (AD) officer.		
a. Received, processed, and disseminated AD information to the aviation brigade staff and aviation units supporting the BCT		
(1) Provided early warning intelligence information.		
(2) Friendly ADA unit locations.		
(3) Identification, friend or foe (IFF)/selective identification feature (SIF) procedures for Army aircraft, to include location of IFF/SIF line.		
(4) Known enemy ADA locations.		
(5) Minimum risk routes.		
(6) Army Airspace Command and Control (A2C2) rules and procedures.		
(7) Coordinating flight altitudes.		
(8) All known positive and procedural controls.		
b. Established coordination with friendly high-to-medium-altitude air defense (HIMAD) units and advised the aviation brigade staff and aviation units supporting the BCT, of HIMAD locations and frequencies.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Advised friendly ADA commander on types of aircraft and TUAVs in use.		
d. Coordinated aviation information with the fire support element (FSE).		
f. Coordinated Army aviation communications and logistical requirements.		
g. Coordinated the following information with the aviation brigade A2C2 element located at division—		
(1) BCT AO.		
(2) Air defense warnings.		
(3) Rules of Engagement (ROE) (weapons control status and hostile criteria).		
(4) Coordinating altitudes.		
(5) Weather.		
(6) Positive and procedural control measures.		
(7) Types of aircraft and TUAVs in use.		
6. The aviation LNO and BCT S3-Air monitor aviation operations.		
a. Ensured aviation forces are properly employed and in compliance with the BCT commander's intent and overall scheme of maneuver.		
b. Ensured aviation-related reports to higher headquarters are accurate and submitted in a timely manner.		
c. Maintained a current status of aviation assets.		
d. Coordinated all current and future logistical requirements with the combat service support (CSS) staff.		
7. During operations, the aviation LNO and BCT S3-Air assist in the identification and resolution of airspace conflicts.		
a. Monitored current operations of airspace users.		
b. Monitored intelligence reports.		
c. Disseminated unscheduled high-volume use of airspace.		
d. Informed airspace users at each echelon of any loss of communication affecting any airspace user.		
e. Identified and correlated situations affecting airspace use for unscheduled events.		
f. Analyzed airspace use on the situation map (SITMAP) to determine and resolve conflicts.		
g. Recommended shifting or ending fires when affecting high priority aviation missions.		
h. Disseminated changes of control or restriction measures affecting airspace users.		
i. Analyzed future OPORDs/OPLANs for possible conflicts of flight control measures, friendly field artillery (FA)/ADA locations, and flight obstructions.		
(1) Determined impact on aviation and BCT operations.		
(2) Developed and recommended alternatives.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
8. The aviation LNO confirmed the locations for the HA within FM communications range of the nearest ground unit, LZ, forward arming and refueling point (FARP), initial point (IP), battle position (BP), ABF, and support by fire (SBF) positions.		
Note: The BP and ABF/SBF positions are normally offset from the flank of the friendly ground position, but close enough to facilitate efficient target handoffs.		
*9. The BCT S3-Air called for SEAD and informed ground units that supporting aircraft are operating in their area.		
10. The BCT maneuver elements conduct a movement to contact operation.		
11. The Shadow TUAV platoon conducts 24/7, continuous ISR operations, with multiple aircraft operating simultaneously. The TUAV-		
a. Functioned as the eyes of the commander and located enemy forces.		
b. Provided accurate, sustainable over-the-horizon surveillance.		
c. Identified high-value targets (HVTs)-target acquisition.		
d. Conducted real-time targeting.		
e. Defeated HVTs, if directed.		
f. Conducted battle-damage assessment (BDA).		
12. The Shadow TUAV platoon conducts electro-optic/infrared (EO/IR) support for small unit raids as directed by BCT S3-Air.		
13. The Shadow TUAV platoon provides continuous communications relay.		
14. The Shadow TUAV platoon conducts route reconnaissance along likely enemy avenues of withdrawal.		
15. Friendly dismounted infantry, ground cavalry, and engineers plan to fix the enemy force by occupying blocking positions along enemy avenues of withdrawal.		
16. The aviation brigade reconnaissance/attack battalion maintains observation and conducts ABF operations to fix the enemy force.		
a. While en route to the HA, the attack AMC contacted the ground unit leader on the unit's FM command network for a SITREP on the enemy and friendly situation. The SITREP:		
(1) Consisted of the front line trace, enemy ADA threat, location of enemy vehicles/equipment and their direction of movement.		
(2) Included the ground unit's mission, location of friendly ground elements in contact, location of friendly flank units, how they are marking their position, and how they will mark the enemy target.		
(3) Included the call sign/frequency verification and method of contact.		
Note: Locations may be expressed by grid coordinates, distance/direction from a known point, or common graphics.		
b. The aviation brigade reconnaissance/attack battalion conducted ABF operations to fix the enemy force.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

17. The aviation brigade reconnaissance/attack battalion conducts a deliberate attack to finish the enemy force.
 	
    a. The attack AMC provided the ground unit leader his concept of the operation, to include his attack route and the time required to move from the HA/orbiting area to the IP/BP.
 	
    b. Upon arrival at the HA/orbiting area, the attack AMC conducted the aviation team check-in with the ground unit leader.
 	
        (1) Made initial contact and informed the ground unit leader of his arrival.
        (2) Gave the aviation team composition, altitude, and location.
        (3) Stated what weapons and munitions were available for the attack.
        (4) Estimated how long the aviation team could remain on station.
        (5) Stated night vision capabilities/type: image intensification, thermal, or both.
 	
    Note: When identifying a position by grid coordinates, during joint operations, include the map datum data. Combat lessons learned have shown that simple conversion to latitude/longitude is not sufficient. The location may be referenced on several different databases; for example, land-based versus sea-based data.
 	
    c. The attack AMC and the ground unit leader determined there is no risk to friendly forces occupying blocking positions and select the weapons/munitions to engage the target.
 	
    d. The attack AMC moves the aviation team from the HA/orbiting area to the BP and engaged the target.
 	
    e. The attack AMC and the ground unit leader maintained open communication and coordination to ensure desired effect.
 	
     f. The attack AMC finished the target and provided BDA to the BCT S3-Air who determined if another attack is required.		

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
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0015	Employ Attack Helicopter Operations	STP 1-15II-OFS-2

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0066.01-0111	Sustain the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: JOINT, INTERAGENCY, AND MULTINATIONAL (JIM) AVIATION COMMAND LIAISON

TASK: **COORDINATE LINES OF COMMUNICATION AND CONVOY SECURITY   (01-6-0440)**

(FM 3-04.111)	(FM 34-2)	(FM 3-90.2)
(FM 3-90.3)	(FM 5-0)	(FM 6-0)
(FM 3-0)	(FM 3-04.126)	(FM 3-04.113)
(FM 3-04.118)	(FM 3-20.95)	(FM 2-01.3)

ITERATION: 1   2   3   4   5   M   (Circle)

COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The aviation brigade received a warning order (WARNO) to secure lines of communication (LOC) and provide convoy security in support of the mounted brigade combat team (BCT). Aviation brigade assets are establishing a command and support relationship with the BCT. The BCT has established digital communications and connectivity via the Army Battle Command System (ABCS), when equipped, with the aviation brigade, subordinate units, adjacent units, and higher headquarters. The BCT is passing information in accordance with higher headquarters' and the BCT's standing operating procedures (SOP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The aviation brigade staff was integrated into the mounted BCT military decisionmaking process (MDMP). The aviation brigade staff planned and coordinated the LOC and convoy security mission with the BCT. Airspace utilization conflicts were resolved. The aviation brigade assets conducted an initial route reconnaissance and then established a screen. The aviation brigade elements over watched critical points, choke points, and bridges along their route. The BCT established defensive positions on both flanks of the route, supported by attack helicopter fires. The BCT established combat outposts (OPs) and used aggressive patrolling between the OPs, supported by attack helicopter fires. The BCT and the aviation brigade established a quick reaction force (QRF) to conduct counterattacks and destroy enemy ambush forces. The aviation brigade complied with the rules of engagement (ROE) and rules of interaction (ROI). Aviation forces were integrated into the mounted BCT scheme of maneuver and employed in accordance with the BCT commander's intent. The air mission commander (AMC) performed the correct actions during the route reconnaissance, screen, and QRF missions.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below may be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		
*1. The aviation brigade commander and staff directly coordinate with the mounted BCT commander and staff, to gain knowledge of their mission and the ground tactical plan.		
a. The commanders visualized how the battlefield will look at various stages and develop a scheme of maneuver.		
b. The staffs war-gamed enemy COAs at critical points and developed integrated aviation-ground COAs to maintain the initiative.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. The aviation brigade commander received and reviewed the BCT's air-ground integration SOP for route reconnaissance, screens, LOC and convoy security and made recommendations as appropriate.		
d. The aviation brigade commander recommended that fully qualified aviation liaison officers (LNOs) participate in the BCT MDMP and related staff planning.		
e. The aviation brigade commander requested a ground LNO join the aviation brigade staff.		
Note: The aviation brigade commander must implement an LNO certification program at home station to ensure that aviation LNOs are proficient in the full spectrum of air-ground integration. Fully qualified aviation LNOs should be captain career course graduates and have pilot-in-command (PC) experience. They should possess a strong knowledge of the aircraft and the units in the aviation brigade.		
*2. The aviation brigade commander and staff obtain the minimum planning requirements required to better integrate aviation into the BCT ground scheme of maneuver and ensure accurate and timely support.		
Note: If equipped, digital transmission of information, such as coordinates, is faster and more accurate; however, voice communication is still necessary for clarification.		
a. Plotted the BCT friendly forces' locations, enemy air defense artillery (ADA) locations, tentative engagement area (EA) coordinates, and the BCT area of operations (AO).		
b. Received the BCT and battalion level graphics via MCS, or aviation mission planning system (AMPS), or radio communications to update critical items including limit of advance (LOA), fire-control measures, and maneuver graphics.		
c. Received fire support coordination information including location of direct support (DS) artillery, organic mortars, call signs, and frequencies.		
d. Identified routes into and out of the AO including air passage points into sector or zone, and air routes to the holding area (HA) or landing zone (LZ).		
e. Received BCT command frequencies and call signs of the BCT ground units in contact, to facilitate air-ground coordination down to company level, and provide situational awareness (SA) to all elements.		
f. Coordinated the correct time for the global positioning system (GPS) and the single channel ground and airborne radio system (SINCGARS).		
*3. The aviation brigade operations officer (S3) briefs and dispatches aviation LNOs to the BCT S3.		
*4. The senior aviation LNO works with the BCT S3-Air to advise and assist the BCT commander and staff.		
a. Received the missions of aviation forces OPCON to the BCT and coordinated same with the aviation brigade commander and aviation brigade S3.		
b. Understood the BCT commander's intent, scheme of maneuver, and how the aviation assets are integrated into it.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Alerted the appropriate aviation units of their mission.		
d. Informed the aviation brigade commander and aviation brigade S3 of the status of aviation assets OPCON to the BCT.		
e. Advised the BCT commander and the BCT S3 on the proper employment and missions for Army aviation.		
f. Coordinated with the BCT S2 and extracted information pertinent to Army aviation planning.		
(1) Obtained mission area and LOC intelligence products.		
(2) Updated the common operational picture (COP).		
(3) Updated the intelligence preparation of the battlefield (IPB).		
(4) Updated the intelligence, surveillance, and reconnaissance (ISR) plan.		
(5) Obtained weather and terrain data.		
(6) Updated the Commander's Critical Information Requirements (CCIR).		
(7) Obtained location of bridges, choke points that may canalize troop movement, defiles, intersections, roadway fills.		
g. Advised the BCT S3 on requesting additional aviation assets, with supporting elements, as required.		
h. Assisted the BCT S3 in the development of the OPORD.		
i. Acted as liaison between air defense units and air traffic control units.		
5. The aviation LNO and the BCT S3-Air coordinate Army aviation employment with the air defense (AD) officer.		
a. Received, processed, and disseminated AD information to the aviation brigade staff and aviation units OPCON to the BCT		
(1) Provided early warning intelligence information.		
(2) Friendly ADA unit locations.		
(3) Identification, friend or foe (IFF)/selective identification feature (SIF) procedures for Army aircraft, to include location of IFF/SIF line.		
(4) Known enemy ADA locations.		
(5) Minimum risk routes.		
(6) Army Airspace Command and Control (A2C2) rules and procedures.		
(7) Coordinating flight altitudes.		
(8) All known positive and procedural controls.		
b. Established coordination with friendly high-to-medium-altitude air defense (HIMAD) units and advised the aviation brigade staff and aviation units OPCON to the BCT, of HIMAD locations and frequencies.		
c. Advised friendly ADA commander on types of aircraft and unmanned aerial vehicles (UAVs) in use.		
d. Coordinated aviation information with the fire support element (FSE).		
f. Coordinated Army aviation communications and logistical requirements.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
g. Coordinated the following information with the aviation brigade A2C2 element located at division—		
(1) BCT AO.		
(2) Air defense warnings.		
(3) Rules of Engagement (ROE) (weapons control status and hostile criteria).		
(4) Coordinating altitudes.		
(5) Weather.		
(6) Positive and procedural control measures.		
(7) Types of aircraft and UAVs in use.		
6. The aviation LNO and BCT S3-Air monitor aviation operations.		
a. Ensured aviation forces are properly employed and in compliance with the BCT commander's intent and overall scheme of maneuver.		
b. Ensured aviation-related reports to higher headquarters are accurate and submitted in a timely manner.		
c. Maintained a current status of aviation assets.		
d. Coordinated all current and future logistical requirements with the combat service support (CSS) staff.		
7. During operations, the aviation LNO and BCT S3-Air assist in the identification and resolution of airspace conflicts.		
a. Monitored current operations of airspace users.		
b. Monitored intelligence reports.		
c. Disseminated unscheduled high-volume use of airspace.		
d. Informed airspace users at each echelon of any loss of communication affecting any airspace user.		
e. Identified and correlated situations affecting airspace use for unscheduled events.		
f. Analyzed airspace use on the situation map (SITMAP) to determine and resolve conflicts.		
g. Recommended shifting or ending fires when affecting high priority aviation missions.		
h. Disseminated changes of control or restriction measures affecting airspace users.		
i. Analyzed future OPORDs/OPLANs for possible conflicts of flight control measures, friendly field artillery (FA)/ADA locations, and flight obstructions.		
(1) Determined impact on aviation and BCT operations.		
(2) Developed and recommended alternatives.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
8. The aviation brigade air reconnaissance elements conduct security missions and route reconnaissance in accordance with the BCT commander's intent and the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC).		

Note: Route security is defensive in nature and terrain oriented. It is designed to prevent the enemy from disrupting traffic and/or interdicting the route.

    a. The BCT S3-Air called for suppression of enemy air defense (SEAD) operations and informed all ground unit leaders that supporting aircraft are operating in the mission area.

    b. The air reconnaissance AMC conducted aerial surveillance of the route and the flanks of the route in support of BCT ground elements conducting irregular but continuous ground patrols on, and to the flanks of, the route.

    c. The air reconnaissance AMC conducted increased surveillance around bridges, potential choke points, defiles, intersections, and roadway fills, in support of BCT ground elements.

    d. The attack AMC conducted support by fire (SBF) missions in support of established ground security forces around bridges, potential choke points, defiles, intersections, and roadway fills.

    e. The attack AMC conducted SBF missions in support of ground defensive positions on the flanks of the route to prevent enemy observed direct fires on the route.

    f. As part of the QRF, the attack AMC conducted attack by fire (ABF) missions to destroy the enemy.

    g. The BCT cordoned off sections along the route to search for enemy positions.

        (1) Called for attack helicopter ABF missions.
        (2) Called for attack helicopter SBF missions.

Note: Locations may be expressed by grid coordinates, distance/direction from a known point, or common graphics.

    h. The air reconnaissance AMC conducted route reconnaissance.

        (1) Conducted air reconnaissance at irregular intervals to avoid developing a pattern.
        (2) Conducted aerial surveillance and combat escort for engineers checking the route, bridges, and choke points.

    i. The air reconnaissance AMC conducted cordon security.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
9. The aviation brigade conducts convoy security missions in accordance with the BCT commander's intent and the factors of METT-TC.		
Note: Convoy security is offensive in nature and force-oriented. It is designed to prevent the enemy from disrupting or destroying the convoy element.		
a. Air reconnaissance elements conducted route reconnaissance in advance of the convoy.		
b. The BCT accepted and transferred control of the convoy from/to the designated organization at the specified location.		
c. The air reconnaissance AMC conducted security missions while the BCT engineer elements cleared the route of obstacles.		
d. The aviation LNO, air reconnaissance AMC and BCT S3-Air planned for convoy escort.		
(1) Organized into ground cavalry, air reconnaissance, security, and escort elements.		
(2) Organized a QRF to include attack helicopter assets.		
(3) Coordinated with escorted elements.		
(4) Designated movement order, vehicle distances, and march rates of the escorted elements.		
(5) Designated movement order, vehicle distances, and march rates.		
(6) Planned actions at danger and congested areas.		
(7) Planned actions on contact to include escorted vehicles, security elements, escorted elements, and the QRF.		
e. The ground cavalry and air reconnaissance elements conducted convoy escort and defended security missions while the BCT engineer elements cleared the route of obstacles.		
(1) Reconnaissance element conducted route reconnaissance.		
(2) Security element and attack helicopters conducted limited advanced guard and rear guard missions, and flank screening missions.		
(3) Escort element dispersed throughout the march order.		
Note: Escort element may operate up to one kilometer to the flanks of the main body.		
(4) The QRF was positioned where it can best react to the enemy based on terrain and avenues of approach.		
Note: The QRF includes air and ground reconnaissance elements as well as attack helicopters, may be organized into several teams and positioned at several locations along the march order.		
f. The air reconnaissance elements reconnoitered in advance and to the flanks or the ground elements thus extending the eyes and ears of the commander.		
g. The air reconnaissance elements established a moving flank screen for the convoy's main body.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
h. The air reconnaissance AMC controlled indirect fire support and close air support as needed and maintained communications with these fire support elements.		
*10. S3 identifies and control hazards in accordance with 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
011-141-1047	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
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0015	Employ Attack Helicopter Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0066.01-0111	Sustain the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **PROCESS NON-COMBATANTS AT BRIGADE   (01-6-1014.01-0111)**
(FM 41-10)   (FM 100-14)   (FM 100-19)
(FM 100-20)   (FM 5-0)   (FM 3-04.111)
(FM 3-0)   (FM 71-100)   (FM 90-29)

             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) combat environment. The unit has received an OPORD/FRAGO and the commander's guidance to conduct dislocated civilian (DC) processing. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. An S5 and a civil operations team have been attached. Higher headquarters and the host nation are operating a DC camp in the area. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The DC processing plan was well defined and addressed all planning considerations. The DC population did not interfere with military operations. Screening and control of the population resulted in no outbreaks of disease. Human suffering was minimized.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S3 develops the DC processing plan.		
a. Obtained pertinent information and guidance from the S5.		
b. Assessed the overall needs of the DC population.		
c. Coordinated with support elements and agencies tasked to assist in screening, controlling, housing, and caring for the DC population.		
d. Assessed the impact of DC population control on other/future missions.		
e. Coordinated with other staff elements to ensure proper planning in terms of personnel, administrative, intelligence, logistical, legal, and civil affairs.		
f. Briefed the commander and staff on the DC processing plan.		
g. Issued an OPORD/FRAGO to subordinate units.		
2. Brigade conducts non-combatant processing.		
a. Established a civilian collection point (CCP).		
(1) Coordinated assistance from local authorities to identify and categorize the DC population.		
(2) Performed the initial screen of DCs.		
(3) Identified and processed enemy prisoners of war (EPW) and allied Soldiers.		
(4) Processed and segregated the DC population by gender, family structure, health, or other categories.		
(5) Obtained military police (MP) support to assist in crowd and traffic control.		
b. Established the DC assembly area.		
(1) Constructed or obtained shelter for DCs.		
(2) Provided food and water.		
(3) Provided medical care.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(4) Isolated sick and wounded DCs.		
(5) Constructed sanitary facilities.		
(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 al 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 in accordance with risk management procedures in appendix 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
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	Conduct Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0047.01-0111	Coordinate Security of the Brigade Temporary Enemy Prisoners of War (EPW) Collection Point
01-6-1414.01-0111	Provide Tactical Command, Control, Communications, Computers, And Intelligence (C^4I) Systems Planning

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **CONDUCT BRIGADE CIVIL-MILITARY OPERATIONS   (01-6-1342.01-0111)**
(FM 41-10)   (FM 100-19)   (FM 100-20)
(FM 5-0)   (FM 3-04.111)   (FM 3-0)
(FM 71-100)   (FM 90-29)

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 mission-oriented protective posture level 4 (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 nongovernmental agencies in the area of operations (AO).

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S3/S5 assists commander and rest of staff on matters relating to the civil-military operations (CMO)		
a. Provided analysis on the impact of psychological operations.		
b. Represented the commander at joint commissions, local government and nongovernmental meetings, and civilian gatherings.		
c. Provided guidance on command policy to subordinate units.		
d. Recommended civil affairs activities to assist in the accomplishment of 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 due to:		
(1) Value to the mission.		
(2) Effect on public health.		
(3) Danger of significant regional or global contamination.		
(4) Potential post-conflict cleanup costs.		
(5) Economic viability of the area.		
2. S3/S5/civil affairs team conducts mission analysis.		
a. Identified mission-essential tasks required for mission accomplishment.		
b. Prepared estimates of courses of action (COA) for the civil affairs mission-essential tasks identified.		
c. Prepared a CMO mission statement.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Briefed the commander on the CMO plan.		
3. S3/S5/civil affairs team prepares the area assessment.		
a. Determined mission requirements.		
(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 (NGO).		
c. Determined area resources available for the mission.		
(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.		
*4. S3/S5/civil affairs officer prepares the civil affairs annex to the OPORD/FRAGO.		
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 (CONPLAN) 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.		
*5. S3/S5 executes CMO portions of the OPORD.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
6. S3/S5/civil affairs team maintains an information field (CMO database).		
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 Agreement (SOFA), 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.		
*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, and unit and incident locations).		
*8. S3/S5 establishes a civil-military operations center (CMOC) or humanitarian assistance-coordinating center (HACC).		
a. Coordinated with civil affairs elements to establish a CMOC or 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 CMOC or 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.		
a. Secured list of agencies operating in 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.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*12.S3/S5 validates requests for foreign nation resource or support.		
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.		
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.		
a. Tasked tactical support team to assess the existing civil defense structure.		
b. Assessed the possible use of military assets to assist in the shortfalls of the civilian plan.		
c. Coordinated plans for U.S., foreign nation/host-nation, or NGO/PVO support.		
d. Coordinated for military assets in accomplishing civil defense.		
*15.S3/S5 assists in noncombatant evacuation operations.		
a. Coordinated with the commander, staff and the higher headquarters civil-military operations staff officer/assistant chief of staff, civil affairs (S5/G5) during pre-deployment, planning, and preparation.		
b. Conducted liaison with the embassy, NGO/PVO, and involved U.S. and local civilians.		
c. Coordinated with the SJA to inform the commander of any current Status of Forces Agreement effecting the noncombatant evacuation operations.		
d. Provided area or country orientation briefings to all personnel involved in the operation.		
e. Assessed the situation with the use of the tactical support team and coordinating staff to:		
(1) Identify requirements for linguists and interpreters.		
(2) Identify numbers, condition, and locations of evacuees.		
(3) Assess current intelligence data.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
f. Assisted in the development of the noncombatant evacuation operations plan.		
(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.		
*16. S3/S5 assists in civic action operation.		
a. Determined security requirements.		
b. Monitored force protection measures.		
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.		
d. Coordinated the military support of the operation as planned for and/or requested.		
e. Tasked the tactical support team to coordinate with NGO/PVO and civilian agencies for support.		
17. Coordinated with the higher headquarters S5/G5 for further civil affairs assets, such as functional specialty teams and resource needs.		
*18. S3 identifies and controls hazards in accordance with risk management procedures in 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
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-1014.01-0111	Process Non-Combatants at Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **CONDUCT AVIATION BRIGADE URBAN OPERATIONS   (01-6-1343.01-0111)**
(FM 1-130)   (FM 5-0)   (FM 3-04.111)
(FM 3-0)   (FM 90-10-1)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U				(Circle)

CONDITIONS: The brigade is conducting urban operations 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. Offensive, defensive, stability operations, and support operations (ODSS) may be required. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade supported the operation with adequate resources to accomplish the mission. All missions were conducted within the specified time frame. Collateral damage to facilities and non-combatants was minimized. There were no violations of the rules of engagement (ROE). Fratricide did not occur.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: ODSS operations in urban terrain generally follow the same planning and execution concepts as in other terrain. These are addressed in other Training and Evaluation Outlines. The requirement will exist for special planning and consideration of the characteristics unique to urban terrain.		
*1. XO coordinates the staff's mission analysis for the specified urban area.		
a. Obtained intelligence preparation of the battlefield and intelligence staff estimate from the S2.		
(1) Obtained summary of the threat situation.		
(2) Obtained probable threat courses of action within and outside of the urban area.		
(3) Obtained characteristics of the local population.		
(4) Obtained detailed terrain analysis.		
(a) Obtained subterranean defensive characteristics.		
(b) Obtained ground level defensive characteristics.		
(c) Obtained above ground defensive characteristics.		
(d) Obtained current intelligence and aerial photos.		
(e) Obtained civilian maps and diagrams.		
(f) Obtained list of airfields, helipads, open areas, and rooftops useable as landing zones.		
(g) Obtained map of subway systems, railways, and mass transit routes.		
(h) Obtained locations of underground water, sewer, and utility systems.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(i) Obtained locations of electrical power stations.		
(j) Obtained locations of fuel supply and storage facilities.		
(k) Obtained locations of communications facilities.		
(l) Obtained locations of buildings protected by the law of war.		
(m) Obtained locations of areas and facilities restricted by the current ROE.		
(n) Obtained locations of routes to and from the objective.		
(o) Obtained locations of likely threat anti-aircraft sites.		
*2. S3 conducts special planning and coordination.		
a. Coordinated control measures to ensure tempo, coordination, and synchronization of the air/ground operation (subterranean, ground level, and above ground 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.		
(1) Considered military necessity.		
(2) Considered proportionality.		
(3) Considered collateral damage.		
(4) Considered non-combatant 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.		
(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, and other equipment).		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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 Command Judge Advocate representative to ensure compliance with the law of war.		
p. Issued guidance for training the rules of engagement (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.		
3. Communications section adjusts the communications plan.		
a. Adjusted communications restrictions in urban terrain.		
b. Adjusted fire direction center and air defense nets.		
c. Adjusted supplementary signals.		
4. Units conduct aviation urban operations.		
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.		
(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/non-combatant 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.		
(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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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 non-combatants.		
*5. S3 identifies and controls hazards in accordance with risk management procedures in 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
011-420-0027	Implement Stability and Support Operations	MOS W 153D 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
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	STP 1-15II-OFS-2
011-510-0303	Conduct Operations Missions Briefing/Debriefing	STP 1-15II-OFS-2
011-510-0304	Conduct Battalion/Brigade Rehearsal	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0307	Perform IEW Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0310	Perform Duties of Aviation Liaison Officer	STP 1-15II-OFS-2
011-510-0704	Plan Intelligence Reconnaissance/Surveillance Missions	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-1414.01-0111	Provide Tactical Command, Control, Communications, Computers, and Intelligence (C^4I) Systems Planning

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **LIMIT LOCAL POPULATION INTERFERENCE WITH U.S. MILITARY OPERATIONS (01-6-1344.01-0111)**
                 (FM 41-10)   (FM 100-14)   (FM 100-19)
                 (FM 100-20)   (FM 1-100)   (FM 3-04.111)
                 (FM 3-0)

ITERATION:	1 2 3 4 5 M (Circle)
COMMANDER/LEADER ASSESSMENT:	T P U (Circle)

CONDITIONS: The brigade is conducting stability operations in a simulated (live, virtual. or constructive) combat environment. The unit has received an OPORD/FRAGO and the commander's guidance to prepare for operations.   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 attached. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The local civilian population caused minimal interference with friendly forces. A correct assessment was made concerning relationship of local population to military operations. All potential problem areas were identified and addressed.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S3/S5 develops an area survey concerning the important characteristics of the displaced civilians (DC) within the brigade area of operations (AO).		
a. Reviewed current intelligence information.		
b. Estimated the number of DCs, their points of origin, and anticipated direction of movement.		
c. Determined the number of personnel in each collection camp, assembly area, and DC camp within the AO.		
d. Determined the health status of DCs.		
e. Determined the transportation means of DCs.		
f. Determined the DC direction of travel.		
g. Identified who was in charge of the DC camps.		
h. Estimated the increase or decrease of DCs within the next 48 hours.		
*2. S3/S5 establishes a plan to eliminate civilian interference.		
a. Coordinated with the S1 for:		
(1) Allocation of military police assets to support local officials.		
(2) Availability of medical supplies, resources, and personnel that could augment the civilian community.		
(3) Policies on relations between the civilian community and military personnel.		
b. Coordinated with the S2 for:		
(1) Intelligence collection operations.		
(2) Assistance in determining the capabilities of host nation government agencies.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

(3)   Procedures for screening civilian traffic to uncover agents and saboteurs.
 	
  c. Coordinated with the S3 for:
 	
    (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:
 	
    (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:
 	
  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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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 in accordance with risk management procedures in 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
011-420-0027	Implement Stability and Support Operations	MOS W 153D 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish The Administrative And Logistics Operations Center (ALOC) in Coordination with the S1
01-6-1414.01-0111	Provide Tactical Command, Control, Communications, Computers, and Intelligence (C^4I) Systems Planning

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **PROVIDE ENVIRONMENTAL ASSISTANCE (01-6-1345.01-0111)**
            (FM 41-10)   (FM 100-14)   (FM 100-19)
            (FM 100-20)   (FM 1-100)   (FM 3-04.111)
            (FM 1-120)   (FM 3-0)   (FM 71-100)

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 to provide personnel and support to an environmental assistance operation. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. Local security, base camp and area security operations are ongoing. An S5 has been designated and a civil operations team attached. The higher commander's intent is to conduct environmental assistance operations. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The effects of an environmental emergency or disaster were contained. Manpower, engineering assets, communications, and logistics support were allocated within the specified time frame.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. S3/S5 ensures collection, collation, and distribution of information pertaining to the condition of refugees/displaced persons based on the commander's critical information requirements (CCIR).		
a. Determined urgent and emergency needs.		
b. Determined other humanitarian assistance requirements to include:		
(1) Reduction of immediate threats to life.		
(2) Mitigation of suffering, hunger, disease, or privation.		
(3) Improvements to the quality of life.		
(4) Local government capability.		
*2. S3/S5 processes information gained through civil affairs and civil-military operations activities.		
a. Provided updated information to the S2 to include:		
(1) Number and makeup of local population.		
(2) Refugee status (movement into and out of area).		
(3) Status of essential health and public services.		
(4) Status of food supplies.		
(5) Status of law and order.		
(6) Agricultural situation.		
b. Provided information to the S4 concerning logistical requirements.		
c. Established liaison with local civil, police, and military authorities to facilitate the positive and mutual understanding about the environmental assistance effort (if in host nation).		
d. Briefed the commander and staff, as required.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*3. Commander and staff prepare an OPORD.		
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:		
(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.		
*4. S1 develops the personnel estimate.		
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.		
*5. S4 develops the logistics estimate.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*6. S3 coordinates the operation.		
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.		
g. Conducted briefings, as required.		
h. Prepared, consolidated, and submitted reports to higher headquarters.		
*7. Executive officer (XO) supervises staff adjustments to the combat support (CS) and combat service support (CSS) plans.		
a. War-gamed 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.		
8. Brigade task force and other elements conduct the operation.		
Note: List is not all-inclusive and is primarily dictated by mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC).		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*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.		
*10. S3 identifies and controls hazards in accordance with risk management procedures in 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
011-420-0027	Implement Stability and Support Operations	MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
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: **PROVIDE HUMANITARIAN SUPPORT   (01-6-1346.01-0111)**
                 (FM 41-10)   (FM 100-14)   (FM 100-19)
                 (FM 100-20)   (FM 1-100)   (FM 3-04.111)
                 (FM 1-120)   (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.   The unit has received an OPORD/FRAGO and the commander's guidance to assist in providing humanitarian relief. The main CP is operational and the staff sections are functioning. An S5 and civil operations team have been attached to assist. Reports are being received through normal channels.   Area security, force protection, and base camp operations are ongoing. The higher commander's intent is to conduct humanitarian relief operations until ordered to hand off to another organization. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: All assigned humanitarian assistance tasks were completed within the specified time frame. Adequate security and protection resulted in no incidences. There were no violations of the rules of engagement (ROE). Fratricide did not occur.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S2 updates information.		
a. Coordinated with the S5 and updated information concerning the disputing parties (if any) and the demographic makeup of the civilian population.		
b. Obtained information about the area of operations as it pertained to civil, military, non-governmental organizations (NGO), private voluntary organizations (PVO), international organizations and other agencies operating in the brigade's area of operation.		
c. Adjusted the Commander's Critical Information Requirements (CCIR) concerning humanitarian assistance requirements to include:		
(1) Identification of immediate threats to life.		
(2) Relief of suffering, hunger, disease, or privation.		
(3) Improvements to the quality of life.		
*2. S3/S5 analyzes the information gained through civil affairs and civilian-military operations (CMO) activities.		
a. Developed the humanitarian assistance information requirements for inclusion into the ISR plan. Typically includes:		
(1) The number and characteristics of the local population.		
(2) Refugee movement data (numbers, location, movement patterns, and other data).		
(3) Status of essential health and public services.		
(4) Status of food supplies.		
(5) Status of local law enforcement capability.		
(6) Status of local agricultural capability.		
b. Provided information, in coordination with the S4, concerning the civil/military logistical situation.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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.		
*3. S4 coordinates logistical support for humanitarian assistance operations.		
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.		
*4. Commander and staff conduct the military decisionmaking process (MDMP).		
a. Analyzed the nature of the conflict or natural disaster and the environment (permissive, semi-permissive, or hostile).		
b. Conducted liaison with the following:		
(1) Higher headquarters.		
(2) Civil affairs/CMO elements.		
(3) Local civil, military, NGOs, PVOs, and international organizations.		
c. Determined requirements for the following:		
(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:		
(1) Civil/military personnel.		
(2) Relief/aid supplies.		
(3) Facilities/installations.		
(4) Key terrain.		
h. Determined ROE guidance.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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 utilization of local existing facilities.		
t. Developed the OPORD.		
5. Brigade provides humanitarian support.		
a. Established the coordinating center under the direction of the S5 (HACC, if directed).		

(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 in accordance with risk management procedures in appendix 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
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish The Administrative And Logistics Operations Center (ALOC) in Coordination with the S1
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

ELEMENT: S3 SECTION

TASK: **CONDUCT AREA SECURITY OPERATIONS   (01-6-1347.01-0111)**
                 (FM 1-100)   (FM 3-04.126)   (FM 100-20)
                 (FM 3-04.111)   (FM 1-120)   (FM 3-0)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:		T	P	U			(Circle)

CONDITIONS: The brigade is conducting stability operations in a simulated (live, virtual, or constructive) combat environment. The unit has received an OPORD/FRAGO and the commander's guidance to perform an area security operation. 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 attached. Protection priorities have been assigned within the order. The aviation brigade commander has been designated as the task force commander.   The higher headquarters commander's intent is to secure the area of operations (AO) and enter into peacekeeping activities.   Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: There were no losses of personnel or damage to equipment or facilities. The brigade maintained security on a 24-hour basis. Humanitarian assistance and relief operations were not disrupted. Routes were kept clear and freedom of movement was ensured at all times. There were no unauthorized entries into zones of separation or other restricted areas. There were no violations of the rules of engagement (ROE). Fratricide did not occur.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
***1.** S3/S5 analyzes intelligence received through CMO activities and civil affairs.		
a. Established liaison with local civil, police, and military authorities, when directed, to facilitate the positive and mutual understanding about the operation.		
b. Determined needs of local authorities for assistance in the maintenance of law and order.		
c. Adjusted the civil affairs/CMO plan.		
d. Requested psychological operations support, if required.		
e. Developed recommendations for actions at potential disturbance sites.		
f. Briefed the commander and staff on the status of the local civil/military populace.		
2. Brigade conducts a zone reconnaissance to answer the CCIR.		
***3.** Commander and staff develop the OPORD with emphasis on factors, which are unique to stability and support operations.		
a. Established the location of subordinate unit base camps/installations.		
b. Established brigade base camp/installation.		
c. Considered use of existing installations or facilities.		
d. Planned for use of static and mobile security assets.		
e. Established performance criteria for continuous patrolling and reconnaissance.		
f. Established route clearance and control.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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.		
*4. Executive officer (XO) directs the development of the area security plan		
*5. Executive officer (XO) and staff implement the CSS plan.		
a. Coordinated the movement and positioning of CSS assets.		
b. Ensured adequate CSS support to the security effort.		
6. Brigade conducts security operations.		
a. Assigned sub-unit 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.		
*7. S3 identifies and controls hazards in accordance with risk management procedures in 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
011-141-0004	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
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
011-420-0705	Identify Status of Regional Threats	MOS W 153D 3
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
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

ELEMENT: S3 SECTION

TASK: **ESTABLISH BASE OPERATIONS   (01-6-1348.01-0111)**
(FM 1-100)   (FM 100-14)   (FM 100-19)
(FM 100-20)   (FM 3-04.111)   (FM 1-120) (FM 3-0) (FM 71-100)

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 brigade has received an OPORD/FRAGO and the commander's guidance to establish a base of operations within its assigned area of operations (AO). 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.   Area security operations are ongoing.   Environmental, construction, and restoration constraints have been determined within higher headquarters orders.   Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Base installations facilities were constructed or restored within environmental and fiscal constraints.   Security was maintained on a 24-hour basis.   Minimal disruption occurred to peace operations, humanitarian assistance, and other relief operations.   There were no violations of the rules of engagement.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S3 determines site suitability.		
a. Directed the reconnaissance of proposed sites.		
b. Prioritized sites based on suitability, civil/military impact, and other staff input.		
c. Developed site recommendations, in coordination with the S2 and S5.		
d. Deconflicted proposed terrain and site assignments.		
e. Briefed the commander and staff.		
*2. S3/S5 analyzes intelligence received through civil affairs and civil-military operations (CMO) activities.		
a. Established liaison with local civil, police, and military authorities to determine availability of installations, facilities, terrain sites, and civilian labor force.		
b. Developed recommendations for use of civil/military installation/facilities or other sites and the civilian labor force.		
*3. Commander and staff develop stability operations assessment.		
a. Assigned sub-unit sectors.		
b. Assigned contiguous or noncontiguous AOs.		
c. Stated composition, location, and size of base camps/installations.		
d. Determined distances from urban areas.		
e. Listed priorities for protection of civil/military, personnel, facilities, installations, and key terrain.		
f. Ensured visibility of forces to establish force presence.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
g. Included use of static and mobile security assets.		
h. Established security measures.		
i. Stated availability of host-nation support.		
j. Included civil affairs/CMO activities.		
*4. Executive officer (XO) 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.		
*5. S1 plans administrative support for non-U.S. civilian augmentees.		
*6. 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 brigade.		
*7. S3 section publishes the OPORD.		
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 LOC.		
9. Brigade complies with peace agreement guidelines, higher headquarters directives, and environmental constraints.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*10.S3 identifies and controls hazards in accordance with risk management procedures in 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
011-141-0004	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 (A2C2)	MOS W 152H 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
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
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

ELEMENT: S3 SECTION

TASK: **CONTROL A CIVIL DISTURBANCE (01-6-1349.01-0111)**
(FM 1-100)   (FM 100-20)   (FM 3-04.111)
(FM 1-120)   (FM 3-0)   (FM 41-10)
(FM 71-100)

      ITERATION: 1 2 3 4 5 M (Circle)

   COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The brigade is conducting stability operations in a simulated (live, virtual, or constructive) combat environment. The unit has received an OPORD/FRAGO to control a civil disturbance and the commander's guidance. 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 attached. Local civil authority is insufficient to contain or restrain an emerging civil demonstration or disturbance. The potential for destruction of critical property and the loss of supplies or assets is imminent. Soldiers are armed as allowed by law, rules of engagement (ROE), and higher headquarters. Time is critical and the brigade must transition into the operation with minimum preparation. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Brigade forces began movement within the specified time frame. There were no losses or damage to critical facilities. All special threats were neutralized immediately. No deliberate provocation of civilians occurred during deployment of units and Soldiers. Units applied the incremental minimum use of force, including non-lethal means. Changes in the situation and results of the operation were reported to higher headquarters. Fratricide did not occur.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S3/S5 coordinates with the S2 to access the current situation.		
a. Obtained updates from higher headquarters on the scope of the disturbance.		
(1) Determined intensity level of the crowd.		
(2) Analyzed recent trends in local public opinion.		
(3) Analyzed crowd mood, composition, activity, and perceived intent.		
b. Requested flyover and surveillance of the disturbance site(s), if needed.		
c. Developed a reconnaissance and surveillance plan that focused on providing security during unit movement to the civil disturbance sites and at the disturbance site.		
*2. S3/S5 conducts special staff planning.		
a. Updated the commander and staff concerning the local populace and the potential impact of using lethal force.		
b. Requested psychological operations support, if necessary.		
c. Established liaison with local civil, police, and military authorities, when directed, to engender a positive and mutual understanding of the operation.		
d. Prepared crowd control proclamations in local language, if possible.		
e. Provided input to the S6 concerning the availability of civilian communications facilities and interpreters.		
f. Requested legal advice from the Command Judge Advocate, as required.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
g. Developed recommendations for actions at the disturbance site(s).		
*3. Commander and staff produce an OPORD/FRAGO. Considerations included:		
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).		
4. Brigade rehearses the plan with all subordinate commanders and CS/CSS leaders. At a minimum, the following contingencies are addressed:		
a. Actions at the disturbance sites.		
b. ROE.		
c. Weapons control and arming.		
d. Force protection.		
e. Incremental use of force.		
5. Brigade elements move to the disturbance site(s).		
a. Moved rapidly, on visible routes, maintaining all-round security.		
b. Upon arrival at the site, elements:		
(1) Occupied assigned objectives in accordance with 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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(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:		
(1) Conducted hand-off to civil authorities or follow-on forces.		
(2) Conducted consolidation and reorganization.		
(3) Prepared after-action reports.		
*6. S3 identifies and controls hazards in accordance with risk management procedures in 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
011-420-0020	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 153D 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0304	Conduct Battalion/Brigade Rehearsal	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish The Administrative And Logistics Operations Center (ALOC) in Coordination with the S1
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

ELEMENT: S3 SECTION

TASK: **CONDUCT A SHOW OF FORCE   (01-6-1350.01-0111)**
                 (FM 1-100)   (FM 100-19)   (FM 100-20)
                 (FM 3-04.111)   (FM 1-120)   (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 to provide a mobile combined arms task force on short notice to demonstrate a show of force. 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. The aviation brigade commander has been designated as the task force commander and has been task organized accordingly. The higher headquarters commander's intent is to stabilize tense situations between belligerent factions. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade task force conducted the operation within the time specified. Execution of the show of force resulted in no belligerent force actions. There were no violations of the rules of engagement. Fratricide did not occur.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Commander and staff develop an OPORD/FRAGO.		
a. Synchronized air and ground assets capable of rapid deployment.		
b. Incorporated non-lethal munitions and psychological operations.		
*2. S3/S5 analyzes intelligence received through civil-military operations and civil affairs.		
a. Established liaison with local civil and military authorities, and other local organizations.		
b. Developed recommendations for actions at the demonstration sites.		
c. Briefed the commander and staff on the local populace and the potential impact of the show of force operation.		
d. Requested advice from the detailed Judge Advocate, as required.		
3. Brigade rehearses the show of force operation to include:		
a. Movement (air and ground) to the demonstration sites.		
b. Actions at the demonstration sites.		
c. Actions to counter resistance.		
d. Review of the ROE.		
e. Review of the fire support and air defense artillery plan.		
4. Brigade conducts the show of force operation.		
a. Orchestrated the movement of air and ground forces.		
b. Occupied and secured the demonstration sites.		
c. Reacted with minimal force necessary to any resistance to the operation.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Submitted situation reports (SITREP) as necessary.		
5. Brigade conducts consolidation and reorganizes for resumption of area security mission.		
***6.** S3 identifies and controls hazards in accordance with risk management procedures in 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
011-420-0006	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 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0304	Conduct Battalion/Brigade Rehearsal	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
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: PUBLIC AFFAIRS OFFICE

TASK: **DEVELOP A MEDIA PLAN   (01-6-1351.01-0111)**
(FM 1-100)   (FM 3-04.111)   (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 operations 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 command post (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 mission-oriented protective posture level 4 (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
*1. Commander issues initial guidance and directs the staff to assess the nature and impact of the media event.		
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.		
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.		
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 prior to the event.		
d. Ensured that all key people were briefed prior to the event.		
(1) Checked attendance lists.		
(2) Developed a troubleshooting contact list.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Obtained advance clearances for media personnel.		
(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.		
(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 follow-up actions.		
a. Debriefed key personnel.		
b. Monitored print media, radio, and television coverage.		
c. Prepared an after-action report.		
*6. S3 identifies and controls hazards in accordance with risk management procedures in appendix 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
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3
011-510-0020	Employ Army Aviation in Military Operations in Urban Terrain (MOUT)	STP 1-15II-OFS-2
011-510-0304	Conduct Battalion/Brigade Rehearsal	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number   **Task Title**

01-6-0003.01-0111   Produce Brigade Intelligence Products

01-6-0008.01-0111   Establish the Administrative and Logistics Operations
                     Center (ALOC) in Coordination with the S1

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 100-19)   (FM 100-20)
          (FM 3-04.111)   (FM 3-0)   (FM 71-100)

                    ITERATION: 1   2   3   4   5   (Circle)

                    COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The brigade is 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 mission-oriented protective posture level 4 (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
*1. Commander and staff produce an OPORD/FRAGO.		
*2. Commander selects a mediator.		
*3. Commander, staff, and selected mediator analyze the situation.		
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.		
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.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Concluded the meeting with a summary of the dialogue.		
(1) Summarized the meeting in writing and obtained signatures from all parties.		
(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 in accordance with risk management procedures in appendix 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
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2
011-510-1500	Prepare Military Correspondence	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish The Administrative And Logistics Operations Center (ALOC) in Coordination with the S1
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

ELEMENT: S3 SECTION

TASK: **ENFORCE PEACE AGREEMENTS   (01-6-1358.01-0111)**
                   (FM 1-100)   (FM 100-19)   (FM 100-20)
                   (FM 3-04.111)   ((FM 1-120)   (FM 3-0)
                   (FM 41-10)   (FM 71-100)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U				(Circle)

CONDITIONS: The brigade is conducting stability operations in a simulated (live, virtual, or constructive) hostile environment. It is the main force in a peacekeeping area of operations. The unit 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. An S5 has been designated and a civil-operations team attached. Treaties and agreements are in place. A conflict that erupted earlier between two parties within the local population has been subdued by a show of force. The brigade commander is the ranking peacekeeping military officer in the area. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade quickly separated belligerents and kept them apart. The brigade observers remained impartial to all belligerents. The brigade adhered to treaties, agreements, and directives from higher headquarters. There were no violations of the rules of engagement. Fratricide did not occur.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Brigade defuses the incident.		
a. Isolated the situation.		
b. Dominated the situation in compliance with the peace treaty.		
c. Implemented multi-dimensional, multi-echeloned actions by focusing on the larger tactical and political situation.		
2. Staff submits reports to higher headquarters.		
a. Confirmed that the parties were separated.		
b. Confirmed that negotiations were initiated.		
3. Brigade establishes a zone of separation.		
a. Coordinated with local civil authorities to establish a clear understanding of the zone of separation, restrictions and limitations.		
b. Marked the zone of separation and defined the restricted areas for both or all of the belligerent parties.		
c. Limited free access to the peacekeeping force.		
4. Brigade establishes show of force positions in high visibility areas.		
5. Brigade elements patrol the site of hostility to monitor the peace.		
a. Used an appropriate mix of dismounted, vehicle, and air assets for patrolling.		
b. Determined the necessity and viability of night patrols.		
c. Analyzed the criteria for armed versus unarmed patrol personnel.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Closely monitored potential "hot spots."		
6. Brigade elements establish observation posts (OP).		
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 in accordance with risk management procedures in 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
011-420-0020	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 153D 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish The Administrative And Logistics Operations Center (ALOC) in Coordination with the S1
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

ELEMENT: S3 SECTION

TASK: **EMPLOY A QUICK REACTION FORCE   (01-6-1359.01-0111)**
(FM 1-100)   (FM 100-19)   (FM 100-20)
(FM 3-04.111)   (FM 1-120)   (FM 3-0)
(FM 71-100)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U				(Circle)

CONDITIONS: The brigade is conducting stability operations in a simulated (live, virtual, or constructive) combat environment. While conducting area security operations, the unit received an OPORD/FRAGO and the commander's guidance to establish and deploy a quick reaction force (QRF).   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. The higher headquarters commander's intent is to stabilize tense situations or react to conflict.   Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The staff issued the OPORD/FRAGO in a timely manner.   The QRF deployed within the specified time frame maintained security at all times.   There were no violations of the rules of engagement (ROE).   Fratricide did not occur.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: Rapid movement is critical; therefore, staff planning is abbreviated.		
*1. S2 develops the intelligence preparation of the battlefield (IPB).		
*2. XO and staff analyze the impact of the operation on combat support/combat service support plans.		
*3. S3/S5 updates the commander and the staff on civil affairs and civil-military operations activities.		
*4. Commander and staff conduct the MDMP and produce an OPORD/FRAGO.		
5. QRF begins movement.		
a. Crossed the start point at the specified time.		
b. Moved rapidly, on specified air and ground routes.		
c. Maintained all-around security.		
d. Reacted to situations en route and at the incident or hostile site, as directed.		
e. Submitted situation reports (SITREP), as required.		
*6. Commander identifies and controls hazards in accordance with risk management procedures in 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
011-141-0004	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
011-420-0027	Implement Stability and Support Operations	MOS W 152H 3
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0007	Employ Aviation in Offensive Operations	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0700	Defeat Terrorism	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
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

ELEMENT: S3 SECTION

TASK: **CONDUCT THE BRIGADE AIR MOVEMENT   (01-6-2032.01-0111)**
(FM 3-04.111)   (FM 5-0)   (FM 55-12)
(FM 55-9)   (TM 38-250)   (FM 3-0)

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 is conducting the MDMP. The main CP is operational and the staff sections are functioning.   Reports are being received through normal channels.   The tactical situation requires the brigade to conduct a tactical air movement.   Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The tactical air movement was completed within the specified time constraints. The unit arrived at the destination without loss of personnel or equipment and was undetected by the enemy. The current operational mission was conducted without delay or confusion due to a properly conducted tactical air movement.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. The brigade conducts a tactical air movement.		
a. Departed at the specified time.		
b. Observed appropriate control measures.		
c. Used appropriate movement techniques.		
d. Used appropriate terrain flight techniques.		
e. Conducted an aerial passage of lines, if required.		
f. Reconnoitered possible enemy avenues of approach.		
g. Maintained over watch positions as necessary/directed.		
h. Provided suppressive fires.		
i. Rotated elements through the forward arming and refueling point.		
j. Observed radio communications restrictions, as appropriate.		
2. Unit assists supported elements in passage of lines, as required.		
a. Forward:		
(1) Conducted reconnaissance of passage points.		
(2) Conducted reconnaissance of routes to, through, and beyond the passage area.		
b. Rearward:		
(1) Screened between the enemy and the passing force.		
(2) Provided early warning and limited protection.		
(3) Served as the controlling element for passage, if required.		
*3. Commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-141-0112	Direct Relocation of a Tactical Operations Center	STP 1-93P24-SM-TG
011-143-0008	Conduct Landing Zone/Pick Up Zone (LZ/PZ) Operations	STP 1-93C1-SM
011-420-0705	Identify Status of Regional Threats	MOS W 152H 3
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0012	Employ Air Movement Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0303	Conduct Operations Missions Briefing/Debriefing	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0029.01-0111	Maintain the Brigade Current Situation
01-6-0030.01-0111	Conduct Brigade 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 3-04.126)   (FM 3-90)   (FM 3-04.111)
(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 mission-oriented protective posture level 4 (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 brigade elements avoided decisive engagement. The enemy force was destroyed, repelled, and/or suppressed by brigade forces.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Commander and staff coordinate with the protected force commander.		
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 or target areas of interest.		
g. Coordinated time and/or event criteria for battle handover.		
*2. Commander and staff plan the screen mission.		
a. Integrated the fundamentals of security.		
(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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
f. Planned air and ground integration.		
g. Coordinated fire support.		
h. Planned positioning of command and control, CS, and combat service support.		
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.		
*3. S3 coordinates forward and rearward passage of lines between friendly units.		
4. Unit moves to the initial screen line.		
a. Used proper terrain flight and movement techniques.		
b. Maintained communication discipline.		
c. Coordinated movement with friendly elements.		
(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 over watch of all routes and built up areas before reconnoitering.		
5. Unit establishes screen lines.		
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 enemy avenues of approach.		
d. Maintained continuous surveillance.		
e. Updated the protected force on any enemy contact.		
f. Moved the screen line to keep pace with the movement of the main body.		
6. Unit provides early warning to the main body.		
a. Detected enemy elements.		
b. Submitted a spot report.		
c. Developed the situation, as directed.		
d. Employed indirect fire.		
e. Engaged enemy elements with direct fire, as directed.		
f. Avoided decisive engagement.		
7. Unit repositions to subsequent screen lines, as directed.		
a. Displaced to subsequent screen lines based on battlefield events.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Maintained enemy contact while repositioning.		
c. Deployed on subsequent screen lines, and continued to screen.		
8. Unit conducts battle handover/relief in place and rearward air passage of lines with main body.		
*9. S3 identifies and controls hazards in accordance with risk management procedures in 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
011-141-0004	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 (A2C2)	MOS W 152H 3
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 153D 3
011-420-0310	Perform Duties of Aviation Liaison Officer	MOS W 152H 3
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0017	Plan Cavalry Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0025	Defeat Enemy Threat Using Aircraft Survivability Equipment (ASE)	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
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 Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0029.01-0111	Maintain the Brigade Current Situation
01-6-0030.01-0111	Conduct Brigade 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 3-04.111)   (FM 3-04.126)   (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 and staff are 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. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The guard force provided early warning through the continuous communication of real-time combat information. The enemy force was destroyed or repelled before they could observe or engage the protected force.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If operating as the guard force headquarters, the aviation brigade task force will be reinforced with ground maneuver, engineer, or other assets.		
*1. Commander and staff coordinate with the protected force commander.		
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.		
a. Integrated the fundamentals of security.		
(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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Planned initial and subsequent reconnaissance operations.		
(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.		
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 combat service support 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.		
3. Unit commander coordinates forward and rearward passage of lines.		
4. Unit conducts initial reconnaissance.		
a. Used proper terrain flight and movement techniques.		
b. Maintained communication discipline.		
c. Coordinated movement with friendly units.		
(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 over watch 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.		
i. Developed the situation, as directed.		
j. Submitted situation reports (SITREPs).		
5. Unit conducts subsequent reconnaissance, as directed.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
6. Unit conducts screen operations.		
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.		
(1) Maintained contact with the enemy during displacement.		
(2) Deployed to subsequent positions and continued to screen.		
f. Detected all enemy elements and developed the situation, as directed.		
g. Submitted SITREPs.		
h. Avoided decisive engagements.		
7. Unit defends or delays with the guard force.		
a. Detected enemy reconnaissance or security elements.		
b. Employed indirect fire.		
c. Maneuvered to determine the flanks or gaps in enemy positions		
d. Engaged with direct fire or guided guard force elements to positions to engage enemy elements.		
e. Delayed or forced the premature deployment of enemy elements.		
8. 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.		
9. Unit conducts battle handover/relief on station and rearward air passage of lines with the main body.		
*10. S3 identifies and controls hazards in accordance with risk management procedures in 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
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 153D 3
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0017	Plan Cavalry Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0310	Perform Duties of Aviation Liaison Officer	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0029.01-0111	Maintain the Brigade Current Situation
01-6-0030.01-0111	Conduct Brigade 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 3-04.111)   (FM 3-04.126)   (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 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 mission-oriented protective posture level 4 (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
*1. Commander and staff coordinate with the protected force commander.		
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 conduct the MDMP.		
*3. Commander and staff plan the guard mission.		
a. Integrated the fundamentals of security.		
(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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Planned initial and subsequent reconnaissance operations.		
(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.		
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 combat service support (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.		
*4. S3 coordinates the forward and rearward passage of lines.		
5. Unit conducts initial reconnaissance.		
a. Used proper terrain flight and movement techniques.		
b. Maintained communication discipline.		
c. Coordinated movement with friendly units.		
(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 over watch 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.		
i. Detected and reported any OPFOR elements.		
j. Submitted situation reports (SITREPs).		
6. Unit conducts subsequent reconnaissance, as directed.		
7. Unit conducts screen operations.		
a. Screened forward, screened the flanks and rear of the main body.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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.		
(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.		
8. Unit defends or delays with the guard force and maintains screen line.		
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.		
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 in accordance with risk management procedures in 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
011-141-0004	Control Battle Staff Functions Within a Tactical Operations Center	STP 1-93P24-SM-TG
011-420-0018	Implement Army Airspace Command and Control (A2C2)	MOS W 153D 3
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 152H 3

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0017	Plan Cavalry Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0025	Defeat Enemy Threat Using Aircraft Survivability Equipment (ASE)	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0310	Perform Duties of Aviation Liaison Officer	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0029.01-0111	Maintain the Brigade Current Situation
01-6-0030.01-0111	Conduct Brigade 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 BATTLE HANDOVER/RELIEF IN PLACE   (01-6-2044.01-0111)**
             (FM 3-04.111)   (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 and the unit has been ordered to conduct a battle handover/relief in place. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The unit conducted the battle handover/relief in place at the designated location within the specified time frame. 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
*1. S3 coordinates the battle handover/relief in place with unit commander.		
a. Received updated tactical information from the on-station scouts.		
(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.		
2. Unit maneuvers into battle positions.		
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.		
*3. S3 performs, or delegates performance, of the steps in the risk management process for each step in troop leading procedures (see 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
011-143-7000	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	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0303	Conduct Operations Missions Briefing/Debriefing	STP 1-15II-OFS-2
011-510-0304	Conduct Battalion/Brigade Rehearsal	STP 1-15II-OFS-2
011-510-0305	Conduct Battalion/Brigade After-Action Review	STP 1-15II-OFS-2
011-510-1103	Conduct Aviation Operations in a CBRN Environment	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0029.01-0111	Maintain the Brigade Current Situation
01-6-0030.01-0111	Conduct Brigade 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 3-04.111)   (FM 3-04.126)
                 (FM 3-04.113)

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 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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The unit conducted the air assault within the time constraints specified in the OPORD/FRAGO. Careful planning and the use of proper tactics, techniques, and procedures enhanced mission accomplishment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Commander gains situational understanding of ground tactical plan and selects COA during MDMP.		
*2. Air mission commander (AMC) conducts required coordination.		
a. Reviewed the liaison officer's coordination.		
(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 (LZ)/pickup zone (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.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
5. Unit conducts staging operations.		
a. Moved along designated routes to the staging area.		
b. Arrived at staging area at time designated in the air movement table.		
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.		
6. Aircrews conduct loading operations.		
a. Supervised loading of their assigned aircraft as specified in the movement table.		
b. Exercised bump plan as directed by the PZ control officer.		
7. Unit conducts air movement operations.		
a. Departed PZs at times indicated in the air movement table.		
b. Moved along pre-planned 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.		
8. Unit conducts landing operations.		
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.		
*9. S3 performs, or delegates performance, of the steps in the risk management process for each step in troop leading procedures (see 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
011-143-0008	Conduct Landing Zone/Pick Up Zone (LZ/PZ) Operations	STP 1-93C1-SM
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3

SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
011-420-0013	Employ Assault Helicopter Units	MOS W 154C 3
011-420-0018	Implement Army Airspace Command and Control (A2C2)	MOS W 154C 3
011-420-0029	Employ Medium Helicopter Units	MOS W 154C 3
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0007	Employ Aviation in Offensive Operations	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0013	Employ Air Assault Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0303	Conduct Operations Missions Briefing/Debriefing	STP 1-15II-OFS-2
011-510-0310	Perform Duties of Aviation Liaison Officer	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0029.01-0111	Maintain the Brigade Current Situation
01-6-0030.01-0111	Conduct Brigade 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 3-04.126)   (FM 3-90)   (FM 3-04.111)
(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 is conducting the MDMP. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. The enemy situation is unclear, but contact is likely. Some iterations of this task should be performed in mission-oriented protective posture level 4 (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
*1. Commander selects COA and issues order to conduct an area reconnaissance.		
*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 (LD)/line of contact (LC).		
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.		
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.		
(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 over watch of routes and built up areas before conducting reconnaissance.		
h. Assisted the ground scout platoon(s) with reconnoitering built up areas.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
k. Inspected and classified all bridges, overpasses, underpasses, and culverts.		
l. Located fords and crossing sites near all bridges.		
m. Located all OPFOR elements.		
n. Developed the situation, as directed.		
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 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
011-251-1133	Perform Aircraft Position Update Function (AH-64D)	STP 1-15-219
011-420-0006	Conduct Fire Support Planning and Coordination	MOS W 153D 3
011-420-0018	Implement Army Airspace Command and Control (A2C2)	MOS W 153D 3
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0017	Plan Cavalry Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0029.01-0111	Maintain the Brigade Current Situation
01-6-0030.01-0111	Conduct Brigade Battle Tracking
01-6-0066.01-0111	Sustain the Brigade

SUPPORTING COLLECTIVE TASKS

Task Number	**Task Title**
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 MOVEMENT TO CONTACT   (01-6-6109.01-0111)**
   (FM 3-0)   (FM 3-04.111)   (FM 3-04.126)
   (FM 17-95)   (FM 71-1)

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. Reports are being received through normal channels. The commander is conducting the MDMP and there is a break in contact with the OPFOR. The unit has received an OPORD/FRAGO to conduct a movement to contact. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The unit successfully gained contact with all OPFOR elements and successfully reached the limit of advance (LOA) or the objective if no OPFOR elements were present. The main body never prematurely deployed. The unit was never decisively engaged.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Commander selects COA and issues order to conduct a movement to contact.		
2. Unit initiates the movement to contact.		
a. Conducted a reconnaissance.		
(1) Moved swiftly and oriented specifically on detecting OPFOR elements.		
(2) Used appropriate terrain flight and movement techniques.		
b. Maintained required separation between the main force and the lead elements.		
3. Unit gains contact with the OPFOR.		
a. Performed actions on contact.		
b. Reported contact and continued to observe.		
c. Reconnoitered to determine the extent of OPFOR defenses.		
d. Maneuvered to attack positions.		
e. Conducted a hasty attack, screen, or guard, as directed.		
f. Conducted battle handover or relief in place, as necessary.		
4. Unit arrives at the LOA or the objective if there was no contact with OPFOR elements.		
*5. S3 performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-420-0006	Conduct Fire Support Planning and Coordination	STP 1-151-155-OFS
011-420-0016	Employ Air Cavalry Units	MOS W 152H 3
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0017	Plan Cavalry Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0303	Conduct Operations Missions Briefing / Debriefing	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
011-510-0703	Defeat Heavy/Light Opposing Forces Defensive Tactics	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0029.01-0111	Maintain the Brigade Current Situation
01-6-0030.01-0111	Conduct Brigade 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: **PERFORM PASSAGE OF LINES   (01-6-7105.01-0111)**
              (FM 3-0)   (FM 3-04.111)   (FM 3-04.126)
              (FM 17-95)   (FM 71-1)

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. Reports are being received through normal channels. The unit has received OPORD/FRAGO and the commander's guidance. The commander is conducting the MDMP and the tactical situation dictates that operations be conducted forward of friendly units. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The unit was not engaged by friendly units as a result of improper or inadequate coordination. The passage of lines was conducted at the specified time and place.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Commander selects COA and issues order to conduct a passage of lines.		
*2. Commander or designated air mission commander (AMC) conducts special coordination.		
a. Selected ingress and egress routes if not provided by higher headquarters.		
b. Selected release points forward of the forward line of own troops (FLOT).		
c. Exchanged information concerning signal operation instructions, number and type of aircraft, passage times, routes, and electronic attack and electronic protection measures to be employed with friendly unit.		
d. Established and coordinated recognition signals.		
3. Designated aircraft pass through friendly airspace.		
a. Gave proper recognition signal at the prescribed time to the ground unit.		
b. Flew the designated route.		
c. Arrived and departed the designated contact and release points at the assigned times.		
*4. S3 performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-420-0013	Employ Assault Helicopter Units	MOS W 152D 3
011-420-0015	Employ Attack Helicopter Units	MOS W 153D 3
011-420-0016	Employ Air Cavalry Units	MOS W 152H 3
011-420-0031	Conduct Intelligence Operations in an Electronic Warfare Environment	MOS W 152H 3
011-510-0007	Employ Aviation in Offensive Operations	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0310	Perform Duties of Aviation Liaison Officer	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0029.01-0111	Maintain the Brigade Current Situation
01-6-0030.01-0111	Conduct Brigade 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 COMBAT SUPPORT AND COMBAT SERVICE SUPPORT ELEMENTS (01-6-0010.01-0111)**
                    (FM 3-0)   (FM 5-0)   (FM 3-04.111)   (FM 71-3)

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 has initiated the military decisionmaking process (MDMP). The main command post (CP), tactical operations center (TOC), and air liaison officer (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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The S3 section integrated CS and CSS into brigade operations planning.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. The aviation brigade commander selects the recommended COA.		
* 2. The aviation brigade S3, fire support element (FSE), and fire support officer (FSO) integrate fire support (FS) into tactical operations planning.		
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 personnel.		
*3. S3 integrates air defense FS planning into tactical operations and ensures that the air defense artillery (ADA) liaison officer (LNO) is integrated into S3 operations.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
h. Planned and supervised defensive EC operations within air defense, and assisted in the preparation of the air defense annex to the OPORD.		
i. Ensured subordinate units were informed of the air defense rules of engagement and hostile aircraft identification procedures.		
*4. S3 integrates engineer support into tactical operations planning.		
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).		
(1) Planned and coordinated ADC operations with the logistics officer (S4).		
(2) Executed ADC missions beyond unit capabilities as directed by the commander.		
*5. S3 and S6 integrate signal, intelligence, and electronic warfare support activities into the operational planning.		
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.		
l. Monitored and coordinated the signal aspects of communications security (COMSEC), to include allocation, distribution, and use of COMSEC devices and material.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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 and computers (C^4I) throughout the command.		
*6. S3 and CHEMO prepare for operations in chemical, biological, radiological, and nuclear (CBRN) environment.		
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 CBRN portion of plans and orders.		
e. Exercised supervision over the following CBRN activities throughout the command:		
(1) Chemical operations and the radiological aspects of nuclear weapon employment with other operations.		
(2) The receipt, collation, evaluation, preparation, and distribution of CBRN reports.		
(3) The report and assessment of all enemy CBRN strikes and friendly nuclear and chemical strikes, as required, in coordination with the FSE.		
(4) The collection of CBRN contamination information together with higher, lower, and adjacent units.		
(5) The collation, evaluation, and distribution of CBRN contamination data.		
(6) The maintenance of the CBRN 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 CBRN 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:		
(1) The impact of CBRN contamination on tactics and logistics.		
(2) CBRN intelligence matters.		
(3) Flame and smoke operations.		
(4) The implementation of MOPP.		
(5) The adequacy and implementation of CBRN countermeasures.		
(6) The acquisition, storage, issuance, and movement of chemical munitions, equipment, and supplies, to include MOPP material resupply rates and distribution schedules.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(7) The vulnerability of the command to enemy employment of CBRN weapons.		
g. Provided fallout predictions as required.		
h. Supervised CBRN element activities.		
*7. S3 integrates explosive ordnance disposal (EOD) plans into tactical operations planning.		
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.		
*8. S3 provides tactical and operational guidance to influence CSS logistics requirements developed by the S4.		
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.		
c. Deconflicted all logistics sites locations based on the ground tactical plan.		
*9. 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.		
*10. S3 monitors the CSS operations to maintain situational awareness.		
*11. S3 identifies and control hazards in accordance with 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
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0007	Employ Aviation in Offensive Operations	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center
01-6-0030.01-0111	Conduct Brigade Battle Tracking

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: FIRES AND EFFECTS COORDINATION CELL (FECC)

TASK: **COORDINATE BRIGADE FIRE SUPPORT   (01-6-0033.01-0111)**
(FM 6-20)   (FM 5-0)   (FM 3-04.111)
(FM 3-0)

| **ITERATION:** | 1 | 2 | 3 | 4 | 5 | M | (Circle) |

| **COMMANDER/LEADER ASSESSMENT:** | T | P | U | (Circle) |

CONDITIONS: The brigade fire support element (FSE) is operational. Communications have been established with all fire support assets and agencies. The brigade has been issued the division/corps OPORD/OPLAN, the commander has conducted the MDMP, and selected the COA. Combat intelligence and unit reports are being received. Some iterations of this task should be performed in mission-oriented protective posture level 4 (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
*1. S3 integrates fire support (FS) into brigade operational planning.		
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.		
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.		
(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.		
a. Deconflicted airspace.		
b. Established ammunition resupply routes.		
*4. S3 identifies and controls hazards in accordance with 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)	STP 1-151-155-OFS
011-248-2164	Call For a Tactical Air Strike (OH-58D)	STP 1-151-155-OFS
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0007	Employ Aviation in Offensive Operations	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center
01-6-0030.01-0111	Conduct Brigade Battle Tracking
01-6-0019.01-0111	Develop the Brigade Intelligence, Surveillance, Reconnaissance (ISR) Plan
01-6-1414.01-0111	Provide Tactical Command, Control, Communications, Computers, and Intelligence (C^4I) Systems Planning

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: USAF AIR SUPPORT TEAM

TASK: **COORDINATE TACTICAL AIR SUPPORT WITH AVIATION FORCES (01-6-0014.01-0111)**

(FM 90-21)   (FM 5-0)   (FM 3-04.111)
(FM 3-04.126)   (FM 3-04.113)   (FM 3-0)

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 mission-oriented protective posture level 4 (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
*1. Air Liaison Officer (ALO), Air and Naval Gunfire Liaison Company (ANGLICO), and S3 Air coordinate the employment of tactical air support.		
a. Analyzed the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC) considerations.		
b. Evaluated tactical air assets available and determined optimum employment.		
*2. ALO coordinates interdiction.		
a. Assisted the S3 Air in planning a request for interdiction.		
(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 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.		
a. Reviewed request for TACAIR support.		
(1) Received request information from subordinate unit, to include--		
(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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(3) Transmitted request through appropriate channels,		
b. Developed TACAIR strike plan, to include--		
(1) Engagement area.		
(2) Target information.		
(3) Ordnance.		
(4) Control measures.		
(5) Suppression of enemy air defense plan.		
(6) Situation overlay.		
c. Provided information to the FSO and A2C2 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 in accordance with 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
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground OPNS	STP 1-15II-OFS-2
011-510-0016	Employ Joint Air Attack Team Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0310	Perform Duties of Aviation Liaison Officer	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0028.01-0111	Coordinate Army Airspace Command and Control (A2C2) for Higher Commander
01-6-1414.01-0111	Provide Tactical Command, Control, Communications, Computers, and Intelligence (C^{4}I) Systems Planning

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: LETHAL FIRES CELL

TASK: **CONDUCT THE BRIGADE TARGETING PROCESS   (01-6-0412)**
(FM 3-09)   (FM 34-130)   (FM 34-2)
(FM 34-3)   (FM 6-0)   (FM 5-0)
(FM 3-09.4)   (FM 3-09.42)

                 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, and is conducting the MDMP. Intelligence and combat reports are available from the division G2. The S3 is located at the main CP. The S3 section is operational, and the executive officer (XO) is coordinating the staff.   Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The staff used the targeting process of Decide, Detect, Deliver and Assess to identify high payoff and high value targets. The targets were detected, engaged and after battle damage assessment, reported to higher headquarters.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The staff receives the following information as part of the division OPORD:		
a. High value target (HVT) list.		
b. Target management information.		
c. Target selection standard information.		
d. Field artillery, Air Force, and Naval gunfire attack methods table information.		
e. Target decay time.		
f. Mission prioritization information.		
g. Fire support system preference table information.		
h. Target duplication filters.		
i. Target execution filters.		
j. Built up areas around the target.		
*2. The staff performs continuous IPB during the targeting process.		
*3. XO and S3 supervise and facilitate actions of the targeting cell as they perform conventional target value analysis for the 24, 48 and 72-hour fight.		
a. Received target attack criteria from the commander.		
b. Analyzed enemy target array, in conjunction with S2, and considered the following:		
(1) Target value analysis of HVTs to produce high payoff targets (HPT).		
(2) Commander's target engagement priorities.		
(3) Engagement criteria.		
(4) Accuracy of target location.		
(5) Target characteristics, composition, disposition, degree of protection, size, location, and mobility.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(6) Terrain and weather.		
(7) Sensors available.		
4. Staff performs actions during the "decide" phase of the targeting process:		
a. S2 performed the following during mission analysis:		
(1) Identified and nominated HVTs.		
(2) Identified target areas of interest/named areas of interest (TAI/NAI) for potential surveillance.		
(3) Recommended integration of higher elements into the brigade's collection plan.		
b. S2, fire support officer (FSO) and S3 decided:		
(1) What targets the brigade must acquire and attack.		
(2) What priority the targets should be attacked.		
(3) When and where are we likely to find the targets.		
c. FSO:		
(1) Planned effective use of lethal and nonlethal fires, ensured there was no duplication of fires, and instituted fire support coordination measures (FSCM).		
(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:		
(a) The fire support matrix.		
(b) The target list.		
(c) Fire support overlay.		
5. Staff performs actions during the Detect phase of the targeting process:		
a. S2, FSO and S3 analyzed and decided:		
(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.		
b. S2 monitored the status of higher headquarters collection assets operating within the AO.		
c. FSO:		
(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.		
*6. Commander and staff perform actions during the Deliver phase of the targeting process:		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Decided what unit will conduct the attack.		
e. Decided what the response time of the attacking unit.		
7. Staff conducts analysis during the Assess phase of the targeting process to determine:		
a. Determined if the desired effects on the target were achieved through munitions effectiveness analysis (MEA).		
b. Determined what the enemy's combat effectiveness, capabilities, and intentions are now through battle damage assessment (BDA).		
c. Determined if a re-attack is necessary.		
8. S3 ensures BDA is collected, analyzed and reported to higher.		
*9. Commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0015	Employ Attack Helicopter Operations	STP 1-15II-OFS-2
011-510-0501	Conduct Company Gunnery/Ranges	STP 1-15II-OFS-2
011-510-0701	Defeat Heavy/Light Opposing Forces Orgn. and Equipment	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0003.01-0111	Produce Brigade Intelligence Products
01-6-0010.01-0111	Synchronize Combat Support and Combat Service Support Elements
01-6-0016.01-0111	Integrate Brigade Aircraft Survivability Measures
01-6-0019.01-0111	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan
01-6-0033.01-0111	Coordinate Brigade Fire Support
01-6-0211.01-0111	Conduct the Deliberate Attack

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **RESPOND TO A CHEMICAL/BIOLOGICAL ATTACK   (01-2-0013.01-0111)**
              (FM 3-11)   (FM 3-11.4)   (FM 3-3)

ITERATION:	1	2	3	4	5	M	(Circle)
Defeat Heavy/Light Opposing Forces			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 mission-oriented protective posture level 4 (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
*1. S3 issues warning order.		
a. Provided guidance to units to prepare equipment and personnel for chemical/biological attack.		
b. Alerted CBRN teams.		
c. Directed appropriate MOPP level consistent with guidance received.		
2. HHC personnel begin preparation for chemical/biological attack.		
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, 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.		
3. HHC personnel take immediate protective measures upon alert of chemical/biological attack.		
a. Donned protective mask and hood (if not already in MOPP4).		
b. Gave the vocal or non-vocal 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 a CBRN 1 report, if appropriate (personnel observed the chemical/biological attack).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
h. Stayed covered until the signal was given to uncover.		
i. Tested the area with detector kits and reported results.		
j. Marked contaminated areas.		
4. HHC CBRN teams conduct chemical/biological surveys.		
a. Conducted the survey using the techniques prescribed by the brigade chemical officer (CHEMO) or as deemed appropriate by the CBRN team chief when operating independently.		
b. Reported the survey results to the HHC commander.		
*5. HHC commander conducts post-strike actions.		
a. Assessed casualties.		
(1) Treated and evacuated casualties. **(2)** Reestablished chain of command and cross-leveled personnel. **(3)** Forwarded casualty feeder report.		
b. Forwarded CBRN-4 report (results of survey) to higher headquarters.		
c. Assessed status of aircraft, vehicles, and equipment.		
(1) Reported aircraft and equipment status. **(2)** Returned aircraft and equipment to operable status as soon as possible (ASAP).		
6. HHC personnel conduct immediate/operational decontamination.		
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.		
*7. HHC commander develops a contingency plan.		
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.		
*8. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-420-1101	Supervise a Unit CBRN Defense Program	MOS W 152H 3
011-420-1103	Identify U.S. National Policy as It Relates to Chemical, Biological, Radiological, and Nuclear (CBRN) Use	MOS W 152H 3
011-510-1101	Employ CBRN Protection for Aviation Operations	STP 1-15II-OFS-2
011-510-1102	Employ the CBRN Warning and Reporting System	STP 1-15II-OFS-2
011-510-1103	Conduct Aviation Operations in a CBRN Environment	STP 1-15II-OFS-2

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: HHC, COMPANY HEADQUARTERS

TASK: **RESPOND TO A NUCLEAR ATTACK   (01-2-0017.01-0111)**
       (FM 3-11)   (FM 3-11.4)   (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. Simulated use of tactical nuclear weapons is imminent. Some iterations of this task should be performed in mission-oriented protective posture level 4 (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
*1. HHC commander issues a warning order.		
a. Provided guidance to platoons to prepare equipment and personnel for nuclear attack.		
b. Alerted CBRN teams.		
2. HHC personnel begin preparation for nuclear attack.		
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.		
a. Took individual protective measures if caught in an unprotected area.		
b. Sealed the shelter if in a protected area.		
c. Donned CBRN 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 post-strike actions.		
a. Reestablished communications.		
b. Forwarded CBRN-1 report to battalion/squadron headquarters.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Assessed casualties.		
(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.		
(1) Reported aircraft and equipment status.		
(2) Returned aircraft and equipment to operable status as soon as possible (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 guide/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 (see 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
011-420-1101	Supervise a Unit CBRN Defense Program	MOS W 152H 3
011-420-1103	Identify U.S. National Policy as It Relates to Chemical, Biological, Radiological, and Nuclear (CBRN) Use	MOS W 152H 3
011-510-1101	Employ CBRN Protection for Aviation Operations	STP 1-15II-OFS-2
011-510-1102	Employ the CBRN Warning and Reporting System	STP 1-15II-OFS-2
011-510-1103	Conduct Aviation Operations in a CBRN Environment	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0280.01-0111	Cross a Radiologically Contaminated Area

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **PREPARE FOR OPERATIONS UNDER CBRN 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 chemical, biological, radiological, and nuclear (CBRN) weapons is possible. CBRN alert status has been issued in accordance with unit SOP. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Actions taken by the unit limited the effects of a CBRN attack.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. HHC commander ensures accountability and serviceability of CBRN defense equipment.		
a. Directed that CBRN detection equipment is issued to trained operators.		
b. Ensured that CBRN detection equipment was employed and operational immediately after notification.		
2. HHC takes action to protect itself against CBRN 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 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 153D 3
011-420-1101	Supervise a Unit CBRN Defense Program	MOS W 152H 3
011-420-1103	Identify U.S. National Policy as It Relates to Chemical, Biological, Radiological, and Nuclear (CBRN) Use	MOS W 152H 3
011-510-1101	Employ CBRN Protection for Aviation Operations	STP 1-15II-OFS-2
011-510-1102	Employ the CBRN Warning and Reporting System	STP 1-15II-OFS-2
011-510-1103	Conduct Aviation Operations in a CBRN Environment	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0017.01-0111	Respond to a Nuclear Attack
01-2-0102.01-0111	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: HHC, COMPANY HEADQUARTERS

TASK: **CAMOUFLAGE VEHICLES AND EQUIPMENT   (01-2-0203.01-0111)**
       (FM 21-75)   (FM 20-3)   (FM 5-20)

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 HHC is in an assembly area. The OPFOR possesses air and ground surveillance capability. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Unit location is not compromised as a result of improper or inadequate camouflage.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. HHC commander selects concealed vehicle positions and traffic routes.		
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 lead into concealed positions are removed.		
f. Ensured vehicles and equipment were positioned under cover or in shadows whenever possible.		
g. Ensured vehicle positions utilized natural surroundings for concealment.		
h. Ensured vehicle positions avoided terrain features (hilltops, road intersections, and other features) that the enemy could use as reference points.		
2. HHC personnel conceal vehicles and equipment.		
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, and other shiny objects.		
f. Kept heat sources (generators, engines, mess areas,) under cover when possible to reduce thermal and noise signatures.		
g. Buried cables and wires, as appropriate.		
3. HHC personnel enforce noise, light, and litter discipline.		
a. Used only vehicle blackout lights from dusk to dawn.		
b. Ensured that all lighted work areas were completely shielded.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Muffled or masked noise that could not be eliminated.		
d. Stored or buried litter.		
*4. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-420-0004	Plan for Aviation and Ground Combat Service Support	MOS W 153A 5
011-420-0008	Conduct Unit Defensive Operations	MOS W 154C 3
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0101.01-0111	Occupy an Assembly Area
01-2-0102.01-0111	Defend Unit Position

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **CROSS A RADIOLOGICALLY CONTAMINATED AREA   (01-2-0280.01-0111)**
                 (FM 3-3)   (FM 3-11)   (FM 3-11.4)

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 command post (CP) is operational and the staff sections are functioning. Simulated use of nuclear weapons has occurred. The headquarters and headquarters company (HHC) has received an operation order/fragmentary order (OPORD/FRAGO) to conduct a unit move and cross a radiologically contaminated area. Some iterations of this task should be performed in mission-oriented protective posture level 4 (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
*1. HHC commander conducts troop-leading procedures.		
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 CBRN-5 report data including:		
(1) Contamination levels of tentative ground and air routes.		
(2) Radiation exposure limits from operational exposure guidance (OEG).		
(3) Routes that provide minimum exposure to radiation.		
c. Obtained route clearance and approval, as required.		
2. HHC prepares to conduct move.		
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 in accordance with unit SOP.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
3. HHC conducts move across contaminated area.		
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.		
4. HHC clears the contaminated area.		
a. Reported clearing to brigade.		
b. Forwarded CBRN-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 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
011-420-1101	Supervise a Unit CBRN Defense Program	MOS W 154C 3
011-420-1103	Identify U.S. National Policy as It Relates to Chemical, Biological, Radiological, and Nuclear (CBRN) Use	MOS W 154C 3
011-510-1101	Employ CBRN Protection for Aviation Operations	STP 1-15II-OFS-2
011-510-1102	Employ the CBRN Warning and Reporting System	STP 1-15II-OFS-2
011-510-1103	Conduct Aviation Operations in a CBRN Environment	STP 1-15II-OFS-2

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: HHC, 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 mission-oriented protective posture level 4 (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
*1. HHC commander conducts troop-leading procedures.		
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 CBRN-5 report data including:		
(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.		
2. HHC prepares to conduct move.		
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 in accordance with unit SOP.		
3. HHC conducts move across contaminated area.		
a. Used movement techniques to minimize dust.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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.		
4. HHC clears the contaminated area.		
a. Reported clearing to brigade.		
b. Forwarded CBRN-4 report.		
c. Assessed casualties.		
d. Performed immediate/operational decontamination		
(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 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
011-420-1101	Supervise a Unit CBRN Defense Program	MOS W 152H 3
011-420-1103	Identify U.S. National Policy as It Relates to Chemical, Biological, Radiological, and Nuclear (CBRN) Use	MOS W 152H 3
011-510-1101	Employ CBRN Protection for Aviation Operations	STP 1-15II-OFS-2
011-510-1102	Employ the CBRN Warning and Reporting System	STP 1-15II-OFS-2
011-510-1103	Conduct Aviation Operations in a CBRN Environment	STP 1-15II-OFS-2

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: HHC, COMPANY HEADQUARTERS

TASK: **PERFORM OPERATIONAL DECONTAMINATION (01-2-0610.01-0111)**
           (FM 3-5)   (FM 3-7)   (FM 3-8)
           (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. 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, terrain and weather, troops and support available, time available, civil considerations (METT-TC) permit decontamination. Higher-level support for decontamination is not available. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The unit decontaminated to a negligible risk within the time specified in the commander's guidance. There were no personnel casualties or damage to equipment resulting 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 directs unit personnel to perform individual decontamination.		
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.		
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).		
a. Determined present degree and extent of existing hazard using the AN/PDR-27.		
b. Read dosimeter.		
(1) Averaged the total dose.		
(2) Rounded off reading to nearest centigram.		
c. Reported results to the commander.		
d. Zeroed all dosimeters, using PP-1578-A.		
4. HHC continues the mission.		
a. Covered, marked, and reported contaminated runoff.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Ensured that the operation exposure guidance (OEG) was not exceeded.		
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 CBRN situation.		
(1) Sought and received information from higher headquarters.		
(2) Used assigned CBRN 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 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
011-420-1101	Supervise a Unit CBRN Defense Program	MOS W 152H 3
011-420-1103	Identify U.S. National Policy as It Relates to Chemical, Biological, Radiological, and Nuclear (CBRN) Use	MOS W 152H 3
011-510-1101	Employ CBRN Protection for Aviation Operations	STP 1-15II-OFS-2
011-510-1102	Employ the CBRN Warning and Reporting System	STP 1-15II-OFS-2
011-510-1103	Conduct Aviation Operations in a CBRN Environment	STP 1-15II-OFS-2

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: HHC, COMPANY HEADQUARTERS

TASK: **CONDUCT THOROUGH DECONTAMINATION   (01-2-0611.01-0111)**
(FM 3-5)   (FM 3-7)   (FM 3-8)
(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. 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, terrain and weather, troops and support available, time available, civil considerations (METT-TC) permit withdrawal of the unit to the decontamination site. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The unit decontaminated to a negligible risk within the time specified in the commander's guidance. There were no personnel casualties or damage to equipment resulting 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).		
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 pre-decontamination staging area and completes preliminary actions.		
a. Prioritized vehicles and equipment for decontamination based on commander's guidance or unit SOP.		
b. Prepared vehicles and equipment.		
(1) Closed up items to be decontaminated.		
(2) Removed items that could not be decontaminated using decontaminating solution #2 (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.		
a. Received instructions from the chemical unit.		
b. Provided traffic control and site security.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Moved decontaminated vehicles and equipment to the reconstitution area.		
5. HHC clears the site.		
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 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
011-420-1101	Supervise a Unit CBRN Defense Program	MOS W 152H 3
011-420-1103	Identify U.S. National Policy as It Relates to Chemical, Biological, Radiological, and Nuclear (CBRN) Use	MOS W 152H 3
011-510-1101	Employ CBRN Protection for Aviation Operations	STP 1-15II-OFS-2
011-510-1102	Employ the CBRN Warning and Reporting System	STP 1-15II-OFS-2
011-510-1103	Conduct Aviation Operations in a CBRN Environment	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0101.01-0111	Occupy an Assembly Area

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **IMPLEMENT FRATRICIDE PREVENTION MEASURES   (01-2-2035.01-0111)**
                   (FM 3-04.111)   (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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: There were no casualties or equipment damage due to inadequate fratricide prevention planning.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. HHC commander conducts fratricide risk assessment by completing the fratricide risk assessment matrix, and assigning and overall rating of low risk, caution, or high risk.		
a. Assessed situational awareness.		
(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 verses 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 cross talk.		
(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.		
(1) Evaluated command and control measures.		
(2) Reviewed the rules of engagement (ROE).		
d. Assessed personnel and leadership preparedness.		
(1) Evaluated mission related experience and competence.		
(2) Considered Soldier and leader fatigue and stress factors.		
*2. HHC commander, based on risk level assessment of low, caution, or high, takes appropriate measures to reduce the risk of fratricide.		
a. Enforced the fire and maneuver plan.		
(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
(3) High- Rehearsed adjacent and converging task forces. Used liaison personnel, if available, to confirm ground unit maneuver plan and locations.		
b. Enforced the fire distribution plan.		
(1) Low- Ensured all ground AA missions, passage in and out of areas, and how fire controls were briefed and/or rehearsed.		
(2) Caution- Ensured that ground and flight weapons status were appropriate. Modified task organization and implemented a limited visibility plan.		
(3) High- Modified plans, simplified coordination between air and ground forces.		
c. Rehearsed land navigation.		
(1) Low- Conducted map reconnaissance, covered the impact of terrain, weather, and enemy.		
(2) Caution- Used redundant navigation aids, ground guides, night vision aids; marked enemy and friendly positions.		
(3) High- Assigned navigation responsibilities to multiple crews (redundancy); conducted route reconnaissance whenever possible.		
d. Emphasized fire control and battle tracking.		
(1) Low- Coordinated positive clearance of fires; made communications checks, and back briefed fire support.		
(2) Caution- Coordinated positive clearance of fires, used SOP, guides, beacons, and vectoring where available.		
(3) High- Coordinated positive clearance of fires, established liaison with the ground unit.		
e. Combated battlefield hazards.		
(1) Low- Instilled safety discipline, ensured that all known hazards were identified and disseminated.		
(2) Caution- Considered all contingency plans, actions at hazards and equipment limitations.		
(3) High- Establishes intermediate objectives or control points, considered special logistic and/or maintenance actions and coordinated a detailed deception plan.		
f. Briefed combat identification.		
(1) Low- Rehearsed Combat Vehicle Identification skills.		
(2) Caution- Used and recognized Identification Friend/Foe (IFF) and expedient measures for exposed elements.		
(3) High- Used and recognized clear Infrared friendly markings, and used multiple recognition signals.		
g. Rehearsed the fire control discipline.		
(1) Low- Reviewed the rules of engagement (ROE), and enforced the challenge or password discipline.		
(2) Caution- Simplified the plan, modified the ROE.		
(3) High- Rotated high stress positions, augmented door gunners.		
h. Confirmed Soldiers' and leaders' preparedness.		
(1) Low- Followed full troop leading process, and established sleep plan/crew rest criteria in accordance with unit SOP.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(2) Caution- Emphasized the troop leading process, refreshed mission specific skills, and controlled the pace in execution.		
(3) High- Prioritized tasks, prioritized rehearsals, gave FRAGO only for an emergency, and avoids requirements that exceed training level.		
*3. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-420-0018	Implement Army Airspace Command and Control (A2C2)	MOS W 152H 3
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 154C 3
011-420-0035	Employ the Army's Concept of Reducing Fratricide.	MOS W 153D 3
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0025	Defeat Enemy Threat Using Aircraft Survivability Equipment (ASE)	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	TASK TITLE
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-2-2047.01-0111	Conduct Troop Leading Procedures

OPFOR TASKS AND STANDARDS: NONE

  ELEMENT: TACTICAL OPERATIONS CENTER (TOC) COMMAND POST 2

TASK: **INTEGRATE BRIGADE AIRCRAFT SURVIVABILITY MEASURES   (01-6-0016.01-0111)**

            (FM 5-0)   (FM 3-04.111)

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 mission-oriented protective posture level 4 (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
*1. Tactical operations (TACOPS) officer integrates EW considerations into tactical planning.		
a. Developed the EW annex to the OPORD in conjunction with the S2.		
(1) Estimated enemy EW capabilities, limitations, vulnerabilities and ability to interfere with friendly operations, detect friendly ASE and communications, interrogate friendly equipment, and conduct electronic attack against friendly forces.		
(2) Identified available friendly EW systems.		
(3) Provided guidance on appropriate polices, 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.		
*2. The TACOPS officer, in conjunction with the S2 and S3, conducts an EW risk assessment.		
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, threats, and countermeasures.		
*3. The TACOPS officer identifies and controls hazards in accordance with 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
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 153D 3
011-420-0018	Implement Army Airspace Command and Control (A2C2)	MOS W 153D 3
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 153D 3
011-510-0002	Employ IEW	STP 1-15II-OFS-2
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0025	Defeat Enemy Threat Using Aircraft Survivability Equipment (ASE)	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0010.01-0111	Synchronize Combat Support and Combat Service Support Elements
01-6-0087.01-0111	Execute Contingency Plans
01-6-0412	Conduct Brigade Targeting Process
01-6-7105.01-0111	Perform Passage of Lines

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **EMPLOY BRIGADE OPERATIONS SECURITY (OPSEC) MEASURES   (01-6-0020.01-0111)**

(AR 380-19-1)   (AR 380-5)   (FM 3-04.111)
(FM 24-1)   (FM 3-0)   (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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The OPFOR was prevented from identifying the brigade's plan of operations and conduct of the battle. Unnecessary loss of forces due to ineffective operations security (OPSEC) procedures was avoided.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S3 implements OPSEC measures.		
a. Reviewed the S2 physical security plan.		
b. Formulated information security measures.		
c. Formulated signal security measures.		
d. Determined counter and counter-counter surveillance measures.		
e. Determined automated systems security.		
2. S3 section implements information security measures.		
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 in accordance with applicable regulations and the unit SOP.		
3. S3 section implements signal security (SIGSEC) measures.		
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.		
a. Tuned equipment to assigned frequencies specified in the current SOI.		
b. Observed radio silence periods, as directed.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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 counter surveillance measures.		
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.		
6. S3 section implements automated systems security.		
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-on and file access by the use of unique operator passwords.		
e. Changed passwords in accordance with the unit SOP schedule, or more frequently as necessitated by the situation.		
f. Destroyed all outdated printouts of reports and lists.		
*7. S3 identifies and controls hazards in accordance with 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	STP 1-15II-OFS-2
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0307	Perform IEW Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0704	Plan Intelligence Reconnaissance/Surveillance Missions	STP 1-15II-OFS-2

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

ELEMENT: S3 SECTION

TASK: **PREPARE FOR A CHEMICAL/BIOLOGICAL AGENT ATTACK IN THE BRIGADE AREA (01-6-0036.01-0111)**

(FM 3-11)   (FM 3-11.4)   (FM 3-04.111)

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 mission-oriented protective posture level 4 (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
*1. S3 issues a warning order to staff sections and subordinates.		
a. Units began defensive preparation for a chemical/biological attack.		
b. Leaders directed actions to maximize protection consistent with the mission.		
2. Unit takes additional action consistent with the tactical situation and SOP.		
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.		
3. Unit leaders instruct personnel to continue to prepare.		
a. Kept clothes loosely fitted.		
b. Performed field sanitation and personal hygiene.		
c. Emplaced detection equipment properly.		
4. Unit personnel take immediate actions.		
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 over-garment jacket.		
f. Secured the hood, and then secured the over-garment.		
g. Put on over-boots.		
h. Reported the presence of any chemical markers in accordance with SOP.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
5. Unit leaders ensure that Soldiers do not contaminate the interiors of shelters.		
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.		
e. Ensured that contaminated items were not stored inside the collective protection shelter.		
6. Unit personnel decontaminate skin, if required.		
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, remove 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.		
7. Unit leaders reorganize their sections.		
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.		
*8. Chemical officer provides CBRN reports.		
a. Transmitted the initial CBRN-1 report (chemical).		
b. Identified the type of agent.		
c. Transmitted a subsequent CBRN-1 report (chemical) within 20 minutes after the attack.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*9. Unit leader initiates unmasking procedures with the aid of a chemical agent detector kit.		
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.		
*10. Unit leader initiates unmasking procedures without the use of a chemical agent detector kit.		
a. Selected two or three individuals and moved them to a shady area, if available.		
b. Instructed the selected individuals to:		
(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.		
d. Observed the individuals for 10 minutes.		
e. If the individuals showed no symptoms after 10 minutes, instructed them to:		
(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.		
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.		
a. Forwarded requests for replacement supplies.		
b. Ensure that replacement supplies are distributed.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*13.Unit section leader selects ground and air routes.		
a. Accessed CBRN-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.		
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.		
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.		
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.		
a. Began decontamination as soon as the situation permitted.		
b. Ensured that contaminants were removed and controlled.		
c. Directed MOPP gear exchange using buddy teams (if available).		
*18.Commander directs decontamination of aircraft, ground vehicles, and equipment.		
a. Crews washed aircraft and ground vehicles with hot, soapy water for two to three minutes.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

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.

    b. Crews maintained separation between "dirty" and "clean" equipment.

*19. Commander updates the unit radiation status (for radiological contamination only).

    a. Determined present degree and extent of the existing hazard using the AN/PDR27. In the absence of further guidance, negligible risk is 0.33 MR (cGy) per hour.

    b. Read dosimeter, averages the total dose, and rounds off to the nearest cGy (rad).

    c. Transmitted dosimeter readings to higher headquarters.

    d. Zeroed all dosimeters, using PP-1578-A.

20. Unit continues the mission.

    a. Covered, marked, and reported contaminated runoff.

    b. Ensured that the operation exposure guidance (OEG) is not exceeded.

    c. Monitored decontaminated personnel with the AN/PDR27 for level of contamination; decontaminated them again, if required.

    d. Updated the unit Radiation Exposure Status (RES), and continuously compared the RES with the OEG.

    e. Continued to monitor the CBRN situation.

21. Unit leaders direct individual decontamination through the unit Tactical Operations Center (TOC).

    a. Coordinated with the TOC and decontamination elements.

    b. Sent an advance party to rendezvous with decontamination elements at the site.

    c. Provided personnel to assist with site setup, to control traffic, and to provide security at the site.

    d. Provided most of the labor for processing and cleaning up afterwards.

22. Unit completes basic skills decontamination before leaving the area of operations.

    a. Conducted personal wipe down.

    b. Conducted operator spray down.

23. Unit arrives at the decontamination staging area and completes necessary actions.

    a. Prioritized aircraft and ground vehicles based on the commander's guidance and unit SOP.

    b. Prepared aircraft and ground vehicles (buttons up; removes items that cannot be decontaminated using DS2).

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Crews, except drivers, dismounted ground vehicles.		
d. Moved to the equipment decontamination site.		
24. Unit processes through the decontamination site.		
a. Chemical unit directed and supervised the decontamination operation.		
b. Brigade provided traffic control and site security.		
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 in accordance with 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
011-420-1101	Supervise a Unit CBRN Defense Program	MOS W 153D 3
011-420-1103	Identify U.S. National Policy as It Relates to Chemical, Biological, Radiological, and Nuclear (CBRN) Use	MOS W 153D 3
011-510-1100	Determine Aircraft Decontamination Levels and Procedures	STP 1-15II-OFS-2
011-510-1101	Employ CBRN Protection for Aviation Operations	STP 1-15II-OFS-2
011-510-1102	Employ the CBRN Warning and Reporting System	STP 1-15II-OFS-2
011-510-1103	Conduct Aviation Operations in a CBRN Environment	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	**Task Title**
01-6-0040.01-0111	Evaluate Chemical, Biological, Radiological, and Nuclear (CBRN) Contamination Information in the Brigade Area
01-6-0044.01-0111	Process Chemical, Biological, Radiological, and Nuclear (CBRN) Reports at the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **PREPARE FOR A NUCLEAR ATTACK IN THE BRIGADE AREA   (01-6-0038.01-0111)**

(FM 3-11.4)   (FM 3-11)   (FM 3-3)
(FM 3-04.111)

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. Simulated use of OPFOR nuclear weapons is possible. Chemical , biological, radiological, and nuclear (CBRN) alert status has been issued in accordance with unit SOP. Some iterations of this task should be performed in mission-oriented protective posture level 4 (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 mission oriented protective posture (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							
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
011-420-1101	Supervise a Unit CBRN Defense Program	MOS W 153D 3
011-420-1103	Identify U.S. National Policy as It Relates to Chemical, Biological, Radiological, and Nuclear (CBRN) Use	MOS W 153D 3
011-510-1100	Determine Aircraft Decontamination Levels and Procedures	STP 1-15II-OFS-2
011-510-1101	Employ CBRN Protection for Aviation Operations	STP 1-15II-OFS-2
011-510-1102	Employ the CBRN Warning and Reporting System	STP 1-15II-OFS-2
011-510-1103	Conduct Aviation Operations in a CBRN Environment	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0040.01-0111	Evaluate Chemical, Biological, Radiological, and Nuclear (CBRN) Contamination Information in the Brigade Area
01-6-0044.01-0111	Process Chemical, Biological, Radiological, and Nuclear (CBRN) Reports at the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **EVALUATE CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR (CBRN) CONTAMINATION INFORMATION IN THE BRIGADE AREA (01-6-0040.01-0111)**
(FM 3-3)   (FM 5-0)   (FM 3-04.111)
(FM 3-100)   (FM 3-3-1)   (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.   The unit has received an OPORD/FRAGO and the commander and staff is conducting the MDMP. A chemical, biological, radiological, and nuclear (CBRN) attack has occurred, and the residual radiation or chemical/biological contamination may affect unit operations. CBRN-1 and CBRN-2 reports have been received. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The CBRN section assessed the effects of residual nuclear or chemical contamination on current and future operations and made appropriate recommendations to the commander and staff to minimize those effects.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The chemical officer (CHEMO) consolidates CBRN-1 reports and transmits a CBRN-2 report to headquarters.		
*2. CHEMO receives a CBRN-3 report or report on agent analysis from headquarters.		
a. Evaluated the CBRN-3 report.		
(1) Prepared a hazard prediction template.		
(2) Transmitted template to subordinate and attached units.		
b. Initiated reconnaissance, monitoring, and/or survey operations, as required.		
*3. CHEMO evaluates reconnaissance, monitoring, and/or survey team CBRN-4 reports.		
a. Identified the limits and extent of contaminated area.		
b. Monitored the natural decay of agent.		
c. Prepared and transmitted a CBRN-5 report to subordinate, attached, and supporting units.		
*4. CHEMO advises the commander and staff.		
a. Informed the commander on:		
(1) Length of time units could remain in contaminated areas.		
(2) MOPP levels for unaffected units.		
(3) Decontamination requirements of units.		
(4) Effects of contamination on current and future operations.		
(5) Operational exposure guide.		
(6) Radiation exposure state.		
b. Advised the S2 on locations and levels of contamination.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Advised the S3 on: (1) Impact of CBRN contamination on tactical operations (2) Use and construction of CBRN collective protection shelters. (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 creates at particular points and times. d. Advised the S4 on: (1) Decontamination requirements of units. (2) Resupply of CBRN defense equipment. (3) Contamination of supply routes and available clean routes. (4) Impact of CBRN contamination on logistic operations. e. Advised the S5 on the effects of CBRN weapons on the civilian population and property. ***5.** CHEMO identifies and control hazards in accordance with 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
011-420-1101	Supervise a Unit CBRN Defense Program	MOS W 153D 3
011-420-1103	Identify U.S. National Policy as It Relates to Chemical, Biological, Radiological, and Nuclear (CBRN) Use	MOS W 153D 3
011-510-1100	Determine Aircraft Decontamination Levels and Procedures	STP 1-15II-OFS-2
011-510-1101	Employ CBRN Protection for Aviation Operations	STP 1-15II-OFS-2
011-510-1102	Employ the CBRN Warning and Reporting System	STP 1-15II-OFS-2
011-510-1103	Conduct Aviation Operations in a CBRN Environment	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0044.01-0111	Process Chemical, Biological, Radiological, and Nuclear (CBRN) Reports at the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: PROCESS CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR (CBRN) REPORTS AT THE BRIGADE **(01-6-0044.01-0111)**
(FM 3-3)   (FM 3-04.111)   (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 and staff are conducting the MDMP. The OPFOR has employed chemical, biological, radiological, and nuclear (CBRN) weapons. Friendly units have submitted CBRN reports. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The CBRN section received, recorded, and distributed all CBRN reports.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Chemical officer (CHEMO) receives CBRN-1.		
a. Received reports.		
b. Authenticated all submitted reports.		
*2. CHEMO analyzes CBRN reports.		
a. Screened and consolidated CBRN-1 reports.		
b. Confirmed the enemy's first use of chemical or nuclear weapons.		
c. Entered the CBRN-1 report.		
d. Prepared and transmitted CBRN-2 reports.		
*3. CHEMO prepares a simplified chemical downwind message.		
a. Updated situation.		
b. Transmitted simplified chemical downwind message to all units.		
*4. S3/CHEMO receives and processes CBRN-3 report.		
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 CBRN-3 to subordinate, attached, and supporting units.		
*5. CHEMO receives and processes CBRN-4 reports.		
a. Consolidated CBRN-4 reports.		
b. Analyzed data from the reports.		
c. Updated the situation.		
6. CBRN section prepares the CBRN-5 report (contamination plot overlay).		
a. Constructed the CBRN-5 report using the data in the CBRN-4 reports.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Updated the situation.		
c. Disseminated the CBRN-5 report (overlay) to all units near or within the area of operations.		
7. CBRN section requests CBRN-6 reports from subordinate units (chemical or biological only).		
a. Received CBRN-6 reports.		
b. Analyzed, in conjunction with the S2, information in the CBRN-6 reports, and briefed the commander on the current CBRN situation.		
c. Transmitted CBRN-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 in accordance with 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
011-420-1101	Supervise a Unit CBRN Defense Program	MOS W 153D 3
011-420-1103	Identify U.S. National Policy as It Relates to Chemical, Biological, Radiological, and Nuclear (CBRN) Use	MOS W 153D 3
011-510-1100	Determine Aircraft Decontamination Levels and Procedures	STP 1-15II-OFS-2
011-510-1101	Employ CBRN Protection for Aviation Operations	STP 1-15II-OFS-2
011-510-1102	Employ the CBRN Warning and Reporting System	STP 1-15II-OFS-2
011-510-1103	Conduct Aviation Operations in a CBRN Environment	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0040.01-0111	Evaluate Chemical, Biological, Radiological, and Nuclear (CBRN) Contamination Information in the Brigade Area

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: USAF WEATHER (WX) TEAM

TASK: **ADVISE THE COMMANDER AND STAFF ON WEATHER FORECASTS, OBSERVATIONS, AND CLIMATOLOGY   (01-6-0045.01-0111)**
           (DD FORM 175-1)   (FM 5-0)   (FM 3-04.111)
           (FM 34-81)   (AFJI 15-157)   (AFI 15-180)

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. Weather data is required for planning current and future operations.   Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Current weather data and forecasts were always available for planning operations.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: In accordance with AFJI 15-157, assessing the technical performance and effectiveness of Air Force Weather Teams supporting the Army is an Air Force responsibility. Weather teams will be evaluated under the Air Force Weather Standardization and Evaluation Program (AFWSEP) as outlined in AFI 15-180.		
1. USAF weather team obtains current weather data and forecasts.		
2. USAF weather team develops the aviation weather briefing and issues the briefing as required.		
a. Prepared DD Form 175-1 (Flight Weather Briefing) for aviation to use for flight planning purposes.		
b. Provided a weather briefing to aircrews prior to missions.		
3. USAF weather team participates in the staff planning process and analyzed current weather data and forecasts in support of planned operations.		
4. USAF weather team briefs the commander and staff.		
a. Presented a detailed briefing on the current weather.		
b. Provided a weather forecast for the next 24 hours.		
*5. S2 identifies and controls hazards in accordance with 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
011-143-5063	Decode METAR Weather Reports	STP 1-93C1-SM
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0008.01-0111	Establish 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: S3 SECTION

TASK: **COORDINATE THE BRIGADE 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 mission-oriented protective posture level 4 (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
*1. The brigade commander ensures compliance with the Army safety program and the Army aviation accident prevention program.		
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 SOP.		
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 implement the Army safety program.		
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.		
a. Developed an aviation safety program.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Ensured immediate investigation of accidents that result in injury or property damage.		
c. Recommended corrective action(s).		
*4. Aviation safety officer develops a ground safety program that meets the commander's guidance.		
a. Developed a ground safety program.		
b. Ensured immediate investigation of accidents that result in injury or property damage.		
c. Recommended corrective action(s).		
*5. Aviation safety officer monitors tactical field safety programs and procedures.		
a. Ensured that all section personnel knew the safety measures that relate 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.		
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.		
a. Tested the plan to ensure adequacy.		
b. Revised the plan, as necessary.		
*8. Commander identifies and control hazards in accordance with 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
011-510-1700	Implement the Army Safety Program	STP 1-15II-OFS-2
154-385-6465	Employ the Risk Management Process during Mission Planning	STP 21-24-SMCT

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0058.01-0111	Advise the Brigade Commander on Risk Management

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **ADVISE THE BRIGADE COMMANDER ON RISK MANAGEMENT   (01-6-0058.01-0111)**

(FM 100-14)   (FM 3-100.12)   (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 mission-oriented protective posture level 4 (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 in accordance with 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
011-510-0003	Employ Mobility/Countermobility/Survivability	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0311	Conduct Military Briefings	STP 1-15II-OFS-2
011-510-1700	Implement the Army Safety Program	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0057.01-0111	Coordinate the Brigade Safety Program

OPFOR TASKS AND STANDARDS: NONE

 ELEMENT: OPERATIONAL LAW OFFICE

TASK: **PROVIDE BRIGADE LEGAL SUPPORT   (01-6-0074.01-0111)**
              (AR 27-10)   (FM 5-0)   (FM 3-04.111)
              (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 and staff are conducting the MDMP. Requests for legal services are being received.   Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Services were provided to support the commands' and the Soldiers' legal needs.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Staff Judge Advocate (SJA) coordinates with S1 on legal matters and provides the commander with current status.		
a. Provided information on courts-martial actions and dispositions.		
b. Briefed non-judicial 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.		
a. Reviewed all Uniform Code of Military Justice 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, 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 15's.		
*3. SJA coordinates with the S1 on matters concerning the law of war, handling of Enemy Prisoners of War,		
*4. SJA identifies and controls hazards in accordance with 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	STP 1-15II-OFS-2
011-510-0311	Conduct Military Briefings	STP 1-15II-OFS-2
011-510-1500	Prepare Military Correspondence	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: TACTICAL OPERATIONS CENTER (TOC) COMMAND POST 2

TASK: **MANAGE BRIGADE PERSONNEL RECOVERY OPERATIONS (01-6-0442)**
(FM 3-04.111)   (JOINT PUB 3-50.2)   (JOINT PUB 3-50.21)
(JOINT PUB 3-50.3)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T		P	U			(Circle)

CONDITIONS: The brigade has received a new mission and is conducting the military decisionmaking process (MDMP). The commander of the theater Army force (COMARFOR) has directed that a rescue coordination center (RCC) be established at corps level. The brigade is supported by two USAF enlisted tactical air control (ETAC) teams. The main command post (CP) and tactical internet are operational. If equipped, the brigade has established voice communications and digital connectivity via the Army Battle Command System (ABCS) with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and the brigade's standing operating procedures (SOP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade integrated digital systems as appropriate and did not rely on conventional methods as the primary means of execution. The RCC was established at corps headquarters by the corps operations officer assistant chief of staff, operations (G3). The aviation brigade commander established the Aviation Brigade Command and Control Element (ABCCE). The aviation brigade commander established and organized the personnel recovery task force (PRTF). The aviation brigade conducted successful personnel recovery (PR) operations when employing the PRTF.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below will be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		
*1. The corps commander establishes the Rescue Coordination Center (RCC), as directed by the Commander of the Army Force (COMARFOR).		
a. The RCC coordinated with the Joint Search and Rescue Center (JSRC).		
(1) Alerted JSRC whenever a PR mission was planned, executed, or on-going.		
(2) Received and logged all information transmitted by the JSRC.		
(3) Received all Army PR taskings from the JSRC.		
b. The RCC monitors all Air Tasking Orders (ATO).		
(1) Monitored all subordinate unit missions for personnel in isolated locations.		
(2) Ensured that every ATO provided enough reserve transponder codes for the aviation brigade PRTF.		
c. The RCC coordinated all airspace usage requirements with the Airspace Coordination Authority (ACA).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*2. The aviation brigade commander establishes the Aviation Brigade Command and Control Element (ABCCE).		
a. Co-located with the corps RCC.		
b. Resourced with key staff personnel from the aviation brigade and battalions.		
c. Processed PR specific information in a timely manner for use by the PRTF.		
d. Coordinated brigade and battalion PR requirements directly with the RCC.		
e. Personnel became knowledgeable in JSRC capabilities.		
f. Served as liaison for long range surveillance (LRS) insertions and extractions.		
g. Requested the S6 establish communications between RCC-ABCCE-PRTF.		
3. The brigade PRTF organizes into three elements to accomplish the PR missions.		
a. AH-64s were designated as the lead element.		
b. UH-60s and/or CH-47s were designated as the lift element.		
Note: The lift element may also include Medevac aircraft.		
c. Ground security element included medical and terminal guidance personnel.		
Note: The aviation brigade commander should establish a cohesive and intensive PR collective training program. He should enlist the support of the Joint Personnel Recovery Agency (JPRA). The JPRA will provide subject–matter experts (SME) to assist with training exercises and advise field commanders how best to train PRTF personnel to accomplish individual and collective PR tasks.		
4. The brigade PRTF prepares for joint PR operations.		
a. Provided mutual support to other services when tasked by the JSRC.		
b. Ensured that unit personnel augmenting joint PR operations were familiar with Joint Publications 3-50.2 and 3-50.21.		
5. The brigade PRTF receives execution authority from the corps RCC via the brigade ABCCE.		
6. The PRTF conducts PR operations employing the designated brigade aircraft and ground security elements.		
a. The lead element served as the principle visual reference to the lift element.		
b. The lead element maximized the forward-looking infrared (FLIR) optics, aircraft survivability equipment (ASE), and weapons capabilities.		
c. The lift element stayed close behind the lead element from the release point to the objective area.		
(1) Used the Apaches' ability to precisely determine wind speed and direction.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(2) Used the Personnel Locator System (PLS) to provide terminal guidance.		
d. The lift element determined a heading and simultaneously located the recovery target.		
e. The ground security element secured pickup zone.		
f. The ground security element provided combat medical care (if required).		
*7. The brigade S3 identifies and controls hazards in accordance with risk management procedures in 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
011-510-0019	Plan Aviation Brigade Operations	STP 1-15 II

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0026.01-0111	Perform Brigade Liaison Operations

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, 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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Any degradation of unit operation tempo is not a result of poor health or illness due to 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 (that is, rodents, insects,).		
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 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
011-510-0900	Implement the Principles of Medical Evacuation	STP 1-15II-OFS-2
011-510-0901	Integrate Unit Medical Support	STP 1-15II-OFS-2

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: HHC, 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 mission-oriented protective posture level 4 (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 in accordance with 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 in accordance with 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 in accordance with 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 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
011-420-0004	Plan for Aviation and Ground Combat Service Support	MOS W 153A 5
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0101.01-0111	Occupy an Assembly Area
01-2-2047.01-0111	Conduct Troop Leading Procedures

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **PERFORM COMPANY STRENGTH MANAGEMENT   (01-2-2064.01-0111)**
(TC 12-16)   (FM 12-6)

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 sustained simulated casualties and received replacements. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The personnel situation report (SITREP) is forwarded without errors. Replacement personnel are processed within six hours of arrival at the HHC.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. HHC 1SG collects strength information from HHC sections.		
a. Verified strength data.		
b. Corrected and completed data.		
2. HHC 1SG processes strength information.		
a. Consolidated strength data.		
b. Logged SITREP and other personnel information.		
c. Determined critical shortages and cross-levels requirements.		
d. Updated battle roster.		
e. Prepared strength reports.		
3. HHC 1SG disseminates strength information.		
a. Forwarded personnel SITREP and DA Forms 1155 (Witness Statement) and DA Form 1156 (Casualty Feeder Report) to Battalion S-1.		
b. Briefed platoons on projected replacements.		
4. HHC 1SG processes replacements.		
a. Conducted unit welcome and orientation briefings.		
b. Inspected critical clothing and equipment.		
c. Coordinated for the issue of needed items.		
d. Arranged for billeting and messing.		
e. Conducted personnel briefings.		
(1) Briefed HHC mission and tactical situation.		
(2) Briefed HHC policies and procedures.		
5. HHC 1SG performs strength management.		
a. Verified critical personnel.		
b. Cross-leveled critical personnel.		
c. Reviewed and approved strength reports.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Briefed higher headquarters on unit strength status.		
*6. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0503	Perform Company-Level Command Post Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-2047.01-0111	Conduct Troop Leading Procedures
01-6-0071.01-0111	Conduct Brigade Replacement Operations
01-6-0072.01-0111	Conduct Brigade Casualty Reporting

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **EVACUATE CASUALTIES (01-2-7707.01-0111)**
(FM 8-10-6)   (FM 3-04.111)   (FM 8-35)

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 mission-oriented protective posture level 4 (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
1. HHC develops the casualty evacuation plan.		
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 permits).		
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 processed casualties.		
a. Medics visually assessed condition of casualties and prioritize injuries.		
b. Separated CBRN contaminated casualties from uncontaminated casualties.		
c. Treated most seriously wounded patients first.		
d. Stabilized patients to prevent further injury.		
(1) Stopped the bleeding.		
(2) Prevented and treated shock.		
(3) Splinted broken bones.		
(4) Administered IVs and painkillers.		
e. Continued emergency treatment of wounded while evacuation begins.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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.		
a. Loaded critically wounded Soldiers for transport to appropriate medical treatment facility (battle air support [BAS] or mobile Army surgical hospital [(MASH]).		
b. Loaded slightly wounded Soldiers for transport to BAS.		
e. Evacuated casualties with appropriate personal CBRN equipment.		
5. Company personnel prepare for air evacuation (if tactical situation permits).		
a. Determined number and status of casualties.		
b. Secured landing zones.		
c. Guided inbound aircraft to pickup zone (PZ).		
d. Assisted in loading casualties.		
6. Medical treatment team personnel conduct triage.		
a. Assessed injuries and prioritized treatment.		
b. Administered emergency treatment within the limits of the tactical situation.,		
c. Determined order of evacuation of casualties.		
7. S-1 personnel (graves registration) process the remains of Soldiers (KIA).		
a. Separated contaminated remains from uncontaminated remains.		
b. Collected and crosscheck witness forms (DA Form 1155).		
c. Loaded remains for transport to brigade support area.		
d. Maintained accountability of remains.		
8. S-1 personnel collate, process, and forward witness forms (DA Form 1155) and casualty feeder reports (DA Form 1156).		
a. Updated commander on personnel status.		
b. Forwarded personnel reports to brigade S-1 and division G-1.		
*9. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-510-0503	Perform Company-Level Command Post Operations	STP 1-15II-OFS-2
011-510-0900	Implement the Principles of Medical Evacuation	STP 1-15II-OFS-2
011-510-0901	Integrate Unit Medical Support	STP 1-15II-OFS-2
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 Brigade Transportation and Movement

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **SUBMIT CASUALTY FEEDER REPORTS AND WITNESS STATEMENTS   (01-2-7714.01-0111)**

(FM 21-11)   (DA PAM 738-751)   (FM 3-04.111)
(FM 12-6)   (FM 8-10-6)

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 administrative and logistics operations center are operational and the staff sections are functioning. The HHC has sustained simulated casualties. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Witness statements (DA Form 1155) and casualty feeder reports (DA Form 1156) are prepared without error. DA Forms 1155 and 1156 are submitted to the S1 as soon as possible.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. HHC 1SG reports Soldiers as KIA, WIA, or MIA.		
a. Witnesses filled out DA Form 1155.		
b. Verified information on the DA Form 1155.		
c. Prepared Casualty Feeder Report (DA Form 1156).		
d. Made NO name entry on DA Form 1156, in multiple casualty situations, but checked the block marked "See Attached Roster of Names" instead.		
e. Attached DA Form 1155 to DA Form 1156 and forwarded to brigade without delay.		
2. HHC 1SG coordinates with the brigade administrative and logistics operations center for support.		
a. Coordinated with the brigade flight surgeon and medical treatment team.		
b. Coordinated with graves registration.		
c. Coordinated personnel status and personnel reports.		
3. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-510-0503	Perform Company-Level Command Post Operations	STP 1-15II-OFS-2
011-510-0900	Implement the Principles of Medical Evacuation	STP 1-15II-OFS-2
011-510-0901	Integrate Unit Medical Support	STP 1-15II-OFS-2

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^4I) Systems Planning

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, SUPPLY SECTION

TASK: **PROVIDE UNIT SUPPLY SUPPORT   (01-4-0320.01-0111)**
                   (AR 710-2)   (DA PAM 710-2-1)   (FM 100-10)
                   (FM 3-04.111)

                             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 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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Mission accomplishment was not degraded by inadequate supply support.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. HHC commander directs supply operations.		
a. Monitored operations by reviewing supply records and status.		
b. Directed inventories of supplies and equipment to calculate assets on hand.		
c. Inspected storage of unit equipment, weapons, ammunition, and rations.		
d. Directed issue of supplies and equipment.		
e. Calculated field service requirements.		
*2. HHC supply sergeant supervises unit supply.		
a. Assessed the supply status to determine total assets.		
b. Conducted inventories to calculate assets on hand.		
c. Developed a supply storage plan.		
d. Monitored supply procedures by reviewing supply transactions.		
e. Directed control of weapons, ammunition, and rations.		
f. Provided input to the materiel condition status report regarding equipment on hand.		
3. HHC supply section requests supplies.		
a. Calculated resupply requirements.		
b. Coordinated requirements with platoons and elements.		
c. Recorded the requests on the appropriate document register.		
d. Submitted requests for resupply.		
4. HHC supply section receives supplies.		
a. Inspected incoming supplies for quantity and condition.		
b. Recorded receipt on the appropriate document register.		
c. Stored supplies according to storage plans.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Notified the requesting platoon or element that supplies are available for issue.		
5. HHC supply section issues supplies.		
a. Processed supply requests.		
b. Prepared transaction documents.		
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 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
011-420-0004	Plan for Aviation and Ground Combat Service Support	MOS W 153A 5
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0018.01-0111	Establish a Brigade 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: S4 SECTION

TASK: **ESTABLISH THE ADMINISTRATIVE AND LOGISTICS OPERATIONS CENTER (ALOC) IN COORDINATION WITH THE S1   (01-6-0008.01-0111)**
                (FM 5-0)   (FM 100-10)   (FM 3-04.111)
                (FM 3-0)

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 is conducting tactical operations. The tactical situation requires resupply, maintenance, evacuation, and weapons systems replacement activities. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Administrative and logistics operations were maintained on a continuous basis. Mission accomplishment was not degraded by inadequate administrative and logistics operations center (ALOC) support.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S4, in conjunction with the S1, establishes the administrative and logistics operations center (ALOC).		
a. Obtained the higher headquarters OPORD.		
b. Developed paragraph 4 of the OPORD and supported the unit plan by providing continuous combat service support to accomplish the operation.		
c. Maintained enemy and friendly situational awareness updates.		
d. Selected a suitable location for the ALOC.		
(1) Located near a helicopter-landing site.		
(2) Ensured adequate communications with subordinate elements.		
(3) Established the ALOC on defensible terrain.		
(4) Located near medical and maintenance collection points.		
(5) Located near routes that lead to subordinate element positions.		
(6) Ensured minimal restrictions to movement.		
*2. S1 executes personnel functions.		
a. Coordinated with the S4 and Medics on disposition of casualties, to include casualty evacuation and medical evacuation operations.		
b. Prepared personnel elements of orders and plans.		
c. Supervised data entry for personnel data reports.		
d. Collected and processed DA Forms 1155 and 1156.		
e. Informed subordinate elements of incoming replacements.		
f. Coordinated transportation for the replacements to the receiving unit.		
g. Planned and coordinated personnel and administrative services support.		
h. Provided personnel information to the tactical operations center (TOC), as appropriate.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*3. S4 executes logistics functions.		
a. Executed overall supervision of ALOC functions.		
b. Ensured data displayed current logistics and personnel estimates in coordination with the S1.		
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 in accordance with 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	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
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^4I) 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: BRIGADE FLIGHT SURGEON SECTION

TASK: ADVISE THE COMMANDER AND STAFF ON HEALTH SERVICES AVAILABLE
AND MEDICAL UNIT CAPABILITIES AND READINESS   (01-6-0035.01-0111)
            (FM 5-0)   (FM 3-04.111)   (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 and staff are conducting the MDMP. The executive officer (XO) has directed each staff section to prepare its respective staff estimate, recommendation, plans, and orders. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The health services support estimate, recommendations, plans, and orders were prepared with no errors within the prescribed time frame. Inadequate medical 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
*1. Flight Surgeon conducts mission analysis.		
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.		
a. Assessed overall unit health services.		
(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 Executive officer (XO).		
*3. Flight Surgeon conducts staff coordination.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*4. Flight Surgeon prepares plans and orders.		
a. Participated in preparation of the service support annex with the S1 and S4.		
b. Developed and published the health services support portion of the OPORD/FRAGO.		
*5. Flight Surgeon identifies and controls hazards in accordance with 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	STP 1-15II-OFS-2
011-510-0901	Integrate Unit Medical Support	STP 1-15II-OFS-2

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 5-0)   (FM 3-04.111)

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 mission-oriented protective posture level 4 (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.		
a. Tracked medical logistics and maintenance support.		
b. Ensured all aspects of medical, dental, and mental services were provided.		
c. Ensured proper coordination is made 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 in accordance with 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.		
a. Selected medical locations, in conjunction with the S3, based on the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC).		
b. Participated in the development of medical facility defense plans.		
c. Planned medical operations in a chemical, biological, radiological, and nuclear environment.		
*3. Flight Surgeon identifies and controls hazards in accordance with 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	STP 1-15II-OFS-2
011-510-0901	Integrate Unit Medical Support	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	**Task Title**
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: PUBLIC AFFAIRS OFFICE

TASK: **PERFORM BRIGADE PUBLIC AFFAIRS FUNCTIONS   (01-6-0046.01-0111)**
(AR 360-5)   (DA PAM 360-3)   (FM 5-0)
(FM 3-04.111)

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 mission-oriented protective posture level 4 (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 are 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 in accordance with 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)	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0311	Conduct Military Briefings	STP 1-15II-OFS-2
011-510-1500	Prepare Military Correspondence	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0066.01-0111	Sustain the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S4 SECTION

TASK: **COORDINATE SECURITY OF THE BRIGADE TEMPORARY ENEMY PRISONERS OF WAR (EPW) COLLECTION POINT   (01-6-0047.01-0111)**
               (FM 19-40)   (FM 3-04.111)

                              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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: No prisoners were allowed to escape due to improper handling procedures. Prisoners were evacuated within the time lines specified by higher headquarters. There were no violations of prisoners' rights under international law.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. S4 section, with security force augmentation, establishes a temporary enemy prisoner of war (EPW) collection point;		
a. Selected an area that:		
(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.		
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:		
a. Prevented EPW leaders from giving orders.		
b. Prevented EPWs from planning escapes.		
4. Security force safeguards EPWs.		
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.		
a. Coordinated for transportation assets required.		
b. Coordinated movement and transfer of EPWs.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*6. S4 identifies and controls hazards in accordance with 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	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	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 BRIGADE LOGISTIC SERVICES   (01-6-0055.01-0111)**
      (FM 5-0)   (FM 3-04.111)

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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Mission accomplishment was enhanced by adequate coordination of logistical services.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S4 plans and coordinates the construction and maintenance of facilities and installations (except fortifications and signal facilities).		
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.		
2. S4 section coordinates and provides logistic services.		
a. Provided bath and laundry services.		
b. Provided direct clothing exchange.		
3. S4 section coordinates and augments graves registration functions.		
a. Accessed information and intelligence on area of search, and analyzed the factors of mission, enemy, troops, terrain and weather, time available, and civilian considerations.		
b. Issued instructions to subordinate units to include:		
(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 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).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

*4. S4 coordinates with S3 to monitor the activities of field service operations and the impact on the tactical situation.
 	
    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.
 	
    c. Maintained situational awareness of maintenance and field service operations.
 	
*5. S4 identifies and controls hazard in accordance with 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	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0304	Conduct Battalion/Brigade Rehearsal	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-4-0320.01-0111	Provide Unit Supply Support
01-6-0069.01-0111	Monitor Brigade 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: BRIGADE CHAPLAIN UNIT MINISTRY TEAM

TASK: **CONDUCT THE COMMAND RELIGIOUS SUPPORT PROGRAM (01-6-0056.01-0111)**

(FM 5-0)   (FM 3-04.111)   (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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: RS estimate and RS annex were prepared. RS coverage existed throughout the brigade area of operation (AO). Commander was advised on religious and Soldier issues.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Brigade Unit Ministry Team (UMT) conducts mission analysis.		
2. Brigade UMT develops the religious support (RS) estimate.		
a. Brigade UMT gathered information from OPORD, FRAGO, and briefings (chaplain assistant is 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, 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.		
a. Ensured total RS coverage for casualty care throughout the AO.		
b. Tailored the RS mission to the tactical situation and applies 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.		
a. Included brigade UMT casualty replacement plan.		
b. Included locations of UMTs for each phase of the operation.		
c. Included & staffed on-order and AO coverage requirements for all UMTs.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Included impact of AO indigenous religions on missions.		
e. Included special instructions for each UMT, as needed.		
5. Brigade UMT plans RS activities.		
a. Established religious support priorities.		
b. Planed for RS to all units attached, assigned, or under operational control (OPCON) to the brigade.		
c. Developed the RS plan, which incorporates the time flow for all UMTs into the brigade area.		
d. Planed for religious services.		
e. Developed RS plan for brigade UMTs using the backward planning process.		
f. Ensured that UMTs are included in logistics information systems and RS request procedures are established.		
g. Ensured that the assistant is worked into the unit defense plan, but not during RS.		
*6. Brigade chaplain coordinates (utilizing the chaplain assistant as needed) RS with brigade, subordinates and adjacent units—		
a. Medical units.		
b. Combat service support (CSS) staffs.		
c. Combat support (CS) staff.		
d. Primary staff.		
e. Commanders.		
7. Brigade UMT monitors and coordinates RS activities during battle.		
a. Chaplain assistant battle tracked battalion/task force UMTs, casualty reports, and unit combat status.		
b. Chaplain 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 are engaged.		
f. Coordinated for the movement of subordinate UMTs to provide RS for casualty situations.		
g. Staffed actions with brigade & subordinate unit XO, S3, CDR & UMT in accordance with 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 are monitoring the locations of their UMTs.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
k. Chaplain ensured that subordinate UMTs are included in war gaming, battle drills, and rehearsals.		
l. Chaplain assistant provided movement plan to (rear CP) S1, S4, and medical cell, and calls in changes.		
*8. Chaplain's assistant coordinates RS in the absence of the chaplain.		
a. Participated in staff planning.		
b. Served as RS staff member, not an additional detail person in the absence of the chaplain.		
c. Conducted pre-combat checks and inspections of UMT equipment and supplies.		
d. Ensured that TA-50, nuclear, biological, chemical (CBRN), night vision devices (NVD), UMT modified table of organization and equipment (MTO&E), ecclesiastical supplies and vehicle are accounted for and maintained.		
e. Coordinated with division UMT for additional RS coverage and replacements.		
f. Coordinated with units for qualified person(s) to provide RS and makes arrangements for any additional services.		
g. Accessed the main command post (CP) in the absence of the Chaplain.		
h. Briefed the division UMT on mission requirements.		
*9. Brigade chaplain provides worship services in the area of responsibility (AOR).		
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 (TAC SOP).		
b. Prepared and provides memorial ceremonies and services to honor the dead.		
c. Provided RS to casualties at medical units in the brigade AOR and coordinate additional RS to support the FSB UMT.		
d. Provided religious care, counseling and support for combat stressed Soldiers in conjunction with medical treatment.		
e. Conducted routine religious care and counseling to Soldiers, to include staff and leaders.		
f. Coordinated RS for confined and hospitalized enemy prisoners of war (EPW), detained civilians, and refugees.		
*10. Brigade chaplain advises the commander and staff on moral/ethical, religious, and humanitarian issues as they affect operations in the AOR.		
a. Advised leadership on effects of operations on morale and morals/ethics of Soldiers.		
b. Identified Soldier's attitudes towards civilian populace, noting any adverse/dehumanizing views.		
c. Advised leadership on impact of local religious beliefs, practices, rites, sites, and facilities.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Advised leadership on policies/unjust procedures that adversely affect morale.		
e. Advised leadership on possible dehumanizing treatment of local civilians, EPWs, illegal acts, and disrespect for human life.		
*11. Brigade chaplain advises civil affairs (CA) staff.		
a. Advised civil-military operations officers on religious and cultural factors within the AOR.		
b. Advised S5 and CA team in preparation of CA area study assessment in accordance with FM 41-10 and FM 16-1.		
*12. Chaplain identifies and controls hazards in accordance with 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
011-420-1503	Supervise Enlisted Development and Utilization	MOS W 153D 3
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-1500	Prepare Military Correspondence	STP 1-15II-OFS-2
011-510-1501	Supervise Professional Development/Career Management	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0073.01-0111	Coordinate Morale, Welfare, and Recreation Services

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S4 SECTION

TASK: **COORDINATE BRIGADE DEPLOYMENT LOGISTICS SUPPORT** **(01-6-0060.01-0111)**

(FM 100-17)	(AR 220-1)	(AR 710-2)
(FM 100-10)	(FM 3-04.111)	(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 (STATREP) are being received from subordinate units. The movement directive, movement plan, 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 continuously receives messages from the installation emergency operations center, installation transportation office, higher headquarters, and subordinate units. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Logistic support is coordinated so that subordinate units receive the necessary personnel, equipment, supplies, and services prior to deployment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S4 supervises deployment logistics support activities.		
a. Identified logistic requirements by reviewing movement directive; brigade movement plan; POM information message; OPLAN/CONPLAN; and subordinate units' supply, maintenance, and movement STATREPs.		
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 assistant chief of staff, logistics (G4) instructions.		
e. Prioritized equipment requiring support maintenance in accordance with commander's guidance.		
f. Monitored supply and maintenance activities for compliance with SOP, appropriate publications, and commander's guidance.		
g. Monitored movement preparation activities for compliance with SOP, appropriate publications, and commander's guidance.		
h. Briefed commander and executive officer/deputy commander on logistics readiness status, as required.		
2. S4 section coordinates supply and services support.		
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, installation Department of Logistics (DOL), and appropriate supporting agencies.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Coordinated disposition of excess equipment and clothing with higher echelon G4 and/or installation DOL.		
d. Submitted requisitions for containers, material handling equipment, and blocking, bracing, and packing materials to appropriate supporting agencies in accordance with 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 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 SOP, movement plan/order, and commander's guidance.		
j. Briefed the S4, as required.		
*3. S4 NCOIC coordinates cross leveling of vehicles, equipment, and supplies.		
a. Identified shortages and overages by reviewing subordinates units' vehicle, equipment, and supply STATREPs.		
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.		
*4. Brigade maintenance officer coordinates maintenance support.		
a. Identified maintenance requirements by reviewing commander's guidance, SOPs, and STATREPs 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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*5. Brigade maintenance officer coordinates movement support.		
a. Identified and coordinates transportation requirement by reviewing SOP, movement plan/order, and subordinate unit AUELs.		
b. Verified that subordinate units' personnel and equipment transportation requirements have been submitted and are 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.		
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 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 are 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. Conducts movement status briefings for the commander, staff, and subordinate commanders, as necessary.		
6. S4 coordinates with the installation unit movement officer/NCO on POE marshalling area activities.		
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.		
*7. S4 identifies and controls hazards in accordance with 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 153D 3
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0012	Employ Air Movement Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-4-0320.01-0111	Provide Unit Supply Support
01-6-0001.01-0111	Conduct Brigade Intelligence Functions for Deployment
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center
01-6-0061.01-0111	Coordinate Brigade 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 3-04.111)   (FM 100-10)   (FM 5-0)
                    (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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The executive officer (XO) 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
*1. Executive officer (XO) coordinates vital Combat Service Support (CSS) for the brigade.		
*2. Executive officer (XO) war games the CSS plan with the CSS staff.		
a. Ensured the tactical plan has needed support.		
b. Ensured transportation is available to deliver support where it is needed at the required time.		
*3. Executive officer (XO) verifies the CSS plan to ensure it is fully developed to support the tactical operation.		
*4. Executive officer (XO) ensures supplies, maintenance, transportation, and services are available to brigade units.		
*5. Executive officer (XO) prioritizes transportation assets for the delivery of command-specified supplies and equipment based on the commander's guidance and priority missions of units.		
6. Executive officer (XO) ensures coordination of transportation operations from the main CP as a component of CSS.		
*7. Executive officer (XO) ensures that the CSS plan supports the commander's concept and is submitted, with graphics, to the S3 for incorporation into the OPORD.		
*8. Executive officer (XO) plans and supervises brigade consolidation and reorganization.		
a. Oversaw the reorganization/refit of units designated by the commander.		
b. Ensured reorganized/refit units are combat ready upon completion of their reorganization/refit.		
c. Ensured weapon systems replacement operations are conducted.		
(1) Monitored personnel and logistics management.		
(2) Reported complete weapon systems.		
(3) Monitored complete weapon systems.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*9. Executive officer (XO) informs the commander of critical CSS changes that affect the plan and recommends solutions.		
*10.Executive officer (XO) identifies and controls hazards in accordance with 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	STP 1-15II-OFS-2
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0433	Supervise Support of Brigade Command Posts (CPs)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S4 SECTION

TASK: **COORDINATE BRIGADE TRANSPORTATION AND MOVEMENT** **(01-6-0068.01-0111)**

(FM 5-0)   (FM 3-04.111)   (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 mission-oriented protective posture level 4 (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 operation.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S4 plans transportation and movement.		
a. Identified transportation assets available in the brigade.		
b. Reviewed and analyzes 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.		
(1) Ensured route supports the heaviest vehicle in the brigade.		
(2) Ensured refugees do not block routes.		
(3) Ensured route supports bi-directional traffic.		
g. Assisted the S3 in planning for logistical airlift.		
*2. S4/unit movement officer (UMO) coordinates transportation and movement.		
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 interrupt 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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Coordinated with higher movement control elements when additional assets are required and organic assets are unavailable or inappropriate for use.		
f. Monitored and coordinated emergency resupply by air with the brigade S3 Air.		
*3. S4 supervises and facilitates transportation and movement.		
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 in accordance with 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	STP 1-15II-OFS-2
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0001.01-0111	Organize the Move
01-6-0008.01-0111	Establish 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 BRIGADE LOGISTICS OPERATIONS   (01-6-0069.01-0111)**
              (FM 5-0)   (FM 100-10)   (FM 3-04.111)
              (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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Brigade S-4 anticipated changing logistical requirements and provided appropriate and continuous supplies and services to the brigade.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Executive officer (XO) monitors logistical operations.		
*2. S4 monitors the tactical situation.		
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 executive officer (XO), 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.		
a. Monitored brigade radio nets and tracks 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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
h. Monitored the allocation of fuels based on established priorities.		
(1) Monitored the operations of forward arming and refueling points (FARPs).		
(2) Coordinated resupply as required.		
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/non-mission capable aircraft/vehicles and projected their expected availability.		
*4. S4/unit maintenance officer maintains the status of equipment readiness.		
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 recommends maintenance priorities to the Executive officer (XO).		
e. Coordinated with the support battalion staff on maintenance status and brigade maintenance priorities.		
f. Coordinated for execution of weapon systems replacement operations.		
*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.		
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 location of medical facilities are integrated with overall CSS plans.		
*6. S4 monitors the intelligence situation.		
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 have 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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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.		
*7. S4 monitors the civil-military situation.		
a. Advised the S5 on the availability of logistical support for civil-military operations (CMO).		
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 must be reserved exclusively for military logistical reasons.		
*8. S4 identifies and controls hazards in accordance with 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	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-4-0320.01-0111	Provide Unit Supply Support
01-6-0008.01-0111	Establish 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 BRIGADE STRENGTH MANAGEMENT   (01-6-0070.01-0111)**
(FM 12-6)   (FM 5-0)   (FM 3-04.111)
(FM 71-3)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U	(Circle)

CONDITIONS: Communications is established with subordinate and higher headquarters and personnel strength reports are being received from subordinate units. The brigade SOP is in effect. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Brigade personnel requirements were determined from subordinate unit personnel strength reports (PSR) and forwarded to the personnel service company (PSC) and higher headquarters according to unit SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. S1 section performs unit strength accounting.		
a. Received unit strength reports and personnel strength reports 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 identifies and resolves any discrepancies.		
g. Updated unit strength reports and posts battle rosters.		
h. Forwarded consolidated brigade personnel status reports to the supporting G1/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.		
a. Reviewed personnel strength reports from subordinate units for accuracy.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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 COA.		
3. S1/PSNCO prepares periodic personnel report.		
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.		
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, in direct support of, or under operational control of the brigade		
*5. S1/PSNCO identifies and controls hazards in accordance with 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
011-420-1503	Supervise Enlisted Development and Utilization	MOS W 152H 3
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2

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 BRIGADE REPLACEMENT OPERATIONS   (01-6-0071.01-0111)**
(FM 12-6)   (FM 5-0)   (FM 3-04.111)
(FM 71-3)   (TC 12-6)

ITERATION:	1	2	3	4	5	M	(Circle)	
COMMANDER/LEADER ASSESSMENT:			T	P	U		(Circle)	

CONDITIONS: The S1 Section is located in the ALOC. Replacements are arriving in the brigade rear area. The personnel service company at division headquarters is retaining personnel records. Some iterations of this task should be performed in mission-oriented protective posture level 4 (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
*1. S1 coordinates replacement operations.		
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.		
a. Ensured personnel replacement requisitions are 95 percent accurate.		
b. Ensured requisitions are submitted within 24 hours of identified need.		
c. Received replacements from the division replacement section and coordinates for their logistical support.		
d. Assigned personnel per commander's guidance.		
e. Tracked medical evacuation of brigade Soldiers (coordinated with brigade flight surgeon).		
(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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*3. Personnel actions section conducts administrative processing.		
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 (MOS).		
c. Recommended replacement priorities to the S1.		
d. Prepared and forwarded replacement requisitions.		
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 trains 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 in accordance with 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	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2

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 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 BRIGADE CASUALTY REPORTING   (01-6-0072.01-0111)**
(FM 12-6)   (FM 5-0)   (FM 3-04.111)
(FM 71-3)

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. S3 is developing or has issued an OPORD/OPLAN. Units and medical elements are reporting by-name casualties 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 mission-oriented protective posture level 4 (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
*1. Personnel staff noncommissioned officer (PSNCO) collects casualty reports.		
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.		
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 casualty-supporting documents DA Forms 1155 (Witness Statement on Individual) and 1156 (Casualty Feeder Report) from reporting units and forwards them to the personnel services battalion and the division chief of staff, personnel (G1) when battalions were unable to do so.		
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 in accordance with 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	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0900	Implement the Principles of Medical Evacuation	STP 1-15II-OFS-2
011-510-0901	Integrate Unit Medical Support	STP 1-15II-OFS-2

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 Brigade Strength Management
01-6-0071.01-0111	Conduct Brigade 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: S1 SECTION

TASK: **COORDINATE MORALE, WELFARE, AND RECREATION SERVICES (01-6-0073.01-0111)**

(FM 12-6)   (FM 5-0)   (FM 3-04.111)
(FM 71-3)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:		T		P	U		(Circle)

CONDITIONS: The S1 section is operational and coordinating staff functions has begun. Morale, welfare, and recreation (MWR) elements have been assigned to support the brigade. MWR and Army and Air Force Exchange Service (AAFES) support is available. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Unit morale was assessed and the commander was advised of overall status. Troops were provided with Morale, welfare, and recreation (MWR) and Army and Air Force Exchange Service (AAFES) services and equipment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Brigade command sergeant major (CSM) and personnel service noncommissioned officer (PSNCO) reviews unit morale indicators.		
a. Obtained subordinate unit AWOL and desertion rate from battalion S1s and the Provost Marshal (PM).		
b. Obtained Uniform Code of Military Justice (UCMJ) infraction status from the Staff Judge Advocate (SJA).		
c. Received morale status of command input from the brigade chaplain.		
d. Obtained sick call and stress casualty rates from the brigade surgeon.		
e. Discussed unit morale with battalion CSMs.		
*2. Brigade CSM/PSNCO monitors the status of morale in the brigade.		
a. Briefed the commander on morale, health, and welfare of the command.		
b. Made recommendations to the commander on how to increase unit cohesiveness and morale.		
c. Notified commander of critical events that may have significant impact on morale.		
*3. S1 identifies civilian MWR personnel that are battle rostered to the brigade staff.		
*4. S1/civilian MWR supervisor coordinates MWR support.		
a. Ensured brigade plans for the deployment of civilian MWR personnel are complete and current.		
b. Ensured commanders appoint MWR coordinators at battalion and company level as an additional duty.		
c. Planned for AAFES imprest fund activities that are established and operated by commands using unit personnel.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Planned for and prepared pre-positioned requisitions; procured and arranged the deployment of bulkier, heavier, and more breakable items such as free weights, large screen televisions, computer games, or other items for Soldier recreation and relaxation.		
e. Scheduled unit personnel and civilians for rest and recuperation (R&R) periods.		
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 may be allocated to the brigade.		
j. Allocated MWR support according to command priority.		
k. Published brigade MWR letter of instruction.		
*5. S1 schedules and coordinates external MWR support from division.		
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 for hot meals.		
*6. S1 provides organic brigade MWR support.		
a. Implemented R&R policy.		
b. Ensured awards program provides positive morale impact.		
c. Coordinated religious and legal assistance support scheduling.		
*7. S1 identifies and controls hazards in accordance with 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	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2

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

ELEMENT: S1 SECTION

TASK: **PROVIDE PERSONNEL AND ADMINISTRATIVE SERVICES   (01-6-0075.01-0111)**
(AR 600-8-10)   (AR 600-8-14)   (AR 600-8-29)
(AR 601-100)   (AR 601-210)   (AR 601-280)
(AR 614-200)   (AR 623-105)   (AR 623-205)
(AR 635-200)   (AR 672-20)   (AR 690-11)
(FM 3-04.111)   (FM 12-6)

ITERATION: 1   2   3   4   5   (Circle)

COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The S1 section is operational and coordinating staff functions. Recommendations for awards and decorations, requests for administrative support and emergency leave, congressional correspondence, and officer direct appointment applications are being received. Adjutant general (AG) postal services and American Red Cross services are available. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: All awards, decorations, evaluations, direct appointments, congressional correspondence, and leave requests were processed and forwarded to the appropriate agency within the required time period. Administrative services are performed to support brigade operations. Incoming and outgoing mail was processed. Financial support was coordinated to ensure it was responsive to the brigade according to existing major Army command (MACOM) policies and regulations.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Awards clerk submits awards and decorations.		
a. Ensured awards and decorations were submitted according to AR 672-51 and AR 672-20.		
b. Maintained record for each recommendation and decision for historical purposes.		
*2. S1 briefs commander and staff on awards status.		
a. Obtained commander's guidance on award submissions.		
b. Implemented SOP for award submissions.		
c. Assisted subordinate unit implementation of the awards program.		
3. Awards clerk provides administrative support to brigade awards program.		
a. Coordinated awards finalization and other support between subordinate units and division/corps.		
b. Staffed and forwarded award recommendations to be approved by the division/corps commander.		
c. Prepared award citations and requests orders for awards approved by the brigade commander.		
d. Forwarded request for orders to division/corps.		
e. Updated personnel database with individual award information.		
*4. Personnel service noncommissioned officer (PSNCO) submits noncommissioned officer evaluation report (NCOER) and officer evaluation report (OER) according to AR 623-205 for NCOs and AR 623-105 for officers.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*5. S1, with approval of the commander, authorizes enlisted promotions and reductions.		
a. Promoted qualified Soldiers to fill authorized spaces.		
b. Reduced those personnel no longer qualified for or deserving of their current grades.		
*6. S1 conducts officer promotions according to AR 624-100 for active duty officers.		
*7. S1 manages direct appointment requests within the brigade		
a. Reviewed recommendations for direct appointments.		
b. Forwarded approved appointment packets to Assistant Chief of Staff, personnel/adjutant general (G1/AG).		
8. S1 section processes enlisted and officer transfers and discharges.		
*9. S1 coordinates support for identification documents.		
*10. S1 processes leave and pass requests.		
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.		
(1) Assisted subordinate units in leave administration.		
(2) Established a leave administration SOP.		
d. Managed the emergency leave program.		
(1) Processed emergency leave actions within 18 hours.		
(2) Requested and obtains verification of emergencies from American Red Cross.		
Note: Coordinate with Red Cross to ensure all messages meet set Red Cross criteria.		
(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.		
11. Legal clerk manages the congressional correspondence program.		
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 obtains commander's approval.		
e. Finalized response to congressional correspondence.		
f. Forwarded response to requesting agency.		
*12. S1 initiates line of duty investigations according to AR 600-8-14.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*13.S1 conducts officer procurement to meet the Army's authorized strength level according to AR 601-100.		
*14.Retention NCO assists commanders to retain Soldiers according to AR 600-200.		
a. Reenlisted the appropriate number of highly qualified Soldiers.		
b. Ensured career counselors and transition personnel enlist/transfer qualified Soldiers who have reached the expiration time of service (ETS) status into the reserve component (RC).		
*15.Reenlistment NCO transitions qualified Soldiers into the Army Reserve and National Guard according to AR 601-210.		
*16.S1/legal clerk processes official correspondence, messages, and distribution.		
a. Maintained 100 percent accountability on classified documents.		
b. Prepared and reviewed official correspondence and messages for correct format.		
17. Publications clerk controls publications and blank form requests.		
a. Maintained supply of essential blank forms.		
b. Processed requisitions for blank forms and publications.		
c. Distributed incoming publications and blank forms to requester.		
18. Mail clerk processes and controls incoming and outgoing mail.		
a. Inventoried, receipts, and logs 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.		
*19.PSNCO conducts reclassification to ensure that personnel resources are managed effectively according to AR 600-200.		
*20.S1 coordinates for support of the mobile pay team.		
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.		
*21.Brigade CSM evaluates pay services received by brigade units.		
a. Checked finance support unit timeliness in providing pay services and reports deficiencies to G1 section.		
b. Interviewed brigade Soldiers to determine quality of pay services received.		
*22.S1 identifies and controls hazards in accordance with 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
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0311	Conduct Military Briefings	STP 1-15II-OFS-2

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: HHC, 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 3-04.111)

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 mission-oriented protective posture level 4 (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
*1. HHC commander facilitates establishment of the TOC.		
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.		
a. Established resupply and a ration cycle in accordance with the unit SOP.		
b. Established a water point.		
c. Established a back haul schedule for refuse.		
3. HHC provides maintenance support.		
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.		
a. Conducted routine sick call.		
b. Evaluated and treated more serious problems.		
5. HHC assists the S2 with TOC security in accordance with the unit SOP.		
*6. HHC commander performs the steps in the risk management process for each step in troop leading procedures (see 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
011-141-0004	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 (A2C2)	MOS W 152H 3
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0303	Conduct Operations Missions Briefing/Debriefing	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

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
01-6-1414.01-0111	Provide Tactical Command, Control, Communications, Computers, and Intelligence (C^4I) Systems Planning

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **CONDUCT BRIGADE FORWARD ARMING AND REFUELING POINT (FARP)**
OPERATIONS   (01-6-7726.01-0111)
  (FM 10-67-1)   (FM 3-04.111)   (FM 5-20)

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 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 mission-oriented protective posture level 4 (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
1. Brigade Class III/V Platoon refuels and/or rearms aircraft.		
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.		
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 are 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.		
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 as per SOP.		
c. Coordinated for resupply.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
***4.** Leader performs the steps in the risk management process for each step in troop leading procedures (see 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
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0012	Employ Air Movement Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0309	Perform Logistics Staff Duties/Responsibilities	STP 1-15II-OFS-2

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: HHC, COMPANY HEADQUARTERS

TASK: **CONDUCT TROOP LEADING PROCEDURES (01-2-2047.01-0111)**
              (FM 1-100)   (FM 100-14)   (FM 5-0)

              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 mission-oriented protective posture level 4 (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
*1. HHC commander receives a mission.		
a. Determined requirements based on mission, enemy, terrain and weather, troops and support available, time available, civil 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.		
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 insures that coordination with supported unit is conducted.		
a. Attended initial planning conference.		
b. Coordinated with the brigade S3 and the supported unit S3 to insure 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 pre-combat checks in accordance with the unit standing operating procedures.		
*8. HHC commander conducts rehearsals (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 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
011-420-0004	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
011-420-0025	Integrate Aircraft Survivability Equipment (ASE) in Mission Planning	MOS W 154C 3
011-420-0028	Plan Aviation Deployment	MOS W 153D 3
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0303	Conduct Operations Missions Briefing/Debriefing	STP 1-15II-OFS-2
011-510-0504	Prepare a Company-Level Operations Order (OPORD)	STP 1-15II-OFS-2
011-510-0505	Conduct Company-Level Rehearsals/AARs	STP 1-15II-OFS-2

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

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **CONDUCT HASTY ASSEMBLY AREA DISPLACEMENT   (01-2-7039.01-0111)**
(FM 10-63)   (FM 10-63-1)   (FM 3-04.111)
(FM 8-35)

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. The main CP is operational and the staff sections are functioning. Reports are being received through normal channels. The HHC is directed to conduct a hasty displacement when contact with threat forces has been broken. Indirect fire and smoke support will be provided to cover the move. Initial movement preparations have been made.   Simulated destruction of supplies, documents, and equipment has been coordinated with the brigade.   Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The HHC relocated within the time specified in the OPORD/FRAGO. No serviceable supplies, equipment, or recognizable documents of military value were left behind.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. HHC commander supervises hasty displacement.		
a. Assembled Soldiers at designated area.		
b. Briefed troops on the hasty displacement plan.		
c. Assigned tasks to sections or platoons.		
(1) Burial of casualties.		
(2) Destruction of supplies, equipment, and documents.		
(3) Load out.		
(4) Security of the unit during evacuation of the assembly area.		
d. Designated vehicles to transport wounded Soldiers.		
e. Coordinated indirect fire and smoke support.		
f. Briefed stay-behind security force.		
g. Forwarded situation report (SITREP) to the brigade CP.		
2. HHC conducts emergency burials.		
a. Placed personal effects in bags.		
b. Attached identification personal effects tags to remains.		
c. Forwarded casualty feeder reports and witness statements to S1.		
d. Buried remains in unmarked, mass grave.		
e. Placed casualty identification tags on a wire/chain in the same order the remains were buried.		
f. Included an index marker that showed the first or the last interred remains and the direction of succession through the gravesite, if identification tags are placed on a closed loop.		
g. Prepared strip map with grid coordinates and terrain features of burial site.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
3. HHC destroys supplies, equipment, and documents left behind.		
a. Destroyed documents according to the unit SOP.		
b. Destroyed supplies according to the unit SOP.		
c. Rendered equipment inoperative according to the unit SOP.		
4. HHC departs the area.		
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.		
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 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
011-510-0004	Employ Combat Service Support	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2
011-510-0024	Conduct Forward Arming Refueling Point (FARP) Operations	STP 1-15II-OFS-2
011-510-0503	Perform Company-Level Command Post Operations	STP 1-15II-OFS-2
011-510-0504	Prepare a Company-Level Operations Order (OPORD)	STP 1-15II-OFS-2
011-510-0505	Conduct Company-Level Rehearsals/AARs	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0101.01-0111	Occupy an Assembly Area
01-2-0102.01-0111	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

ELEMENT: S3 SECTION

TASK: **PLAN BRIGADE TACTICAL OPERATIONS   (01-6-0013.01-0111)**
                   (FM 5-0)   (FM 100-14)   (FM 3-04.111)

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 and the staff sections are functioning. Reports are being received through normal channels and the Executive officer (XO) 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 mission-oriented protective posture level 4 (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% of the time.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. S3 section prepares the OPORD/FRAGO.		
a. Ensured the mission, commander's intent, and concept of operation were stated clearly and concisely.		
b. Ensured that assets were task-organized for optimum employment, considering the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC).		
2. S3 section coordinates with other staff sections.		
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.		
a. Ensured the OPORD and annexes excluded repetition, SOP items, and unnecessary information that normally involves staff coordination.		
b. Ensured that graphic control measures support the concept of operation 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.		
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 in accordance with OPORD/FRAGO/changing situation.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Monitored current operations.		
f. Ensured necessary combat support requirements were provided when and where required.		
g. Maintained continuous operations.		
*5. S3 identifies and controls hazards in accordance with 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
011-420-0028	Plan Aviation Deployment	MOS W 153D 3
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2
011-510-0006	Employ Fire Support	STP 1-15II-OFS-2
011-510-0007	Employ Aviation in Offensive Operations	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0012	Employ Air Movement Operations	STP 1-15II-OFS-2
011-510-0013	Employ Air Assault Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0015	Employ Attack Helicopter Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0021	Employ Fundamentals of Army Operations	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0310	Perform Duties of Aviation Liaison Officer	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0019.01-0111	Develop the Brigade Intelligence, Surveillance, Reconnaissance (ISR) Plan
01-6-0026.01-0111	Perform Brigade Liaison Operations
01-6-0028.01-0111	Coordinate Army Airspace Command and Control (A2C2) for Higher Commander
01-6-0029.01-0111	Maintain the Brigade Current Situation
01-6-0030.01-0111	Conduct Brigade Battle Tracking
01-6-1414.01-0111	Provide Tactical Command, Control, Communications, Computers, and Intelligence (C^4I) 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: TACTICAL OPERATIONS CENTER (TOC) COMMAND POST 2

TASK: **ESTABLISH A BRIGADE TACTICAL OPERATIONS CENTER (TOC)   (01-6-0018.01-0111)**

(FM 5-0)   (FM 100-14)   (FM 3-04.111)

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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Communication between the TOC, higher, and lower headquarters was not disrupted.   The command and control (C2) of tactical operations was not disrupted.   Tactical information was received, analyzed, and disseminated in an effective manner on a continuous basis. The S3 section relocated and re-established the brigade TOC as part of the main CP.   It also established and maintained local and physical security.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S3 displaces the TOC to support current or planned operations.		
a. Established a forward TOC to control immediate operations in accordance with the unit standing operating procedures.		
b. Moved the TOC to an area where command and control (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 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.		
2. S3 section establishes and maintains the TOC.		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
g. Began planning for future operations.		
*3. S3 operates the TOC.		
a. Received and processed required operational reports promptly.		
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 in accordance with 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, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0311	Conduct Military Briefings	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0001.01-0111	Organize the Move
01-2-0102.01-0111	Defend Unit Position
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^4I) 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

ELEMENTS: BRIGADE CDR, XO, S1, S2, S3, S4, S6

TASK: **DEVELOP BRIGADE ORDERS (01-6-0025.01-0111)**
(FM 5-0)   (FM 3-04.111)   (FM 3-90.3)
(FM 3-90)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:		T	P	U			(Circle)

CONDITIONS: The aviation brigade has received a new mission and has completed six of the seven steps in the military decisionmaking process (MDMP). The staff has updated their estimates, conducted the mission analysis, developed courses of action (COA), conducted the COA analysis war game, compared the COAs, and recommended a COA to the commander in the decision briefing. The commander approved the recommended COA and the operations officer (S3) has issued warning order (WARNO) #3. The S3 is preparing to develop the five-paragraph operations order (OPORD), the final step of the MDMP. If equipped, the brigade has established voice communications and digital connectivity via the Army Battle Command System (ABCS) with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and the brigade's standing operating procedures (SOP). The staff has access to higher headquarters intelligence summaries; threat and terrain databases associated with the theater of operations, National Imagery and Mapping Agency (NIMA) map data and satellite photos, and current joint and service imagery within the theater via TROJAN SPIRIT or other satellite communications (SATCOM) systems. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The OPORD was prepared in accordance with FM 5-0 and issued to allow subordinate units two-thirds of the time available for planning and issuing orders. The OPORD followed the five-paragraph format. It clearly stated the brigade's mission and commander's intent, allowed subordinate commanders flexibility, planned for probable contingencies based on staff war gaming, 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
Note: If equipped, the task steps below will be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		
1. The commander approves the recommended COA. The commander:		
a. Refined the commander's intent.		
b. Refined the commander's planning guidance.		
c. Refined the commander's critical information requirements (CCIR).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
2. The S3 prepares the OPORD starting with the heading.		
a. Ensured the following are stated clearly and concisely: security markings, confirmation statement in regard to oral orders, copy number, issuing headquarters, place of issue, date and time order is signed, message reference number, OPORD number, code name (if applicable), map references in accordance with standardization agreement (STANAG) 2029, map series number, sheet number, edition, scale, and time zone the order is executed		
b. The OPORD number was assigned by the operations SGM.		
3. The S3 prepares the task organization.		
a. Described the allocation of friendly forces to support the commander's concept of operations.		
b. Listed major subordinate headquarters in the correct sequence.		
c. Qualified relationships other than attachment by parenthetical terms such as OPCON, general support, or direct support; and showed command and support relationship.		
d. Made task organization an annex if it is too long or complex.		
4. The S3 prepares paragraph 1, situation, and ensures it contains the standard three sub-paragraphs, that is: enemy forces, friendly forces, attachments and detachments.		
a. Enemy forces sub-paragraph was expressed in terms of enemy companies and included input from the intelligence officer (S2).		
(1) Described the enemy's most likely and most dangerous COAs and provided a sketch, if possible.		
(2) Provided an assessment of terrorist activities directed against U.S. government interests in the AO.		
(3) Referred to the intelligence annex, intelligence overlay, intelligence report (INTREP), or intelligence summary (INTSUM), if appropriate.		
b. Friendly forces sub-paragraph listed the corps and division mission, commander's intent, and concept of operations.		
(1) Sub-paragraphs stated the missions of flank units.		
(2) Discussed other units essential to the operation.		
c. Attachments and detachments sub-paragraph did not repeat information already listed under task organization.		
(1) Indicated "see task organization."		
(2) Listed units and times that units become attached or detached.		
5. The S3 prepares paragraph 2, mission, which is the verbatim restated brigade mission from the mission analysis step, including on-order missions.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
6. The S3 prepares paragraph 3, execution, and states the refined commander's intent from the COA decision briefing.		

a. The concept of operations sub-paragraph described how the commander sees subordinate units fitting together to accomplish the mission, consistent with the commander's intent and that of the next two higher commanders.

(1) Included a sub-paragraph on scheme of maneuver.

(a) Addressed decisive and shaping operations, including security operations and the use of reserves.

(b) Contained clear, concise statement on scheme of maneuver from beginning to end, addressed each maneuver unit's task and purpose, and verbally visualized the operation.

(c) Designated the main attack and its respective task and purpose.

(2) Included a sub-paragraph describing the scheme of fires, which unit has priority of fires, purpose of fires, allocation of fires, and restrictions for fire support; referred to annex D (Fire Support), or included sub-paragraphs:

(a) Air support.

(b) Field artillery (FA) support.

(c) Naval gun fire (NGF) support.

(d) Fire support coordinating measures.

(3) Included sub-paragraph on intelligence, surveillance, and reconnaissance (ISR); stated the overall reconnaissance objective, how it ties in with the scheme of maneuver, and how reconnaissance assets are operating in relation to the rest of the force; referred to annex L (Intelligence, Surveillance, and Reconnaissance Operations).

(4) Included sub-paragraph on Intelligence; described the intelligence system; stated the priority of effort among situation development, targeting, and battle damage assessment; described the priority of support to units and to counterintelligence effort; referred to annex B (Intelligence).

(5) Included sub-paragraph on Engineer; described the integration of engineer support, assets, and obstacles with the scheme of maneuver; referred to annex F (Engineer).

(6) Included sub-paragraph on air and missile defense; described priority of air defense for general support units in support of the scheme of maneuver; provided air defense weapons status and warning status; referred to annex G (Air and Missile Defense).

(7) Included sub-paragraph on information operations; stated the overall concept of information operations in support of the scheme of maneuver; referred to annex P (Information Operations).

(8) Included sub-paragraph on chemical, biological, radiological, and nuclear (CBRN) operations; assigned priorities of effort and support; addressed functions or support roles of organic or attached chemical units if not clear in task organization; referred to annex J (CBRN Operations).

(9) Included sub-paragraph on military police operations; assigned priorities of effort and support; referred to annex K (Provost Marshal).

(10) Included sub-paragraph on civil-military operations; assigned priorities of effort and support; referred to annex Q (Civil-Military Operations).

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

b. Listed Tasks to maneuver units; units reporting directly to the brigade.
 	
    (1) Used a separate sub-paragraph for each maneuver unit, in task organization sequence, including reserves.
    (2) Stated tasks each maneuver unit is to accomplish.
    (3) Did not state tasks that affect two or more units.
 	
c. Listed tasks to other combat and combat support units, in the order they appear in the task organization.
 	
d. Listed coordinating instructions applicable to two or more units, always the last sub-paragraph in paragraph 3; included the following mandatory sub-paragraphs:
 	
    (1) Stated the effective time or condition of the OPORD.
    (2) Listed the commander's critical information requirements (CCIR).
    (3) Listed risk reduction control measures unique to this operation such as mission-oriented protective posture (MOPP), operational exposure guidance, vehicle recognition signals, and fratricide prevention measures.
    (4) Listed rules of engagement (ROE) or referred to annex E (Rules of Engagement).
    (5) Listed environmental considerations.
    (6) Listed force protection.
    (7) Listed any additional coordinating instructions such as phase lines.
 	
  7. The logistics officer (S4) prepares paragraph 4, service support, for the S3 to incorporate into the OPORD; includes the following sub-paragraphs:
 	
a. Listed the support concept sub-paragraph to provide the non-combat service support (CSS) commanders/staffs the concept of logistics support and a visualization of how the operation will be logistically supported, to include:
 	
    (1) Stated a brief synopsis of the support command mission.
    (2) Identified the support command locations and next higher logistics bases.
    (3) Listed next higher level's support priorities.
    (4) Listed commander's priorities of support.
    (5) Listed the units in the next higher CSS organization that are supporting.
    (6) Stated the use of host nation support.
    (7) Listed unusual CSS issues that may impact the operation.
    (8) Identified any significant sustainment risks.
    (9) Identified unique support requirements in the functional areas of manning, arming, fueling, fixing, moving, and sustaining Soldiers and their systems.
    (10) Stated the support concept in the before-during-after-operations format, or organized according to operational phasing.
 	
b. Listed materiel and services.
 	
c. Listed medical evacuation and hospitalization.
 	
d. Listed personnel service support.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

8. The S3 and the signal staff officer (S6) prepares paragraph 5, command and signal; includes the following sub-paragraphs:
 	
   a. The S3 prepared the command subparagraph, to include:
 	
      (1) Listed the map coordinates for each command post (CP), TAC CP, main CP, and rear CP.
      (2) Listed at least one future location for each CP.
      (3) Identified the chain of command and the location of the commander, S3, and executive officer/deputy brigade commander (DBC).
      (4) Listed the map coordinates for the deep attack coordination cell (DACC).
 	
   b. The S6 prepared the Signal subparagraph for the S3 to incorporate into the OPORD.
 	
      (1) Listed signal instructions not in unit SOPs.
      (2) Identified specific signal operating instructions (SOI) edition in effect.
      (3) Listed required reports and formats, and times the reports are submitted.
 	
9. The S3 section ensures OPORD ending requirements are fulfilled.
 	
   a. Ensured acknowledge statement is complete for receipt and understanding.
 	
   b. Ensured commander's last name and commander's rank were correct; the original copy was signed and filed at brigade headquarters.
 	
   c. If the commander did not sign the original copy, it was Authenticated by the S3's last name and rank, under the word official.
 	
   d. The S3 listed the lettered annexes by letter and title.
 	
   e. The S3 section incorporates all appropriate annexes and overlays into the OPORD, in the number of copies required to support the mission.
 	
   f. The operations SGM placed security markings top, bottom, and centered on each page.
 	
   g. The S3 made distribution to the subordinate, higher, adjacent, and supporting units, listed on the bottom left of the OPORD.
 	
10. The S3 identifies and controls hazards in according with 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
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0311	Conduct Military Briefings	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0001.01-0111	Organize the Move
01-2-0102.01-0111	Defend Unit Position
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^4I) 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

ELEMENTS: JOINT, INTERAGENCY, AND MULTINATIONAL (JIM) AVIATION COMMAND LIAISON

TASK: **PERFORM BRIGADE LIAISON OPERATIONS (01-6-0026.01-0111)**
(FM 3-04.111)   (FM 5-0)   (FM 11-43)
(FM 71-3)

	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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Liaison officers (LNO) 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 liaison officers (LNOs) based upon commander's guidance and factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC).		
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.		
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 operations orders (OPORD).		
d. Coordinated with each staff section and obtained information and liaison requirements.		
e. Obtained and understood the commander's critical information requirements (CCIR).		
f. Ensured LNO had reliable means of communication back to Aviation Brigade S3 section.		
3. LNOs coordinate with the supported headquarters upon arrival.		
a. Reported to the S3 of the supported unit, 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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
4. LNOs monitor and assist in the planning process of the supported unit during liaison tour.		
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.		
(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 (includes 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 decisionmaking process (MDMP).		
d. Prepared for additional liaison requirements.		
***6.** S3 identifies and controls hazards in accordance with 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
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0311	Conduct Military Briefings	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center
01-6-0061.01-0111	Coordinate Brigade Deployment Advance Party Activities
01-6-1414.01-0111	Provide Tactical Command, Control, Communications, Computers, and Intelligence (C^4I) Systems Planning

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: AIR DEFENSE AND AIRSPACE MANAGEMENT (ADAM) CELL

TASK: **COORDINATE A2C2 FOR HIGHER COMMANDER (01-6-0028.01-0111)**
(FM 100-103) (FM 100-103-1) (FM 5-0)
(FM 3-04.111) (FM 71-3)

    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 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 a USAF Air Liaison Officer (ALO). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Aviation assets were synchronized for safe operations in the unit's airspace through positive command and control. There were no friendly aircraft losses resulting from poor or inadequate integration of operations into the A2C2 plan.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: The A2C2 element represents the aviation brigade commander at division assistant chief of staff, operations (G3) and coordinates army aviation airspace requirements.		
1. The A2C2 element performs airspace management functions.		
a. Identified, consolidated, coordinated, and integrated airspace user priorities and requirements within the unit AO.		
b. Identified sortie allocations and critical fire support (FS) tasks, and coordinated mission times with the ALO.		
c. Identified areas impacting on operations and ensured the following pertinent information was coordinated with division G3 Air:		
(1) Forward arming and refueling point (FARP) locations.		
(2) Forward line of own troops (FLOT) trace.		
(3) Field Artillery locations and gun target lines. Coordinated with G3 Air-A2C2, 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. Coordinated with AMPS.		
(6) Positions of instrument landing systems. Coordinated with navigation aid (NAVAID) and AMPS.		
(7) Nuclear, biological, chemical contaminated areas.		
(8) Air defense artillery (ADA) locations, engagement zones, and coverage.		
(9) Air corridors.		
(10) Airspace control measures (ACM).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Monitored current situation and updated information as follows:		
(1) Friendly tactical situation.		
(2) Enemy situation, to include massed enemy aircraft locations.		
(3) Airspace user priorities, restrictions, and ACM. (AMPS)		
(4) Air defense priorities, warnings, and weapons control status. (AMPS)		
(5) Status of airfields and FARPs.		
(6) Planned/current artillery fires and the impact upon the airspace plan.		
(7) Identification friend or foe (IFF)/selective identification feature (SIF) procedures and standard use Army aircraft flight routes.		
(8) Status of instrument landing systems, NAVAIDs, air space centers (AIC).		
(9) Friendly electronic attack activities.		
f. Generated appropriate ACMs and graphic overlays.		
g. Coordinated and provided information to higher headquarters.		
h. Ensured aircraft identification procedures were compatible with air defense identification requirements.		
2. Coordinated brigade airspace requirements at division G3 Air-A2C2 cell and forwards A2C2 requirements to the G3 Air for airspace control procedure deconfliction.		
a. Requested, as necessary:		
(1) Army aviation airspace requirements.		
(2) Air support requests (UAV and Air Force).		
(3) Joint measures and restrictions.		
(4) Army specific measures (affects only Army users below coordinating altitude).		
b. Disseminated:		
(1) Joint measures and restrictions.		
(2) Army specific measures.		
3. The A2C2 element receives airspace control information from division G3 Air.		
a. Received and disseminated air tasking order (ATO), airspace coordination order (ACO), and special instructions (SPINS).		
b. Monitored compliance of ATO, ACO, and SPINS.		
c. Maintained A2C2 information displays, overlays, and maps with ACM, fire support coordination measures (FSCM), and known hazards.		
d. Disseminated changes to ACM, ground control measures, and air defense weapons control status (ADWCS).		
*4. The aviation brigade S3 Air identifies and controls hazards in accordance with 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
011-143-5062	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	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: TACTICAL OPERATIONS CENTER (TOC) COMMAND POST 2

TASK: **MAINTAIN THE BRIGADE CURRENT SITUATION   (01-6-0029.01-0111)**
      (FM 5-0)   (FM 100-42)   (FM 3-0)
      (FM 1-100)   (FM 3-04.111)   (FM 24-32)

      ITERATION: 1   2   3   4   5   M   (Circle)

      COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The brigade has received the OPORD/OPLAN and the commander's guidance from higher headquarters. Combat intelligence and unit reports are flowing through communications channels. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The current status of friendly and enemy forces was maintained. The S3 was kept informed of enemy and friendly changes.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S3 monitors the conduct of the operation.		
a. Determined progress toward mission accomplishment based on current plan.		
b. Assessed vulnerability to enemy chemical, biological, radiological, and nuclear (CBRN) attack.		
c. Recommended adjustments to the plan, as required.		
2. S3 section maintains current situation map (SITMAP), information displays, and journals.		
a. Depicted Aviation Brigade and other friendly units operating in area of operations (AO).		
b. Depicted higher headquarters and flank unit locations.		
c. Depicted rear and support units.		
d. Depicted Aviation Brigade task organization for combat.		
e. Depicted Aviation Brigade unit activity and commander's assessment.		
f. Depicted Aviation Brigade critical shortages of Class III, Class V, and medical and maintenance supplies.		
g. Depicted Aviation Brigade combat power status (critical air and ground platforms as designated by the aviation commander).		
h. Depicted USAF sorties requested, approved, completed, and remaining.		
i. Depicted recent and current critical events.		
j. Depicted current and projected status of roads, bridges, and airports.		
k. Depicted control measures.		
l. Depicted location of enemy.		
m. Depicted Aviation Brigade commander's critical information requirement (CCIR).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*3. Assistant S3 (battle captain) continually updates the operations estimate.		
a. Considered the current enemy situation.		
(1) Considered enemy's most probable course of action (COA).		
(2) Considered enemy vulnerabilities.		
(3) Considered changes in enemy's order of battle (OB).		
(4) Considered enemy's intention to employ CBRN weapons and electronic combat (EC).		
b. Determined the current friendly situation.		
(1) Determined disposition.		
(2) Determined composition.		
(3) Determined strength.		
(4) Determined recent and current significant activities.		
(5) Determined peculiarities and weaknesses.		
(6) Determined vulnerability to enemy CBRN attacks.		
c. Maintained liaison with adjacent units.		
*4. Assistant S3 recommends operational changes to the S3 based on changing tactical conditions.		
*5. S3 controls the tactical operation.		
a. Monitored other primary and special staff sections to remain appraised of the current tactical situation.		
b. Coordinated with other maneuver, CS, and combat service support assets to ensure successful mission accomplishment.		
c. Continued planning and coordination for future operations.		
d. Kept the commander apprised of the situation.		
*6. Assistant S3 identifies and controls hazards in accordance with 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, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	**Task Title**
01-6-0003.01-0111	Produce Brigade 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: TACTICAL COMMAND POST 1 (TAC CP)

TASK: **CONDUCT BRIGADE BATTLE TRACKING** **(01-6-0030.01-0111)**
(FM 5-0)   (FM 101-5-1)   (FM 3-04.111)
(FM 71-3)

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 command post (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 mission-oriented protective posture level 4 (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
*1. Assistant S3 (battle captain) receives, maintains, and monitors information.		
a. Received messages, reports, and orders from higher headquarters and subordinate units.		
b. Monitored tactical situation ("battle tracking").		
(1) Monitored task organization.		
(2) Monitored available combat power.		
(3) Monitored available breaching assets.		
c. Maintained a journal of all significant activities.		
(1) Used DA Form 1594, Daily Staff Journal or Duty Officer's Log, to maintain journal.		
(2) Maintained copies of all orders (WARNO/OPORD/FRAGO).		
(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 in accordance with commander's critical information requirements (CCIR) and ensures that all personnel know the actions to be taken upon identification.		
e. Maintained status of critical classes of supplies.		
(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 alerts the commander, S3, or executive officer (XO) of any deviations		
*2. Assistant S3 distributes information (information management).		
a. Submitted reports to higher headquarters.		
b. Served as communications relay between units.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
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.		
*3. Assistant S3 analyzes information.		
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 relates to CCIR and decision points.		
e. Monitored development of MDMP products.		
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.		
a. Coordinated the synchronization of combat multipliers.		
b. Coordinated the activities of all CPs.		
*7. Assistant S3 conducts daily battle update briefings (BUB).		
a. Ensured that all staff sections conduct internal changeover briefs prior to BUB.		
b. Ensured that all staff sections are included in the BUB.		
(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, Chemical, biological, radiological, and nuclear posture, and changes to the CCIR.		
(6) Executive officer (XO) briefed the correct time synchronization.		
c. Monitored division and corps BUB when possible.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*9. Assistant S3 identifies and controls hazards in accordance with 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, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0005.01-0111	Maintain the Brigade Intelligence Database
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center
01-6-1414.01-0111	Provide Tactical Command, Control, Communications, Computers, and Intelligence (C^4I) 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 HHC, COMPANY COMMANDER

TASK: **RELOCATE MAIN COMMAND POST (CP)   (01-6-0042.01-0111)**
(FM 3-04.111)   (FM 71-3)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:			T	P	U		(Circle)

CONDITIONS: The brigade executive officer (XO) 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 mission-oriented protective posture level 4 (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
*1. The brigade XO directs the S3 to issue a warning order (WARNO) to main command post (CP) personnel.		
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).		
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).		
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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
4. Quartering party conducts reconnaissance of proposed main CP site(s).		
a. Determined concealment from air and ground observation.		
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 chemical, biological, radiological, and nuclear (CBRN) 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.		
5. Quartering party selects a site that meets mission requirements.		
a. Ensured site provides good cover and concealment from air and ground observation.		
b. Ensured site supports ground vehicular traffic.		
c. Ensured site is beyond enemy direct fire and mortar range.		
d. Ensured site does not restrict movement.		
e. Ensured site is located where communications are not impeded.		
*6. Quartering party officer-in-charge (normally HHC commander) reports to main CP.		
a. Used radio if net is secure.		
b. Reported location of selected site.		
c. Reported route(s) to be used.		
7. Quartering party returns, using covered and concealed routes.		
*8. HHC commander identifies and controls hazards in accordance with 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
011-510-0007	Employ Aviation in Offensive Operations	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	Defend Unit Position
01-6-0006.01-0111	Establish Brigade Security Measures
01-6-0008.01-0111	Establish the ALOC in Coordination with the S1
01-6-0018.01-0111	Establish a Brigade 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: 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 5-0)   (FM 3-04.111)

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 mission-oriented protective posture level 4 (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
*1. The brigade command sergeant major (CSM) monitors the status of enlisted personnel using all means of data collection and informs the commander.		
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 non-commissioned officers (NCOs) and enlisted personnel through the NCO channel.		
a. Developed a noncommissioned officer 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; morale; welfare, and recreation; and health.		
*4. CSM provides the commander with factors that are affecting Soldier performance.		
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. Identifies and controls hazards in accordance with risk management procedures.
 	
    b. Ensures implementation of the command safety and occupational health program in accordance with 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
011-510-0021	Employ Fundamentals of Army Operations	STP 1-15II-OFS-2
011-510-0022	Determine Characteristics of U.S. Army Organization and Capabilities	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0306	Perform Personnel/Administration Staff Duties/Responsibilities	STP 1-15II-OFS-2
011-510-0503	Perform Company-Level Command Post Operations	STP 1-15II-OFS-2
011-510-1500	Prepare Military Correspondence	STP 1-15II-OFS-2
011-510-1501	Supervise Professional Development/Career Management	STP 1-15II-OFS-2

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 5-0)

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 per 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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Plans and orders were executed. Continuous operations were maintained and the force was sustained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The brigade command sergeant major (CSM) participates in the staff planning process.		
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.		
*2. CSM coordinates administrative and logistic support functions for the brigade main CP.		
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.		
*3. CSM performs, or delegates performance of, the steps in the risk management process for each step in troop leading 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
011-420-1503	Supervise Enlisted Development and Utilization	MOS W 154C 3
011-510-1501	Supervise Professional Development/Career Management	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0059.01-0111	Provide Main Command Post (CP) Security
01-6-0070.01-0111	Perform Brigade Strength Management
01-6-0071.01-0111	Conduct Brigade 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: **EXECUTE CONTINGENCY PLANS   (01-6-0087.01-0111)**
          (FM 5-0)   (FM 3-04.111)   (FM 71-3)

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 mission-oriented protective posture level 4 (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. Executive officer (XO) 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. Executive officer (XO) 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. Executive officer (XO) directs execution of CONPLAN based on commander's guidance.		
a. Issued necessary orders.		
b. Monitored execution of the plan.		
*4. Executive officer (XO) 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
011-420-0022	Identify U.S. Army Aviation Organization and Capabilities	MOS W 153D 3
011-420-0028	Plan Aviation Deployment	MOS W 153D 3
011-500-0001	Conduct Intelligence Preparation of the Battlefield to Support Aviation Operations.	STP 1-15-219
011-510-0007	Employ Aviation in Offensive Operations	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0066.01-0111	Sustain the Brigade

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S3 SECTION

TASK: **COORDINATE THE BRIGADE AVIATION STANDARDIZATION PROGRAM   (01-6-0411)**

(FM 3-04.111)   (FM 5-0)   (FM 6-0)
(AR 95-1)   (AR 385-95)

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 brigade staff has received an OPORD/FRAGO/WARNO to conduct combat, CS or CSS operations. The staff is preparing to conduct the MDMP. The Aviation Standardization Officer is located at the main CP. The executive officer (XO) is coordinating the staff.   Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade standardization officer provided input to the brigade commander and staff during the MDMP process, identified standardization issues, and ensured standing operating procedures were employed.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: The brigade standardization officer develops, integrates, implements, monitors, and manages the aircrew training and standardization programs in the aviation brigade; conducts the standardization and training interface between subordinate units and division, corps, installation, major commands (MACOMS) and Department of the Army.		
*1. Brigade standardization officer assists the commander and staff during the MDMP.		
a. During mission analysis step, identified those areas where use of unit SOPs will ensure efficient and safe combat, CS and CSS operations.		
b. During course of action development, assessed and assisted the staff in developing sound tactical plans.		
c. Observed mission briefings and tactical planning sessions.		
d. Identified standardization issues to include hazards to flight, vehicle movement, logistical support operations, and personnel.		
e. Advised commander on safest mix of crewmembers and capabilities for a given mission.		
*2. Brigade standardization officer ensures procedures are in the brigade SOP to protect the force and its equipment.		
*3. Brigade standardization officer monitors DA forms 5484, crew endurance, and wire hazard surveys.		
*4. Commander performs, or delegates performance of, the steps in the risk management process for each step in MDMP (see 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
011-141-0104	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)	STP 1-151-155-OFS
011-218-7002	Manage Individual Aircrew Training Folder (IATF)	STP 1-151-155-OFS
011-218-7004	Recommend Aviator Training Plan	STP 1-151-155-OFS
011-218-7005	Prepare Unit/Individual Flight Status Profile	STP 1-151-155-OFS
011-218-7006	Supervise Aircrew Training Program	STP 1-151-155-OFS
011-218-7008	Administer Pilot Flight Evaluation	STP 1-151-155-OFS
011-218-7509	Administer Pilot Instrument Flight Evaluation	STP 1-151-155-OFS
011-510-0506	Implement the Aircrew Training Program	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0057.01-0111	Coordinate the Brigade Safety Program
01-6-0434	Advise the Commander and Staff on the Brigade Standards Program

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION

TASK: **CONDUCT MISSION REHEARSAL   (01-6-0419)**
                 (FM 3-04.111)   (FM 5-0)

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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Rehearsal was conducted based on the time line sequence in the Military Decisionmaking Process (MDMP). Rehearsal validated the synchronization of subordinate unit tasks. Multi-echelon rehearsals were conducted simultaneously, as much as possible.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. S3 coordinates with higher and lower headquarters for participation in rehearsals.		
a. Published FRAGO with corps/division/brigade rehearsal date, time, and location.		
b. Identified attendees for corps/division/brigade rehearsal.		
*2. Rehearsal director/XO conducts rehearsal briefing.		
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.		
a. Briefed results of any planning or rehearsals already conducted.		
b. Recommended mission changes as required.		
*4. S3 provides rehearsal input.		
a. Read mission statement.		
b. Briefed current friendly situation.		
c. Briefed anticipated friendly situation.		
*5. S2 provides rehearsal input.		
a. Briefed current enemy situation.		
b. Briefed anticipated enemy situation.		
c. Briefed most likely enemy COA.		
d. Briefed the status of the Intelligence, Surveillance, and Reconnaissance (ISR) plan.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*6. Fire Support Officer (FSO) briefs artillery status.		
a. Detailed the range of friendly artillery fires.		
b. Detailed the range of enemy artillery fires.		
*7. Air defense (AD) coordination officer briefs AD status		
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).		
*8. Engineer Liaison Officer (LNO) briefs mobility, counter mobility, and survivability issues.		
a. Briefed engineer support priorities.		
b. Briefed obstacle and barrier plan.		
c. Identified mobility corridors.		
Note: If the aviation brigade has an engineer, the liaison element is attached.		
*9. Rehearsal director conducts rehearsal.		
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.		
(1) Ensured S3 briefed projected friendly force status throughout mission time line as required.		
(2) Ensured S2 briefed projected enemy situation throughout mission time line as required.		
(3) Ensured Subordinate leaders articulated their units' actions and responsibilities based on mission time line.		
(4) Ensured FSO briefed artillery actions throughout mission time line.		
(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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*10.Commander conducts after-action review.		
a. Reviewed lessons learned.		
b. Directed modification of the mission plan if required.		
c. Reiterated commander's intent.		
*11.Commander identifies and controls hazards in accordance with 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
011-510-0300	Coordinate Staff Duties/Responsibilities in Tactical Units	STP 1-15II-OFS-2
011-510-0304	Conduct Battalion/Brigade Rehearsal	STP 1-15II-OFS-2

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

ELEMENTS: COMMAND SECTION
S1 SECTION
S2 SECTION
S3 SECTION
S4 SECTION
S6 SECTION

TASK: **IMPLEMENT THE BRIGADE MILITARY DECISIONMAKING PROCESS (MDMP)**
(01-6-0424)

(FM 5-0) (FM 6-0) (FM 3-04.111)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The aviation brigade staff sections are maintaining their staff estimates and the intelligence preparation of the battlefield (IPB) products. The brigade has received a new mission and the commander is forming his visualization of the sequence of activity from the current state to the end state of mission accomplishment. The commander is preparing to initiate the seven step Military Decisionmaking Process (MDMP). Enough planning time and staff support is available to thoroughly examine several friendly and enemy courses of action (COAs). Staff sections have a complete set of required digital and analog maps, computers, software, printers, projectors, information formats, and all other materials necessary to support the new mission analysis and updated staff estimates. The intelligence officer (S2) has access to the local area network and the All Source Analysis System (ASAS) remote workstation. The staff has access to higher headquarters intelligence summaries; threat and terrain databases associated with the theater of operations; National Imagery and Mapping Agency (NIMA) map data and satellite photos; and current joint and service imagery within the theater via TROJAN SPIRIT, or other satellite communications (SATCOM) systems. If equipped, the brigade has established voice communications and digital connectivity via the Army Battle Command System (ABCS) with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and the brigade's standing operating procedures (SOP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade commander focused his visualization on decisive points, objectives, and tempo. The brigade commander clearly understood the current state, developed a desired end state, and formulated his concept of operations. The brigade commander initiated the MDMP and issued his initial guidance. The operations officer (S3) issued warning order (WARNO) # 1 to the staff and the executive officer (XO) coordinated the staff.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below will be accomplished using ABCS, if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in the task steps and performance measures below.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

Note: The commander and each staff section perform estimates continuously to provide important inputs for the MDMP. Estimates are revised when important new information is received, or when the situation changes significantly.

1. The brigade receives a new mission from higher headquarters and the commander begins his assessment.

Note: The new mission may come from an order issued by higher headquarters, or derive from an ongoing operation.

a. The commander visualized the sequence of activity from the current state to the end state of mission accomplishment and assessed the time available.

b. The commander determined that time permitted the conduct of a full MDMP and allocated one-third of the available time for his staff to conduct their planning and preparation.

c. The commander focused his visualization on decisive points, objectives, and tempo, from mission receipt to mission accomplishment.

d. The commander determined the time needed to plan, prepare for, and execute the brigade mission.

2. The brigade XO directed the staff to assess their functional areas.

a. The XO determined the staff's experience, cohesiveness, and stress level.

b. The XO ensured the staff had the necessary tools available to conduct the MDMP mission analysis.

c. Unit SOPs identified who is to attend the planning sessions, identified the alternate staff representatives, and where the staff should assemble, if necessary.

d. The XO required the staff to update their staff estimates.

e. The staff assessments provided input to the initial IPB products.

Note: The IPB is an ongoing process like the staff estimates, proceeding simultaneously with the steps in the MDMP. Changes to the IPB are dictated by MDMP requirements and the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC).

f. Staff assessments determined ambient light requirements for planning, rehearsals, and movement.

3. The brigade commander issues his initial commander's guidance.

a. Allocated a minimum of two-thirds of available time for subordinate units to conduct their planning and preparation.

b. Allocated the initial timelines.

c. Included guidance on where liaison officers should be dispatched.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Included guidance for initial intelligence, surveillance, and reconnaissance (ISR) activities.		
e. Authorized movement of certain elements.		
f. Included additional tasks for the staff to accomplish.		
4. The XO coordinates and supervises the dispatch of liaison officers.		
5. The S3 issues WARNO # 1 to subordinate and supporting units.		
a. Stated the type of operation to be conducted.		
b. Listed the general location of the operation.		
c. Included initial time line.		
d. Stated any movement or reconnaissance to initiate.		
6. The brigade staff updates their staff estimates, continues working on the initial IPB products, and prepares to conduct the MDMP mission analysis step.		
Note: Parallel planning is a routine procedure for the MDMP.		

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	STP 1-15 II

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0425	Conduct Mission Analysis
01-6-0426	Develop Courses of Action (COA)
01-6-0427	Conduct COA Analysis (War Game)
01-6-0428	Compare COA for Decision Briefing/Approval
01-6-0025.01-0111	Develop Brigade Orders
01-6-0429	Prepare the Aviation Brigade Staff Estimate
01-6-0430	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0432	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: COMMAND SECTION
                  S1 SECTION
                  S2 SECTION
                  S3 SECTION
                  S4 SECTION
                  S6 SECTION

TASK: **CONDUCT MISSION ANALYSIS (01-6-0425)**
                  (FM 5-0)   (FM 6-0)   (FM 3-04.111)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:				T	P	U	(Circle)

CONDITIONS: The aviation brigade has received a new mission and is conducting the Military Decisionmaking Process (MDMP). The staff is preparing to conduct the mission analysis. Staff sections have a complete set of required digital and analog maps, computers, software, printers, projectors, information formats, and all other materials necessary to support the presentation of a standard mission analysis briefing to the brigade commander. If equipped, the brigade has established voice communications and digital connectivity via the Army Battle Command System (ABCS) with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and the brigade's standing operating procedures (SOP). The staff has access to higher headquarters intelligence summaries; threat and terrain databases associated with the theater of operations, National Imagery and Mapping Agency (NIMA) map data and satellite photos, and current joint and service imagery within the theater via TROJAN SPIRIT or other satellite communications (SATCOM) systems. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Specified, implied, and essential tasks are identified within each staff functional area. The brigade restated mission, commander's intent, and commander's planning guidance, were issued. The staff created the initial commander's critical information requirements (CCIR); intelligence, surveillance, and reconnaissance (ISR) plan, and updated their staff estimates. The mission analysis briefing was presented to the brigade commander; the brigade commander then issued his planning guidance for course of action (COA) development.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below will be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		
1. The aviation brigade commander and staff analyze the higher headquarters order to establish where the brigade mission fits into the missions of higher and adjacent headquarters.		
a. The aviation brigade commander and staff completely understood the higher commander's intent and his concept of operation; higher headquarters mission, available assets, and area of operations; and, higher headquarters operational time line.		
b. The aviation brigade commander and staff completely understood the missions of adjacent, supporting, and supported units and how they relate to the higher headquarters plan.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. The aviation brigade commander and staff completely understood the brigade's area of operation (AO) and the brigade's mission in context of the higher headquarters mission and commander's intent.		
d. The aviation brigade commander completely understood the end state the brigade is expected to create.		
2. The aviation brigade commander and staff perform a quick initial assessment and the commander provides initial guidance to the brigade staff, assembled by the brigade XO.		
a. Established initial operational time lines to complete the brigade orders process based on 1/3 of the time for brigade staff and 2/3 of the time for battalions.		
b. Abbreviated MDMP guidance, if any.		
c. Required coordination, to include where to dispatch aviation liaison officers.		
d. Initiated the initial surveillance and reconnaissance missions.		
e. Time available for planning.		
f. Authorized certain movements to include positioning command and control (C2) system nodes.		
g. Stated the number of enemy situation templates (SITEMPS) to develop.		
h. Listed initial priority intelligence requirements (PIR) and essential elements of friendly information (EEFI).		
Note: If the brigade commander does not provide this initial guidance, the staff should ask specific questions to get this information from the commander. The rationale is to focus the staff so they can develop the essential information that the brigade commander requires to enable him to mentally war game and visualize the battle, identify the key tasks that must be accomplished in sequence, and then devise and sketch out various COA that will accomplish these tasks and achieve the end state he requires.		
3. The brigade operations officer (S3) issues warning order (WARNO) #1.		
a. Included the type and general location of the operation.		
b. Established initial operational time lines.		
c. Initiated surveillance and reconnaissance missions.		
d. Directed movements and collaborative planning sessions.		
4. The aviation brigade XO announces the times for the staff to complete their analysis and present the aviation brigade commander a mission analysis briefing.		
Note: The XO asks the brigade commander to return for the briefing at that time. The brigade commander will normally depart to visit his subordinate commanders to discuss the new mission, its purpose, its challenges, and to get a feel for the brigade's readiness to execute the mission.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
5. The aviation brigade staff, coordinated by the XO, starts the initial intelligence preparation of the battlefield (IPB) process.		
a. The intelligence officer (S2) integrated the staff in the IPB process.		
b. The S2, assisted by the staff, developed the initial IPB products to include the modified combined obstacle overlay (MCOO), enemy SITEMPS/event templates, gaps in intelligence/initial PIR, and high-value targets (HVT) list.		
c. Evaluated the threat to determine its doctrinal template.		
d. The S2 determined the multiple enemy COAs/graphic SITEMPS.		
Note: Staff officers lend their expertise in terrain analysis; weather effects; and enemy doctrine, operational patterns, and combat systems. The key point in this step is that IPB is a team task, not solely the S-2s responsibility. Moreover, as a consequence of conducting the IPB process as a team, each staff officer becomes aware of all the terrain, weather, and enemy factors that will influence the employment of units and combat systems within their functional area, prerequisite knowledge to develop sound COA.		
6. Staff officers identify all specified and implied tasks.		
a. Each staff officer analyzed the higher division or corps base order, higher commander's guidance, appropriate staff annex, and the operational graphics; identified specific tasks directly assigned to the aviation brigade.		
b. Each staff officer identified all implied tasks that must be performed to accomplish the mission, but are not stated in the order.		
c. Each staff officer presented his mission-essential task list of specified and implied tasks to the commander for approval and subsequent incorporation into the unit mission statement.		
7. Commander and staff review available assets.		
a. Examined additions to and deletions from the current task organization; support relationships, and status of all units; current capabilities and limitations.		
b. Considered relationships between essential, specified, and implied tasks; and relationships between these tasks and available assets.		
c. Determined if assets were available to accomplish all tasks.		
d. Identified additional resources needed for mission accomplishment.		
e. Identified any required deviations from the normal task organization to consider in developing the planning guidance.		
8. The staff determines constraints to be placed on the command by higher.		
9. The staff identifies critical facts and assumptions that are essential for planning.		
10. The staff performs risk assessment.		
a. Identified hazards.		
b. Assessed hazards.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
11. The commander and staff determine information requirements (IR) for successful execution of operations by considering all elements necessary to address the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC).		
a. Designated initial PIR as stated by the commander.		
b. Designated initial friendly force information requirements (FFIR) as stated by the commander and staff.		
c. Designated the initial CCIR, IR that the commander needs to make decisions on planning and selecting optimum COA.		
12. The XO integrates the staff in determining the initial ISR plan.		
a. Identified intelligence gaps based on the initial IPB, PIR, and CCIR.		
b. The operations officer (S3) prepared the initial ISR plan based on available surveillance and reconnaissance assets and input from the S2.		
c. The initial ISR plan contained the minimum information for surveillance and reconnaissance operations: AOs; mission statement; provisions for communications, logistics and fire support; task organization; the reconnaissance objective; CCIR, PIR, and IR; line of departure/line of contact time; initial named areas of interest; routes to the AO and passage of lines instructions; fire support coordination measures; airspace control measures; and provisions for medical evacuation.		
13. The XO and staff refine the staff planning time line to include briefings, rehearsals, and time available to subordinate units; liaison officers are dispatched to monitor changes at higher and adjacent headquarters.		
14. The S3 prepares a recommended restated mission statement for the brigade, based on the mission analysis input from the staff, and using the who, what, when, where, why format.		
a. The restated mission statement included who will execute the operation.		
b. Stated what the essential task(s) are.		
c. Stated when the operation will begin.		
d. Stated where the operation would occur (AO, objectives, grid coordinates).		
e. Stated why (for what purpose) the brigade would conduct the operation.		
f. The restated mission statement included any on-order missions.		
Note: During this step, the staff sections are developing the standard products required for the Mission Analysis Briefing. No time is wasted.		
15. If time is available, the XO and staff rehearse the presentation of the Mission Analysis Briefing to ensure the briefing is a short, concise, disciplined presentation that only contains the essential information the commander needs to craft his planning guidance and suitable COA to accomplish the mission.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

Note: While the XO and staff have been conducting the mission analysis, the brigade commander has been conducting his own estimate of the situation, studying the division/corps order, studying maps, and mentally war-gaming various COA he thinks would be suitable to accomplish the mission. He has envisioned the key tasks that must be conducted in sequence and visualized the best way of employing the brigade elements to achieve the expected end state. And as a result of thinking through the operation, he has formulated his intent-a short concise expression of the brigade's mission, its purpose, the key tasks that must be conducted in sequence, and the end state that must be achieved.

16. The XO and staff present the Mission Analysis Briefing to the brigade commander.

    a. Briefed the higher mission, division/corps commander's intent, and higher concept of operations.

    b. Reviewed the brigade commander's initial guidance.

    c. Covered the initial IPB products, to include the MCOO and enemy SITEMPS.

    d. Presented pertinent facts and assumptions.

    e. Considered specified, implied, and essential tasks for the restated mission.

    f. Listed constraints.

    g. Briefed forces available.

    h. Briefed initial risk assessment.

    i. Recommended initial CCIR.

    j. Recommended time lines.

    k. Recommended a restated mission statement.

17. The brigade commander approves the restated mission, provides his initial commander's intent, and issues the commander's planning guidance for COA development, analysis, and comparison.

    a. Identified the decisive operation, with supporting shaping and sustaining operations.

    b. Visualized the array of forces for the decisive operation, how it will lead to mission accomplishment, and focused on the essential tasks to be achieved in sequence

    c. Prioritized specific COAs (friendly and enemy), to develop, analyze, and compare (XO ensured staff has decision criteria needed to compare COA and how to weight those criteria).

    d. Listed initial CCIR.

    e. Issued surveillance and reconnaissance guidance.

    f. Issued risk guidance.

    g. Issued fires and targeting guidance.

    h. Issued mobility and counter-mobility guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
i. Issued security measures guidance.		
j. Presented the time plan.		
k. Stated the type of order to issue.		
l. Stated the movements to initiate.		
m. Stated the type of rehearsal to conduct.		
n. Provided additional priorities for CS and CSS elements.		
18. After the commander's planning guidance, the S3 sends subordinate and supporting units WARNO #2 to include the approved unit mission statement, task organization changes, attachments/detachments, brigade commander's intent, brigade AO, CCIR, PIR, FFIR, risk guidance, surveillance and reconnaissance instructions, initial movement instructions, security measures, mobility and counter mobility guidance, COA priorities, updated operational time lines, and rehearsal times.		

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	STP 1-15 II

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0424	Implement the Brigade MDMP
01-6-0426	Develop Courses of Action (COA)
01-6-0427	Conduct COA Analysis (War Game)
01-6-0428	Compare COA for Decision Briefing/Approval
01-6-0025.01-0111	Develop Brigade Orders
01-6-0429	Prepare the Aviation Brigade Staff Estimate
01-6-0430	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0432	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: COMMAND SECTION
S1 SECTION
S2 SECTION
S3 SECTION
S4 SECTION
S6 SECTION

TASK: **DEVELOP COURSES OF ACTION (COA) (01-6-0426)**
(FM 5-0)   (FM 6-0)   (FM 3-04.111)

ITERATION: 1   2   3   4   5   M   (Circle)

COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The aviation brigade has received a new mission and is conducting the Military Decisionmaking Process (MDMP). The staff has conducted the mission analysis and is ready to develop friendly courses of action (COA). The staff has received the approved restated mission, brigade commander's intent, the brigade commander's planning guidance, and the initial commander's critical information requirements (CCIR). Warning order (WARNO) #2 has been issued. The staff also has available the initial intelligence preparation of the battlefield (IPB), initial intelligence, surveillance, and reconnaissance (ISR) plan, and other initial products from the mission analysis. If equipped, the brigade has established voice communications and digital connectivity via the Army Battle Command System (ABCS) with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and the brigade's standing operating procedures (SOP). The staff has access to higher headquarters intelligence summaries; threat and terrain databases associated with the theater of operations, National Imagery and Mapping Agency (NIMA) map data and satellite photos, and current joint and service imagery within the theater via TROJAN SPIRIT or other satellite communications (SATCOM) systems. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: Staff estimates are updated. All COA statements and sketches are developed. The intelligence officer briefed the enemy COAs. The brigade commander refined the commander's planning guidance for the COA analysis war game.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below will be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		
1. The staff performs analysis of the relative combat power for each potential COA.		
a. Analyzed maneuver, firepower, protection, leadership, and information elements of combat power by comparing friendly strengths/weaknesses to enemy strengths/weaknesses, recording the overall advantage.		
b. Included combat service support capabilities in the analysis.		
c. Assessed tangible factors such as equipment, weapon systems, and units.		
d. Assessed in-tangible factors such as morale and training levels.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
2. The staff generates options for COAs based on the commander's guidance. The staff:		
a. Brainstormed to quickly identify COAs that are not feasible.		
b. Determined doctrinal requirements for each type of operation being considered, to include possibilities created by attachments.		
c. Considered ways to mass the effects of combat power to achieve success in the decisive operation.		
d. Considered shaping operations to create or preserve a condition for the decisive operation's success.		
e. Determined sustaining operations to create and maintain the combat power required for the decisive operation and shaping operations.		
f. Developed the basic battlefield organization for a given COA and determined the essential tasks for each decisive, shaping, and sustaining operation in that COA.		
g. Examined each COA to determine if it meets the screening criteria of suitable, feasible, acceptable, distinguishable, and complete. COAs:		
(1) Accomplished the mission and complied with the commander's planning guidance (suitable).		
(2) Accomplished the mission within the available time, space, and resources (feasible).		
(3) Justified the cost in resources, especially casualties, to achieve the tactical advantage gained by their execution (acceptable).		
(4) Differed significantly from the others based on the use of reserve, task organization, timing (day or night), or scheme of maneuver (distinguishable).		
(5) Showed how the decisive operation accomplished the mission, shaping operations created and preserved conditions for success of the decisive operation, and sustaining operations enabled shaping and decisive operations (completeness).		
3. Staff makes the initial array of friendly forces for each COA, starting with the decisive operation and continuing through all shaping and sustaining operations.		
a. Identified the total number of units needed.		
b. Determined if COA was feasible.		
4. Staff develops a concept of operations for each COA.		
a. Describes how mission will be accomplished.		
b. Recommended that operations be simultaneous or phased.		
c. Weighted combat power in favor of the decisive operation.		
d. Used graphical control measures to coordinate the operation and show the relationship of specific friendly forces to one another, the enemy, and the terrain.		
e. Did not split avenues of approach or key terrain with control measures.		
f. Included in the concept of operations was the purpose of the operation, the decisive operation, shaping operations, and sustaining operations		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
g. The reserve force was designated; intelligence, surveillance, and reconnaissance (ISR) operations were listed; and security operations were described.		
h. Identified additional resources needed for mission accomplishment.		
5. S3 task organizes friendly forces.		
6. S3 prepares a COA statement and supporting sketch for each COA.		
a. The COA statement explained the concept of operation, including the mission and end state.		
b. Covered the who, what, when, where, how, and why.		
7. XO holds COA briefing for the commander. Briefing includes:		
a. Updated intelligence preparation of the battlefield (IPB).		
b. Possible enemy COAs.		
c. Unit mission statement.		
d. Brigade commander's and higher commanders' intent.		
e. COA statements and sketches.		
f. Rationale for each COA.		
8. Commander gives additional guidance. Guidance includes one of the following:		
a. Commander accepted one or more of the COAs and the staff began COA analysis war game.		
b. Commander rejected all COAs and the staff started over.		
c. The commander created a new COA and the staff began COA analysis war game on that COA.		

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	STP 1-15 II

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0424	Implement the Brigade MDMP
01-6-0425	Conduct Mission Analysis
01-6-0427	Conduct COA Analysis (War Game)
01-6-0428	Compare COA for Decision Briefing/Approval

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0025.01-0111	Develop Brigade Orders
01-6-0429	Prepare the Aviation Brigade Staff Estimate
01-6-0430	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0432	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION
S1 SECTION
S2 SECTION
S3 SECTION
S4 SECTION
S6 SECTION

TASK: **CONDUCT COA ANALYSIS (WAR GAME) (01-6-0427)**
(FM 5-0)　　　　　(FM 6-0)　　　　　(FM 3-04.111)

　　　　　ITERATION:　　1　　2　　3　　4　　5　　M　　(Circle)

　　　　　COMMANDER/LEADER ASSESSMENT:　T　　P　　U　　(Circle)

CONDITIONS: The aviation brigade has received a new mission and is conducting the military decisionmaking process (MDMP). The staff has updated their estimates, conducted the mission analysis, developed the courses of action (COA), and is ready start the COA analysis war game. The staff has received the approved restated mission, brigade commander's intent, the brigade commander's planning guidance, and the initial commander's critical information requirements (CCIR). Warning order (WARNO) #2 has been issued. The staff also has available the initial intelligence preparation of the battlefield (IPB), initial intelligence, surveillance, and reconnaissance (ISR) plan, and other initial products from the mission analysis. The intelligence officer (S2) has briefed the enemy COA. Friendly COA statements and sketches are available. If equipped, the brigade has established voice communications and digital connectivity via the Army Battle Command System (ABCS) with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and the brigade's standing operating procedures (SOP). The staff has access to higher headquarters intelligence summaries; threat and terrain databases associated with the theater of operations, National Imagery and Mapping Agency (NIMA) map data and satellite photos, and current joint and service imagery within the theater via TROJAN SPIRIT or other satellite communications (SATCOM) systems. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The war gaming method was used to record advantages and disadvantages for each COA, within the commander's intent and guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below will be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures. During war gaming the commander may modify the COA based on how things develop.		
1. XO directs staff to gather tools, materials, and data for the war game.		
a. The operations officer (S3) gathered maps, prepared sand tables, used computer simulations, or other tools, that reflect the nature of the terrain.		
b. S3 displayed the COA on a map of the area of operations (AO).		
c. XO reviewed each COA to ensure compliance with commander's guidance.		
d. S3 collected staff estimates, event templates, graphic overlays, COA statements and sketches.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
2. Commander and staff consider all friendly forces.		
a. S3 prepared a list of friendly forces committed to the operation and identified during mission analysis.		
b. Support relationships and constraints were considered.		
3. XO lists assumptions where they can refer to them during war gaming.		
4. S3 lists critical events for each COA.		
a. Events directly influenced mission accomplishment.		
b. Events triggered significant actions or decisions.		
c. Events were complicated actions that required detailed study.		
d. Major events that occurred at some point during the COA beginning with the unit's current position through mission accomplishment.		
e. Staff members having critical events articulated their time constraints and/or requirements.		
5. The staff posts the decision points that affect each COA.		
a. Decision points were related to major critical events and linked to named areas of interest (NAIs) and/or associated with specific targeted areas of interest (TAIs).		
b. Decision points required a decision by the commander.		
c. Location of decision points permitted commander sufficient lead-time to engage the enemy.		
6. The staff determines the COA evaluation criteria.		
a. Criteria were based on sound doctrine and principles of war.		
b. Included levels of tactical risk.		
c. Included mission accomplishment at acceptable cost.		
d. Complied with commander's guidance, intent, and concept of operation.		
e. Commander establishes the weight of each of the evaluation criteria.		
7. Commander selects the war game method, recording technique, and starts process.		
a. Selected one of three war game methods: belt, avenue in depth, or box.		
b. Selected one of two recording techniques: synchronization matrix or sketch note.		
c. Designated the S3 to provide a recorder, who recorded the following:		

(1) Task organization, taskings, and rationale.
     (2) Command and support relationships.
     (3) Enemy and friendly decision points.
     (4) Updated commander's critical information requirements (CCIR).
     (5) Desired effects.
     (6) Time and loss estimates.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(7) Recorded targeting elements in conjunction with the development of the attack guidance matrix to include: observer to NAIs or high-priority target (HPT), firing system that is attacking the target, where and when.		
(8) Recorded the strengths/advantages and weaknesses/disadvantages of each COA.		
d. Commander initiated the war game process by presenting his intent, which included the decisive points for the mission.		
Note: Staff analyzes each COA using an action, reaction, and counteraction methodology. Action and reaction talk through how the friendly plan fights the enemy commander's plan. The counteraction defines the changes, deletions, and/or additions to the friendly plan based on a better way to kill the enemy.		
8. XO coordinates specific war-gaming responsibilities and actions of the staff, ensuring the staff stays on a time line and accomplishes the goals of the war game.		
a. The personnel officer (S1) analyzed each COA and projected potential personnel battle losses and determined how combat service support (CSS) operations will provide personnel support and combat health support during the operation.		
b. The S2 played the role of the enemy commander, briefed the enemy COA, identified friendly information requirements (IRs), refined event template/NAIs, refined event matrix/TAIs/high-value targets (HVTs), refined situation templates, participated in targeting meetings and selected HPTs from HVTs identified during IPB.		
c. The S3 played the role of the friendly commander and briefed each COA to include the commander's intent; concept of operation, to include scheme of maneuver; critical events, to include strengths and weaknesses of each COA.		
d. The chemical officer (CHEMO) identified the likely times, areas, desired effect, delivery systems and agent types for enemy use of weapons of mass destruction (WMD).		
e. The logistics officer (S4) assessed the sustainment feasibility of each COA, projected potential equipment losses, movement times, and support requirements; compared support requirements to assets available and identified potential logistics shortfalls; ensured that movement times and assets were available to support each COA.		
f. The S4 determined potential supportability from the areas of host/foreign nation support, road and rail networks, airlift/airdrop/airfield capabilities, water locations and support equipment required, electrical power grids sustainability, and chemical, biological, radiological, and nuclear (CBRN) decontamination sites.		
g. The civil affairs officer (S5) integrated combat support (CS) and CSS considerations into each COA to include host nation support, care of displaced civilians, impact of operations on public order and safety, potential for disaster relief requirements, noncombatant evacuation operations, emergency services, and protection of culturally significant sites.		
h. The communications officer (S6) assessed the communication feasibility for each COA by determining the requirements for command, control, communications, computers, intelligence, surveillance, and reconnaissance (C^4I SR); compared requirements to assets and made recommendations.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

i. 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.

Note: Decisions made by the commander for each COA are recorded during the war game and included in the war game and decision briefings. The results are recorded by posting them to the synchronization matrix.

9. The XO supervises the initial integration of the following plans:

   a. Operational Law plans.

   b. Psychological operations (PSYOPS).

   c. Military Police operations.

   d. CSS plans.

   e. Information operations.

   f. Air defense plan.

   g. Fire support plan.

   h. Engineer support plan.

10. The staff continues the war game process until every enemy course of action (ECOA) is analyzed in relation to each COA. Each COA:

   a. Accomplished the mission and complied with the commander's guidance.

   b. Had the capability to accomplish the mission in terms of space, resources and time (feasible).

   c. Justified the expenditure of resources (acceptable).

   d. Was significantly different from the others being considered (distinguishable).

   e. Was a complete mission.

11. The XO and S3 supervise the development of the updated Intelligence, Surveillance, and Reconnaissance (ISR) plan while each course of action is developed.

12. The XO and S3 conduct a war game briefing (time permitting) to ensure the staff fully comprehends the results of the war game. It normally contains the following topics:

   a. Higher HQs' mission, the brigade commander's intent, and deception plan.

   b. Updated IPB.

   c. Enemy COAs that were war gamed.

   d. Friendly COAs that were war gamed.

   e. Assumptions.

   f. War gaming technique used.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

g. For each COA war gamed:
 	
   (1)   Critical events that were war gamed.
   (2)   Possible enemy actions and reactions.
   (3)   Modifications to the COA.
   (4)   Strengths and weaknesses.
   (5) Results of the war game.		

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	STP 1-15 II

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0424	Implement the Brigade MDMP
01-6-0425	Conduct Mission Analysis
01-6-0426	Develop Courses of Action (COA)
01-6-0428	Compare COA for Decision Briefing/Approval
01-6-0025.01-0111	Develop Brigade Orders
01-6-0429	Prepare the Aviation Brigade Staff Estimate
01-6-0430	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0432	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: COMMAND SECTION
S1 SECTION
S2 SECTION
S3 SECTION
S4 SECTION
S6 SECTION

TASK: **COMPARE COURSES OF ACTION (COA) FOR DECISION BRIEFING/APPROVAL**
(01-6-0428)

(FM 5-0)   (FM 6-0)   (FM 3-04.111)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:		T	P	U		(Circle)	

CONDITIONS: The aviation brigade has received a new mission and is conducting the military decisionmaking process (MDMP). The staff has updated their estimates, conducted the mission analysis, developed the courses of action (COA), conducted the COA analysis war game, and is ready to compare the COA for decision briefing. The staff has received the approved restated mission, brigade commander's intent, the brigade commander's planning guidance, and the initial commander's critical information requirements (CCIR). Warning order (WARNO) #2 has been issued. The staff also has available the initial intelligence preparation of the battlefield (IPB), initial intelligence, surveillance, and reconnaissance (ISR) plan. The intelligence officer (S2) has briefed the enemy COA. Friendly COA statements and sketches are available as well as the war game results. If equipped, the brigade has established voice communications and digital connectivity via the Army Battle Command System (ABCS) with subordinate, adjacent, and higher headquarters, and is passing information in accordance higher headquarters' and the brigade's standing operating procedures (SOP). The staff has access to higher headquarters intelligence summaries; threat and terrain databases associated with the theater of operations, National Imagery and Mapping Agency (NIMA) map data and satellite photos, and current joint and service imagery within the theater via TROJAN SPIRIT or other satellite communications (SATCOM) systems. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The decision matrix was prepared and the commander approved the COA. The brigade commander refined the commander's intent and planning guidance, and refined the CCIR.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below will be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		
1. The staff performs analysis and evaluation of the advantages and disadvantages of each COA. The staff:		
a. Used the evaluation criteria developed before the war game.		
b. Outlined each COA to include its advantages and disadvantages.		
c. Compared the strengths and weaknesses of the COAs and identified the advantages and disadvantages with respect to each other.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Presented each other their findings for consideration.		
2. The staff compares feasible COAs to identify the one with the highest probability of success against the most likely and dangerous enemy COA. The selected COA:		
a. Posed the minimum risk to the force and mission accomplishment.		
b. Placed the force in the best posture for future operations.		
c. Provided maximum latitude for subordinates' initiatives.		
d. Provided the most flexibility to meet unexpected threats and opportunities.		
3. The staff uses the decision matrix evaluation criteria to assess the effectiveness and efficiency of each COA.		
a. Staff used the same evaluation criteria developed before the war game.		
b. The brigade XO determined the weight of each criterion based on its relative importance.		
c. The staff member responsible for a functional area scored each COA using those criteria.		
d. The staff member responsible for a functional area multiplied the score by the weight to get the criterion's value.		
e. The staff member responsible summed the criteria values for each COA.		
4. The staff identifies its preferred COA and agrees to recommend it to the commander.		
a. XO ensured the preferred COA included the intent of the higher and the next higher commanders and concurred with the staff recommendation.		
b. XO issued guidance for the decision briefing.		
5. The staff delivers a decision briefing to the commander.		
a. Briefing included the intent of the higher and the next higher commanders.		
b. Included the status of the force and its components.		
c. The current IPB was included in the briefing.		
d. Each COA was briefed.		
(1) Included assumptions used for each COA.		
(2) Results of staff estimates were included.		
(3) Discussed advantages and disadvantages (including risk) of each COA.		
Note: The advantages and disadvantages of each COA may be discussed in terms of a numerical analysis, subjective analysis, or broad categories.		
e. The recommended COA was presented to the commander.		
6. The commander approves the recommended COA.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: The commander selects the COA he thinks will best accomplish the mission. If he rejects all the COAs, the staff starts COA development again. The commander may modify a COA, or gives the staff a completely new one, the staff war games it and presents the results to the commander with a recommendation.		
7. The commander issues his final planning guidance.		
a. The commander included a refined commander's intent and new CCIR.		
b. Included additional guidance concerning priorities for resources, orders preparation, and rehearsal.		
c. Included risk commander is willing to accept to accomplish the mission.		
8. The S3 issues WARNO #3 containing information subordinate units need to refine their plans, and starts to prepare the operations order.		
Note: The next step in the MDMP is task number 01-6-0025.01-0111, Develop Brigade Orders.		

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	STP 1-15 II

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0424	Implement the Brigade MDMP
01-6-0425	Conduct Mission Analysis
01-6-0426	Develop Courses of Action (COA)
01-6-0427	Conduct COA Analysis (War Game)
01-6-0025.01-0111	Develop Brigade Orders
01-6-0429	Prepare the Aviation Brigade Staff Estimate
01-6-0430	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0432	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: COMMAND SECTION
                             S1 SECTION
                             S2 SECTION
                             S3 SECTION
                             S4 SECTION
                             S6 SECTION

TASK: **PREPARE THE AVIATION BRIGADE STAFF ESTIMATE (01-6-0429)**
                   (FM 5-0)   (FM 6-0)   (FM 3-04.111)

ITERATION:	1 2 3 4 5 M (Circle)
COMMANDER/LEADER ASSESSMENT:	T P U (Circle)

CONDITIONS: The aviation brigade staff sections are maintaining their staff estimates. The brigade has received a new mission and is conducting the military decisionmaking process (MDMP). The brigade staff has conducted the mission analysis, presented the mission analysis briefing, and started the intelligence preparation of the battlefield (IPB). The commander has restated the mission, provided the commander's intent, and issued his planning guidance. The initial commander's critical information requirements (CCIR) have been received. The intelligence officer (S2) has provided the staff initial IPB products and enemy courses of action (ECOA). Staff sections have a complete set of required digital and analog maps, computers, software, printers, projectors, information formats, and all other materials necessary to support the development of friendly course of action (COA) statements and sketches as well as updated staff estimates. The S2 has access to the local area network and the All Source Analysis System (ASAS) remote workstation. The staff has access to higher headquarters intelligence summaries; threat and terrain databases associated with the theater of operations; National Imagery and Mapping Agency (NIMA) map data and satellite photos; and current joint and service imagery within the theater via TROJAN SPIRIT, or other satellite communications (SATCOM) systems. If equipped, the brigade has established voice communications and digital connectivity via the Army Battle Command System (ABCS) with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and the brigade's standing operating procedures (SOP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The IPB supported the updating of staff estimates; the targeting process; the intelligence, surveillance, and reconnaissance (ISR) plan; and the MDMP. The staff estimates were updated and presented during the COA Development phase of the MDMP. The brigade staff, from their functional perspective, provided updated staff estimates and recommended COAs for analysis.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below will be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and maneuver control system (MCS) messages identified in task steps and performance measures.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

Note: The brigade staff sections prepare and continuously update estimates to help the commander make decisions. During planning, the most important decision the commander makes is selecting a COA on which to base the plan. Thus, during planning, staff estimates focus on supporting that decision. A staff estimate is an assessment of a COA by a staff element that assists the commander in visualization and decisionmaking. It is an evaluation of how factors in a staff section's functional area will influence the COA the commander is considering. Staff estimates are often referred to as "running" estimates because they are maintained throughout the operation, not just during planning.

1. The XO coordinates the staff and calls for updated staff estimates based on the outputs of the mission analysis.

2. The S2 section concentrates on the enemy situation, enemy strengths and weaknesses, enemy capabilities, analysis of enemy capabilities, and conclusions drawn from that analysis.

   a. The S2's analysis of enemy capabilities included an analysis of ECOAs.

   b. The S2's analysis of enemy capabilities provided the background needed to portray enemy actions.

   c. The intelligence estimate identified the enemy's most likely ECOA and most dangerous ECOA, in its conclusion.

3. All staff sections (except S2) concentrate on the friendly COAs and their supportability.

4. All staff sections use a six-paragraph format for their staff estimates that includes the mission; situation and considerations; courses of action; analysis; comparison; recommendation and conclusions.

5. Each staff officer shows the commander's restated mission, from the MDMP mission analysis in paragraph 1, mission.

6. Each staff officer shows the situation and considerations in paragraph 2.

   a. Each staff officer stated the characteristics of the area of operations.

      (1) Stated how the military aspects of the weather affect the staff section's functional area.

      (2) Stated how the military aspects of the terrain affect the staff section's functional area.

      (3) Stated how civil considerations, to include political, economic, sociological, psychological, and infrastructure factors, affect the staff section's functional area.

      (4) Stated how other pertinent facts affect the staff section's functional area.

   b. Each staff officer discussed enemy forces dispositions, composition, strength, capabilities, and ECOAs as they affect the staff section's functional area.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: Staff officers lend their expertise in terrain analysis; weather effects; enemy doctrine, operational patterns, and combat systems. During the IPB, each staff officer became aware of all the terrain, weather, and enemy factors that influence the employment of units and combat systems within their functional area.		
c. Each staff officer discussed friendly forces.		
(1) Listed the current status of resources within the staff section's functional area.		
(2) Listed the current status of other resources that affect the staff section's functional area.		
(3) Compared requirements with capabilities and recommended solutions to shortfalls.		
d. Each staff officer listed any assumptions that affect the staff section's functional area.		
7. Each staff officer shows the friendly courses of action in paragraph 3.		
a. Each staff officer listed the friendly COAs from the MDMP, COA analysis war game.		
b. Each staff officer listed the evaluation criteria identified during the MDMP, COA analysis war game.		
c. All staff sections used the same evaluation criteria.		
8. Each staff officer shows the analysis in paragraph 4.		
a. Each staff officer analyzed each COA, using the evaluation criteria identified during the MDMP, COA analysis war game.		
b. Each staff officer recorded his analysis using the evaluation criteria identified during the MDMP, COA analysis war game.		
9. Each staff officer shows the comparison in paragraph 5.		
a. Each staff officer compared each COA advantages and disadvantages of each.		
b. Each staff officer rank ordered COAs for each key consideration.		
c. Each staff officer used a decision matrix to support his comparison.		
10. Each staff officer shows the recommendation and conclusions in paragraph 6.		
a. Each staff officer recommended a most supportable COA from that staff perspective.		
b. Each staff officer listed issues, deficiencies, and risks with recommendations to reduce their impacts.		

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	STP 1-15 II

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0424	Implement the Brigade MDMP
01-6-0425	Conduct Mission Analysis
01-6-0426	Develop Courses of Action (COA)
01-6-0427	Conduct COA Analysis (War Game)
01-6-0428	Compare COA for Decision Briefing/Approval
01-6-0025.01-0111	Develop Brigade Orders
01-6-0429	Prepare the Aviation Brigade Staff Estimate
01-6-0430	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0432	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: COMMAND SECTION
S1 SECTION
S2 SECTION
S3 SECTION
S4 SECTION
S6 SECTION

TASK: **CONDUCT THE BRIGADE INTELLIGENCE PREPARATION OF THE
BATTLEFIELD (IPB) (01-6-0430)**
(FM 2-01.3)   (FM 3-04.111)   (FM 5-0)

ITERATION: 1   2   3   4   5   M   (Circle)

COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The aviation brigade has received a new mission and is conducting the military decisionmaking process (MDMP). The commander has performed an initial assessment and has provided the staff with initial guidance. The brigade staff members are preparing to update their staff estimates, conduct the mission analysis, and conduct the intelligence preparation of the battlefield (IPB). Information on the enemy and the area of operations (AO) has been received from higher headquarters, adjacent, and subordinate elements. Staff sections have a complete set of required digital and analog maps, computers, software, printers, projectors, information formats, and all other materials necessary to support the development of the IPB products. The intelligence officer (S2) has access to the local area network and the All Source Analysis System (ASAS) remote workstation. An attached military intelligence (MI) company, analysis and control team (ACT), is supporting the S2. Also, the U.S.A.F. weather team is supporting the S2. The staff has access to higher headquarters intelligence summaries; threat and terrain databases associated with the theater of operations; National Imagery and Mapping Agency (NIMA) map data and satellite photos; and current joint and service imagery within the theater via TROJAN SPIRIT, or other satellite communications (SATCOM) systems. If equipped, the brigade has established voice communications and digital connectivity via the Army Battle Command System (ABCS) with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and the brigade's standing operating procedures (SOP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The IPB process systematically analyzed the weather, terrain, and threats as they relate to the mission and friendly forces in the AO. The IPB supported the updating of staff estimates; the targeting process; the intelligence, surveillance, and reconnaissance (ISR) plan; and the MDMP. The MDMP was supported by initial IPB products to include the following: modified combined obstacle overlay (MCOO); enemy situation templates (SITEMPS); event templates, doctrinal template, the situational template, and the decision support template; the most likely enemy course of action (ECOA); gaps in intelligence and initial priority intelligence requirements (PIRs); the initial ISR plan; high-value targets (HVTs) list; and the AO/area of interest (AI) overlay. Also, the IPB identified multiple ECOAs, supported by a graphic SITEMP, a sketch, a brief narrative that includes the enemy commander's intent, key enemy tasks in sequence required to accomplish the purpose of his mission, and the end state the enemy commander is trying to achieve. The staff shared IPB products with subordinate and adjacent units to facilitate parallel or collaborative planning. The IPB provided the basis for intelligence collection, course of action (COA) development, and COA analysis.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

Note: If equipped, the task steps below will be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.

Note: The IPB must communicate information to the commander so that he can visualize the operation and communicate that vision to his subordinate units. The IPB is a continuous process and supports the commander and staff in the MDMP. The IPB starts during the MDMP mission analysis, is refined during the rest of the MDMP, and continues during preparation and execution of operations.

 1. The XO coordinates the aviation brigade staff, starts the IPB process, and defines the detail required within the time available.

 2. The S2 leads the IPB and integrates the staff in the process.

    a. The MI Company ACT and the weather officer supported the S2.

    b. The S2 Section gathered up existing intelligence products and the staff evaluated the products for gaps in information and intelligence, based on the new mission.

    c. The S2 Section evaluated existing intelligence databases for gaps in information and intelligence, based on the new mission.

    d. The S2 recommended initial PIRs, based on what is NOT known, to drive the staff during IPB and ISR planning.

    e. The S2 coordinated with higher for an engineer terrain analysis of the AO.

 3. The S2 defines the battlefield environment for the staff, to include identifying characteristics that influence friendly and enemy operations. The S2:

    a. Described the extent of the AO/AI and prepared an AO/AI overlay for the staff based on the enemy's ability to project combat power into the AO.

    b. Depicted all of the enemy assets and their location for the staff.

    c. Specified the initial ECOAs to consider.

 4. The S2 describes the battlefield's effects for the staff, to include the effects of terrain, weather, and civil considerations in the AO. The S2:

    a. Described specific terrain for the staff to consider.

    b. Coordinated with the staff who analyzed the effects of terrain on operations by considering obstacles; avenues of approach; key terrain; observation and fields of fire; and cover and concealment (OAKOC).

    c. Coordinated with the operations officer (S3) who identified likely avenues of approach and key terrain dominating the avenues of approach (terrain which gives the occupant a marked advantage).

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Coordinated with the S3 who identified the following: areas where maneuver elements are most vulnerable to fires; concealed and covered locations that offer observation and fields of fire into potential engagement areas (EAs), or kill zones (KZ); critical areas that must be protected such as water sources, fuel storage points, oil wells; ideal locations for employing combat support such as artillery, rockets, missiles, air defense; ideal locations for forward arming and refueling points (FARPs); and locations for employment of ISR assets.		
e. Developed a brigade MCOO by refining and tailoring the division MCOO to depict the battlefield's effects on enemy and friendly operations.		
f. Coordinated with the S3 and higher engineer support who identified decisive terrain (terrain that the successful accomplishment of the mission depends on seizing or retaining it).		
g. Coordinated with the USAF weather team who briefed the staff on weather factors to be considered.		
h. Coordinated with the air defense officer who analyzed the terrain for air defense considerations.		
i. Coordinated with the army airspace command and control (A2C2) element who analyzed the terrain for airspace management considerations.		
j. Coordinated with the chemical officer (CHEMO) who analyzed the terrain for chemical, biological, radiological, and nuclear considerations.		
k. Coordinated with the signal staff officer (S6) who analyzed the terrain to determine effects on command, control, communications, computer technology, and intelligence (C^4I); and any other signal considerations.		
Note: Staff officers lend their expertise in terrain analysis; weather effects; enemy doctrine, operational patterns, and combat systems. The key point in this step is that IPB is a task for the entire staff, not solely the S-2s responsibility. Moreover, as a consequence of conducting the IPB process as a team, each staff officer becomes aware of all the terrain, weather, and enemy factors that will influence the employment of units and combat systems within their functional area, prerequisite knowledge to develop sound COA.		
5. The S2 section, ACT, and the staff evaluate the threat capabilities and vulnerabilities by tailoring higher headquarters threat models to the brigade AO.		
Note: Threat models consist of three parts— templates depicting threat doctrine or patterns of behavior; description of preferred tactics, options, and peculiarities; and identification of HVTs. They depict how threat forces prefer to conduct operations under ideal conditions.		
a. The S2 retrieved the higher headquarters threat information via ASAS and disseminated it to the staff.		
b. The ACT analyzed the higher headquarters threat model to determine threat forces confirmed or templated in the AI.		
c. The ACT developed and the S2 recommended refinements to higher headquarters templates to depict threat echelons at company-level or its equivalent.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. The staff recommended refinements to higher headquarters description of preferred threat tactics, options, and peculiarities to reflect echelons at company-level or its equivalent.		
e. The ACT refined the higher headquarters HVT list and identified assets that are critical to execution of operations by the threat opposing the brigade.		
Note: HVTs are enemy assets that the threat commander requires for the successful completion of a specific ECOA.		
f. The staff grouped HVTs to assist in development of high-payoff targets (HPT) during COA development.		
g. The S2 section consolidated all input, refined the threat models, and disseminated the threat models to the staff and subordinate elements.		
h. The S2 section, ACT, and staff identified all ECOAs and developed the SITEMP overlay for each ECOA.		
Note: Several templates are prepared, beginning with the initial array of threat forces, to depict the ECOA in sufficient detail to support staff war gaming of friendly COAs and collection planning. Friendly COAs initial array of forces must make sense against the ECOAs.		
i. The S2 developed a description of each ECOA.		
Note: At a minimum the description should address the earliest time the ECOA can be executed; times, locations, and conditions associated with the ECOA; and decisions the threat commander will make during execution of the ECOA and after the ECOA succeeds or fails.		
j. The S2 and fire support officer identified HVTs listed in the threat models and other HVTs all based on how and where they provide critical support to the ECOA.		
k. The S2 transferred the refined and updated list of HVTs to the SITEMP and annotated on the SITEMP any areas where HVTs must appear or be employed to make the ECOA successful.		
Note: These areas are potential targeted areas of interest (TAI) and EAs. Cross-reference each potential TAI with the description of the ECOA that accompanies the SITEMP.		
l. The S2, ACT, and the staff evaluated how well each ECOA met the criteria of suitability, feasibility, acceptability, and consistency with enemy doctrine and current patterns of behavior; and then developed a prioritized list of most likely ECOA.		
Note: The list of most likely ECOAs is used to facilitate planning for friendly COAs.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO

6. The XO recommends the most likely ECOAs to the brigade commander for approval.

   a. The commander selected the best ECOAs to support friendly COA development.

   b. The S2 distributed the approved ECOAs to the staff and subordinate elements to facilitate friendly COA development.

7. The S2 and the staff identify initial information collection requirements, Named Areas of Interest (NAI), and develop the initial event template and event matrix.

Note: The initial event template and matrix focus only on identifying which of the projected ECOAs the threat has adopted.

   a. The S2 developed event templates depicting NAI 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 EAs.

   b. The S2 developed an event matrix to support the event template 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.

   c. The S2 used the event template and event matrix as the basis for ISR planning and initiated the development of a tentative reconnaissance concept to include the mission statement, task organization, timeline, and ISR assets used; ISR assets include: ground and/or air reconnaissance scouts, unmanned aerial vehicles (UAVs), MI Company collection assets, air defense artillery (ADA) early warning radar, engineer obstacle intelligence, chemical reconnaissance, fire support radars, NAIs to combat observation lasing team (COLT)/fire support team (FIST), close air support planners, and joint surveillance target attack radar system (JSTARS).

8. The S2, assisted by the staff, developed the initial IPB products to include the MCOO, enemy SITEMPS/event templates, gaps in intelligence/initial PIR, and HVT list; briefed the initial IPB during the MDMP Mission Analysis Briefing.

9. The S2 and the staff refines the ECOAs during friendly MDMP COA development based on incoming intelligence reports by ISR assets and/or higher headquarters generated intelligence.

10. The S2 participates in the MDMP COA analysis war game and plays the enemy commander.

11. In the contemporary operational environment (COE), the S2 and the civil affairs officer (S5) transition the IPB to stability and support operations (SASO), in support of civil-military operations (CMO).

   a. The S2, S5, and the staff focused the IPB for SASO on the civilian population of the AO to include ethnic, religious, and cultural makeup of regions, cities, and neighborhoods.

Note: The ethnic, religious, and cultural makeup is important in predicting the actions of the population at the beginning of hostilities and when they come in contact with U.S. forces.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. The S2 charted the ethnic, religious, and cultural holidays, activities, and festivals that may occur in the AO.		
Note: Large gathering of civilians moving about the AO may affect U.S. forces operations.		
c. The S2 charted restricted targets such as schools, religious sites, hospitals, population centers, and historic sites.		
d. The S2, S5, and the staff focused the IPB for SASO on the AO supporting infrastructure to include the location of water plants, sewage plants, electrical plants, and transformer stations; how are these services connected.		
Note: The restoration of any lost services is critical to establishing and legitimizing coalition control after the cessation of hostilities.		
e. The S2, S5, and the staff identified key locations for restoring a functioning society to include banks, government buildings, public record holding facilities, fire stations, police stations, jails/prisons, and court houses.		
12. The S2 section integrates the updated IPB products into the ISR planning process.		
13. During the OPORD briefing, the S2 updates the subordinate commanders on information from close fight sketches, satellite and/or UAV photos, JSTARS, and new information gained from reconnaissance.		
14. During execution, the S2 and S3 monitor reconnaissance operations to gauge the success or failure of the ISR plan, make adjustments in the IPB products.		
Note: S2 section continually refines IPB products during mission preparation and execution based on incoming intelligence reports and updated higher headquarters intelligence products.		
15. The S2 publishes periodic intelligence summaries (INTSUMs) to keep all personnel current.		

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	STP 1-15 II

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0424	Implement the Brigade MDMP
01-6-0425	Conduct Mission Analysis
01-6-0426	Develop Courses of Action (COA)
01-6-0427	Conduct COA Analysis (War Game)
01-6-0428	Compare COA for Decision Briefing/Approval
01-6-0025.01-0111	Develop Brigade Orders
01-6-0429	Prepare the Aviation Brigade Staff Estimate
01-6-0432	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: COMMAND SECTION
S1 SECTION
S2 SECTION
S3 SECTION
S4 SECTION
S6 SECTION

TASK: **MAINTAIN THE BRIGADE COMMON OPERATIONAL PICTURE (01-6-0431)**

(FM 3-04.111)　　　(FM 5-0)　　　(FM 3-0)
(FM 101-5-1)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:		T		P		U	(Circle)

CONDITIONS: The aviation brigade received a new mission and completed the seven steps in the military decisionmaking process (MDMP), to include issuing the five-paragraph operations order (OPORD). The OPORD clearly stated the brigade's mission and commander's intent. 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. Brigade units are now conducting operations and the brigade staff sections are trying to maintain a common operational picture (COP). All command posts (CPs) and tactical operations centers (TOC) are operational and reports are being received based on the commander's critical information requirements (CCIR). The brigade has established communications and digital connectivity via the Army Battle Command System (ABCS), when equipped, with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and brigade standing operating procedures (SOP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade staff maintained a COP, monitored current operations, collected and organized information. The staff presented alternatives and recommendations the commander needed to make accurate and timely decisions.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below may be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		
Note: The COP includes information from all forms of communications, for example, digital, analog, telephonic, face-to-face communications, , that comes into the CP/TOC to the battle captain fighting the fight. All types of information should be used to formulate the COP.		
*1. The brigade executive officer (XO), based on the OPORD and CCIR, coordinates the staff to develop and maintain the COP.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
2. The S3 section, under the direction of the battle captain, maintains the COP in accordance with unit SOP.		

> *Note*: The battle captain, normally the Assistant S3, configures the S3 section to support the current operation, as required.

a. If equipped with ABCS, the battle captain verified that the systems are operational:

    (1) Ensured that the systems are operating using the current unit task organization (UTO).

    (2) Verified the common tactical picture (CTP) application system configurations are current for the upcoming or ongoing operation to include map areas, chart tabs, overlays, and filters.

    (3) Ensured data feeds (platform or unit locations) for friendly, enemy, and other elements that the BCT are tracking are displayed.

        (a) Directed the MCS operator to verify accuracy of friendly unit locations posted on the COP by ensuring appropriate filter settings have been applied to the display.

        (b) Ensured S2 section posts known enemy and templated locations on the COP as directed by the commander or unit SOP that have not been auto posted by the FBCB2 system.

    (4) Determined specific overlays needed to augment the COP.

    (5) Displayed the COP in the current operations section in accordance with the unit's SOP.

    (6) Ensured the current status of critical combat/combat support (CS)/combat service support (CSS) assets are displayed in the current operations section using Combat Service Support Control System (CSSCS).

    (7) Verified message addressing default settings in Common Operating Environment Message Processor (CMP) meet mission requirements.

    (8) Ensured that backups to the COP are maintained and displayed in accordance with the units SOP.

        (a) If Army Tactical Command and Control System (ATCCS) becomes inoperable, maintained the FBCB2 common picture in the current operations section, with appropriate digital overlays posted in accordance with unit SOP.

        (b) If FBCB2 becomes inoperable, maintained manual maps, overlays, and status charts in accordance with unit SOP.

        (c) Reverted to degraded digital or manual battle tracking as necessary in the event of network failure, connectivity loss, TOC system failure, or communications jamming.

b. If not equipped with ABCS, the battle captain ensured—

    (1) The S3 section maintained the COP maps by posting reported and templated enemy locations, friendly unit locations (two levels down), and adjacent units.

    (2) Staff sections continually review and update their COP overlays in accordance with the unit SOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Ensured S3 section posted decision aids such as UTO, decision support template (DST), synchronization matrix, or CCIR in accordance with the unit SOP.		
Note: See appendix H (Planning and Operations Status Charts), FM 3-90.3, for examples.		
d. Determined voice net monitoring responsibilities.		
e. Assigned, in coordination with the XO, CCIR taskers to staff sections.		
f. Initiates staff log to record key events.		
g. Ensured S3 section maintained a copy of all current information such as:		
(1) Written orders, for example, Warning orders (WARNO), OPORD, and fragmentary orders (FRAGO) in MCS and one printed backup.		
(2) Verbal and digital reports.		
(a) Spot reports (SPOTREP).		
(b) Status reports (STATREP).		
(c) Obstacle reports.		
(d) Chemical, biological, radiological, and nuclear (CBRN) reports.		
3. Staff sections process incoming messages and reports in accordance with unit SOP.		
a. Information requiring immediate action was passed to the battle captain with a recommendation such as:		
(1) Data received supported the CCIR, priority intelligence requirements (PIR), friendly forces information requirements (FFIR) and/or essential elements of friendly information (EEFI), if designated as priority by the commander.		
(2) Data supported a decision the commander has to make.		
(3) Unexpected reports are received affecting the current operation such as bridge collapses, radical changes in weather, unexpected appearance of enemy equipment, and/or civil disturbances.		
(4) FRAGOs from higher headquarters requiring immediate throughput to subordinates.		
b. Information requiring further internal analysis was reviewed and recommendations were made:		
(1) Plans section was alerted about data affecting future plans.		
(2) Share data relevant to other staff sections or other headquarters.		
4. Staff sections disseminate reports within the CP/TOC in accordance with the unit SOP.		
5. Staff sections further analyze routine reports to update battlefield operating system (BOS)-specific products, to include staff estimates.		
a. S2 section used reports to update the following products:		
(1) Situation template (SITEMP).		
(2) Intelligence summary (INTSUM).		
(3) Intelligence report (INTREP).		
(4) Status of intelligence collection assets.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(5) Battlefield damage assessment (BDA).		
b. S3 section, fire support element (FSE), used information to update:		
(1) Attack guidance matrix (AGM).		
(2) Fire support coordination measures (FSCM).		
(3) High-payoff target lists (HPTL).		
(4) Fire support status chart.		
c. Air defense element used information to update:		
(1) Air and missile defense warning (AMDW).		
(2) Weapons control status (WCS).		
(3) Unit locations, weapon system coverage, or early warning coverage.		
(4) Air defense artillery (ADA) system status.		
(5) Surface-to-air tactical order.		
(6) Surface-to-air missile STATREP.		
(7) Engagement summary report.		
d. Chemical officer used information to update:		
(1) CBRN attack and hazard prediction overlay.		
(2) Known CBRN contamination overlay.		
(3) Status/location of chemical unit assets.		
(4) Decontamination site overlay.		
(5) Smoke, decontamination, and CBRN reconnaissance operations overlay.		
e. S3 section (ISR planners) used information to update:		
(1) Intelligence, surveillance, and reconnaissance (ISR) plan.		
(2) ISR matrix.		
(3) Status of reconnaissance assets.		
f. Army airspace command and control (A2C2) element used information for:		
(1) A2C2 overlay.		
(2) Status of aviation assets.		
(3) Air tasking orders (ATO).		
g. S1/S4 sections used information to update:		
(1) Admin/Logistics overlay.		
(2) Logistics synchronization matrix.		
(3) Main supply route (MSR) status.		
(4) CSSCS database.		
(5) Casualty status.		
(6) Critical military occupational specialty (MOS) report.		
h. Communications section used information to update status of—		
(1) Networks, FM Voice/Data, local area network (LAN), wide area network (WAN).		
(2) Retransmission sites.		
(3) Signal assets.		
i. Staff Judge Advocate (SJA) section used information to update—		
(1) Recommendations for rules of engagement (ROE).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(2) Status of legal issues.		
(3) Compliance with the law.		
6. Staff sections provide conclusions of their analysis to the battle captain and other staff sections, as necessary.		
*7. Battle captain disseminates staff conclusions to higher headquarters, subordinate, and adjacent units as necessary to synchronize current operations.		
*8. Brigade XO supervises battle update briefs and shift briefings in accordance with unit SOP.		
a. Ensured that all staff sections conduct internal changeover briefs.		
b. Ensured that all staff sections are represented for the update and that the situation was from the COP, including (but not limited to)—		
(1) S2 section included—		
(a) Recent enemy activities.		
(b) Current enemy operations.		
(c) Future enemy operations.		
(2) Battle captain included—		
(a) Current tactical situation.		
(b) Updated answers to CCIR and recommended additions.		
(c) Current combat power.		
(d) Locations of combat subunits (two levels down) and critical CS/CSS units and nodes.		
(e) Significant activities (past 12 hours).		
(f) Anticipated significant events and commander's decisions (next 12 hrs).		
(g) Communications status.		
(h) Unresolved supply and personnel issues.		
(i) Status of orders process.		
(j) Any displacement instructions.		
(3) S3 (FSE) included—		
(a) Priorities of fire.		
(b) Targets.		
(c) Attached fire support strength.		
(d) FSCMs.		
(4) ADA element included—		
(a) ADA fire unit operational status.		
(b) Defended asset priorities.		
(c) Current locations.		
(d) Missile status.		
(e) Engagement summary.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(5) Chemical officer included—		
(a) Significant CBRN events/incidents to include status of contaminated areas of concern (past 12 hours) and anticipated (next 12 hours).		
(b) Supporting CBRN unit actions in past 12 hours and future (next 12 hours).		
(c) Brigade CBRN posture to include mission oriented protective posture (MOPP) levels, status of key chemical defense equipment, and other significant CBRN related information.		
(6) Communications section included—		
(a) Communications/network status.		
(b) Communications priorities.		
(c) UTO update and communications security (COMSEC) changes.		
(7) XO or battle captain directed time synchronization.		

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.

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SUPPORTING COLLECTIVE TASKS

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01-6-0430	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0432	Develop the Brigade Intelligence, Surveillance, and Reconnaissance (ISR) Plan

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS:　COMMAND SECTION
　　　　　　　S1 SECTION
　　　　　　　S2 SECTION
　　　　　　　S3 SECTION
　　　　　　　S4 SECTION
　　　　　　　S6 SECTION

TASK:　　**DEVELOP THE BRIGADE INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE (ISR) PLAN　(01-6-0432)**
　　　　　　(FM 3-04.111)　　(FM 34-2)　　　(FM 3-90.3)
　　　　　　(FM 5-0)　　　　(FM 3-0)　　　(FM 101-5-1)
　　　　　　(FM 2-01.3)

ITERATION:　　1　2　3　4　5　M　(Circle)

COMMANDER/LEADER ASSESSMENT:　T　P　U　(Circle)

CONDITIONS:　The aviation brigade has received a new mission and is conducting the military decisionmaking process (MDMP). The commander has performed an initial assessment and is preparing to the staff his initial guidance. The brigade staff sections are updating their staff estimates, conducting mission analysis, and conducting the intelligence preparation of the battlefield (IPB). An attached Military Intelligence (MI) Company, Analysis and Control Team (ACT), is supporting the brigade. The initial IPB product is supporting the development of the intelligence, surveillance, and reconnaissance (ISR) plan. Collaborative ISR planning is occurring between the brigade and its higher headquarters. The command post (CP) and tactical operations center (TOC) are operational and reports are being received based on the commander's critical information requirements (CCIR). The brigade has established communications and digital connectivity via the Army Battle Command System (ABCS), when equipped, and with subordinate, adjacent, and higher headquarters. The brigade is passing information in accordance with higher headquarters' and brigade standing operating procedures (SOP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS:　The IPB process systematically analyzed the weather, terrain, and threats as they relate to the mission and friendly forces in the area of operation (AO) and supported the updating of the ISR plan. The brigade staff conducted collaborative planning in accordance with the commander's ISR guidance and developed an ISR plan that synchronized higher headquarters and brigade ISR operations to support the CCIR. The initial ISR requirements were incorporated into warning order #1 (WARNO #1), to start ISR operations as soon as possible. The staff developed Annex L, ISR Operations, to the brigade operations order (OPORD), and shared the annex with subordinate and adjacent units to facilitate parallel or collaborative planning.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below may be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. The brigade executive officer (XO) coordinates the staff and initiates collaborative ISR planning to synchronize brigade and higher ISR operations in support of the CCIR.		
a. Based on the higher OPORD, the brigade commander addressed the following in his initial guidance to the staff:		
(1) Initial timeline for ISR planning.		
(2) Initial focus for ISR operations.		
(3) Initial CCIR.		
(4) Authorized movement for ISR.		
Note: If the brigade is already conducting ISR operations as part of a previous mission, the XO may direct the S3 section to issue a WARNO to all ISR assets, notifying them of a pending change of mission.		
b. The brigade XO addressed ISR planning during the MDMP mission analysis and instructed each staff officer to designate an ISR planner to form an ISR planning team.		
Note: Normally, the ISR planning team includes representatives from S2, S3, S4, and S6 staff sections; fire support element (FSE); Army Airspace Command and Control (A2C2) element; brigade recon/attack battalion; and the attached MI Company ACT. A captain from the brigade S3 section is normally appointed to lead the ISR planning team on a permanent basis.		
2. The brigade XO and the ISR planning team conduct a quick huddle, either during or immediately after the MDMP mission analysis, to determine ISR requirements.		
a. Received the battle update brief and focused on status and disposition of available ISR units, elements, and assets.		
b. Identified the reconnaissance requirements to include the following considerations:		
(1) Higher headquarters scheme for ISR operations and the focus, tempo, and engagement criteria.		
(2) Specified and implied ISR tasks assigned by higher headquarters, to include the following:		
(a) Specific information requests (SIR) and specific orders and requests (SOR) from higher headquarters that require brigade assets to collect.		
(b) Information requirements based on the CCIR.		
(c) Request for information from subordinate or adjacent units.		
(d) Target acquisition or battle damage assessment (BDA) requirements.		
(e) Constraints placed on reconnaissance.		
(f) High-value targets (HVT).		
(g) Objectives for reconnaissance from event template.		
(h) Higher priority information/intelligence requirements (PIR).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(i) Risk assessment.		
c. Reviewed products from the brigade initial IPB:		
(1) Analysis of the AO.		
(2) Modified combined obstacles overlay (MCOO).		
(3) Approved enemy courses of action (ECOA).		
d. Determined for each approved enemy course of action (ECOAs)—		
(1) The brigade named areas of interest (NAI) and information requirements to confirm or deny each ECOA.		
(2) The information requirements for each NAI; compared and modified based on PIR and existing information requirements.		
(3) NAIs that can be combined or revised to confirm or deny multiple ECOAs.		
(4) Refinements to designated NAIs and adjustments to respective information requirements and collection times.		
e. Record NAIs, PIR, and information requirements on tasking matrix and/or reconnaissance scheme of support worksheet.		
3. Brigade commander issues the final ISR reconnaissance guidance that includes:		
a. ISR focus and priority information/intelligence requirements (PIR), as recommended by the brigade S2 and approved by the brigade commander.		
b. Operational tempo and flying hours for reconnaissance elements.		
c. Engagement criteria.		
d. Acceptable risk to ISR units, elements, and assets.		
4. Brigade S3 issues WARNO #1 to ISR units, elements, and assets that includes:		
a. ISR mission statement.		
b. Concept sketch with task and purpose.		
c. Commander's focus and objectives from his reconnaissance guidance.		
5. Brigade ISR planning team huddles to continue ISR planning.		
a. Reviewed updated products from the brigade IPB:		
(1) Higher headquarters intelligence reports and summaries.		
(2) Event template.		
(3) Event matrix.		
b. Identified intelligence gaps based on—		
(1) Information higher headquarters intends to provide		
(2) PIR and information requirements outside the collection capability of the brigade.		
(3) Earliest and latest times information is of value based on enemy and friendly timelines.		
c. Received requests for information (RFI) from subordinate units and submitted RFI to higher headquarters requesting answers to these information requirements.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
6. Brigade ISR planning team develops ISR scheme of collection.		
a. Determined tactical risk based on focus, tempo, engagement criteria, and/or displacement criteria.		
b. Identified and added additional NAIs and information requirements for enemy branch and/or sequel.		
c. Identified insertion/infiltration and/or extraction/exfiltration requirements.		
d. Allocated and arrayed forces and assets.		
e. Assigned tasks based on the concepts of—		
(1) Cuing, which involves the use of one or more sensor systems to provide data that directs collection by other systems.		
(2) Redundancy, which involves the tasking of several identical assets to cover the same target.		
(3) Mixed assets, to provide complementary coverage from multiple sensors.		
(4) Integrated new requirements into planned or ongoing missions.		
f. Identified, assigned, and synchronized supporting tasks for maneuver units.		
g. Developed scheme for combat support (CS).		
h. Determined command and control (C2) relationships.		
i. Determined reconnaissance handover procedures.		
j. Developed scheme for service support.		
k. Developed control measures.		
7. Brigade ISR planning team analyzes ISR scheme of support, by conducting a hasty war-game.		
a. Confirmed suitability, feasibility, and acceptability based on focus, tempo, and engagement and/or displacement criteria to support mission and obtain information requirements.		
b. War gamed scheme of support against each ECOA.		
c. Verified all NAIs and information requirements to confirm/deny the ECOA based on the PIR, and brigade scheme of maneuver.		
d. Adjusted ISR assets to account for losses, alternate ECOAs, branches, and/or sequels.		
e. Positioned units, elements, and/or assets for resupply/reorganization to support follow-on mission or requirements.		
f. Confirmed exfiltration, evacuation, and/or emergency resupply procedures.		
g. Recorded results of war game to include:		
(1) Addition/deletion/modification of NAIs and/or information requirements.		
(2) Adjustments to maneuver and fires.		
(3) Modifications to task organization.		
(4) Shifts in command and control relationships.		
(5) Adjustments to force protection and/or control measures.		
(6) Modifications to service support plan.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
h. Brigade S3 briefed the results of the ISR war game to the brigade commander who—		
(1) Approved ISR scheme of collection.		
(2) Provided additional planning guidance, if necessary.		
8. The brigade ISR planning team develops a draft ISR collection plan that includes the following:		
a. Brigade mission.		
b. Commander's intent for ISR operations.		
c. Initial CCIR.		
d. Unit AO.		
e. Reconnaissance instructions.		
(1) Initial focus, tempo, and engagement criteria.		
(2) Initial ISR tasking plan/matrix.		
(3) Initial ISR overlay that includes the following:		
(a) Friendly boundaries and phase lines (PL).		
(b) Reconnaissance handover line(s).		
(c) NAIs and targeted areas of interest (TAI).		
(d) Limits of advance (LOA) and limits of reconnaissance (LOR).		
(e) Counter reconnaissance AOs for all units.		
(f) Fire support coordination measures (FSCM).		
(g) Graphics depicting zone, area, and/or route reconnaissance.		
(h) Routes, start points (SP), release points (RP), and checkpoints.		
(i) Ground and Air Passage points.		
(j) Contact points.		
(k) Infiltration/exfiltration lanes.		
(l) Primary and alternate OP locations.		
(m) Ambulance exchange points and logistic release points.		
(n) Planned or existing friendly obstacles.		
(o) Scan sectors for sensors		
(p) Flight Unmanned aerial vehicle (UAV) flight paths.		
(q) Retransmission site locations.		
(4) Enemy situation template (SITEMP) that includes the following:		
(a) Locations of known and suspected enemy locations.		
(b) Suspected enemy boundaries.		
(c) ECOAs for the main body with time phase lines (TPL).		
(d) Likely enemy reconnaissance and infiltration routes with TPLs.		
(e) Likely enemy observation posts (OP) and patrols.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(f) Enemy artillery range fans.		
(g) Known and templated obstacles.		
(5) Revised timeline to include last time that information is of value.		
(6) A2C2 airspace management.		
9. Brigade ISR planning team produces and distributes Annex L (ISR Operations), to the OPORD.		
a. Brigade S3 briefed the ISR annex to the brigade commander.		
b. Brigade commander approved the annex.		
c. Brigade S3 section prepared annex in accordance with unit SOP.		
(1) Brigade commander issued the ISR annex to subordinate commanders face-to-face, if possible.		
(2) Brigade S3 section reproduced and distributed the ISR annex with OPORD.		
10. Brigade XO conducts a rehearsal with ISR assets, if the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC) permit, and operational security (OPSEC) considerations permit.		
11. Brigade ISR planning team and staff continues to refine the ISR annex during COA development and based on commander's guidance.		
a. The team—		
(1) Reviewed updated IPB products to include updated PIR, information requirements, HVTs, and high-payoff target list (HPTL) for impact on ongoing ISR operations.		
(2) Analyzed the information collected by the air reconnaissance unit and other ISR assets.		
(3) Recommended to the XO adjustments to ISR operations.		
b. The brigade S3 issued a fragmentary order (FRAGO) to reposition or refocus the air reconnaissance unit and other ISR assets, after receiving information from evolving COAs.		
12. Brigade ISR planning team revises ISR operations to support the brigade commander's COA approval.		
Note: Designated ISR planners participate in COA development, COA analysis (war game), COA comparison, and Decision Briefing/Approval-MDMP steps conducted by the brigade commander and staff.		
a. Brigade ISR planning team used the commander's CCIR, the event template, and event matrix to compare ECOAs in order to refine collection requirements for the selected friendly COA.		
b. Brigade ISR planning team refined the ISR plan by integrating—		
(1) The selected scheme of maneuver, fires and effects.		
(2) Engineer collection requirements.		
(3) Air defense and early warning plan.		
(4) Chemical, biological, radiological, and nuclear (CBRN) NAIs.		
(5) CBRN operations and CBRN defense into the ISR concept.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(6) A2C2 airspace management.		
c. Brigade ISR planning team coordinated aspects of maneuver.		
(1) Planned for the infiltration and exfiltration of collection assets and resupply routes through friendly force sectors and/or zones, as necessary.		
(2) Coordinated the relationship of ISR assets with the ground force.		
(3) Coordinated ISR control measures such as: reconnaissance handover line, LOAs, LORs, flight corridors, restrictive fire lines, no fire areas, and area "limits" of responsibility to deconflict troops and terrain.		
(4) Coordinated A2C2 management.		
d. Brigade ISR planning team adjusted logistics support plan for ISR in conjunction with S1 and S4 section.		
(1) Verified that resupply is identified and that it addresses how often, by whom, where, and how.		
(2) Verified that collection assets have the proper evacuation resources to evacuate casualties, identifying by whom and how.		
e. Identified other changes based on the factors of METT-TC and made appropriate adjustments and changes.		
13. The brigade S3 issues a FRAGO to subordinate units addressing changes to ISR operations based on brigade commander's COA approval.		
a. Brigade S3 prepared a draft ISR FRAGO based on the ISR planning team's revision of the ISR plan.		
b. Brigade XO approved ISR FRAGO.		
c. Brigade S3 section disseminated ISR FRAGO in accordance with unit SOP.		

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	STP 1-15 II

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0424	Implement the Brigade MDMP
01-6-0425	Conduct Mission Analysis
01-6-0426	Develop Courses of Action (COA)
01-6-0427	Conduct COA Analysis (War Game)
01-6-0428	Compare COA for Decision Briefing/Approval
01-6-0025.01-0111	Develop Brigade Orders
01-6-0429	Prepare the Aviation Brigade Staff Estimate
01-6-0430	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: COMMAND SECTION HHC, COMPANY COMMANDER

TASK: **SUPERVISE SUPPORT OF BRIGADE COMMAND POSTS (CPs)   (01-6-0433)**
           (FM 5-0)   (FM 3-04.111)   (FM 71-3)

           ITERATION: 1   2   3   4   5   M   (Circle)

           COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The brigade staff has received the commander's guidance. The brigade executive officer (XO) and the headquarters and headquarters company (HHC) commander are determining the necessary support required for the CPs. The main CP and tactical internet are operational. The staff sections and digital systems are functioning. The HHC commander is located in the main CP. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade CPs were provided with essential transportation, food service, medical, maintenance, and physical security support. The CP locations did not impede communications and was located outside of enemy mortar and direct-fire weapons range. The CPs were located on terrain that supported vehicular traffic, large enough to allow adequate dispersion of all elements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. The brigade XO directs the S3 to issue a warning order (WARNO) to main command post (CP) personnel.		
a. Designated a quartering party that includes a representative from each staff section and the 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. The brigade XO and the HHC commander develop a plan in accordance with unit SOP for the allocation of space, shelter, and the arrangement of the main CP, tactical operations center (TOC), administrative and logistics center (ALOC), and tactical CP (TAC CP); the following must be considered in the plan:		
a. Headquarters staff elements.		
b. HHC company headquarters and attached troops.		
c. Supporting and attached elements to include landing zone(s), parking, fueling, and maintenance.		
d. Sleeping tents, mess facilities, dining areas, trash points, latrine areas, and burn areas.		
e. Defensive sectors, boundaries, checkpoints, bunkers, vehicles firing positions, and individual fighting positions.		
f. Power generators area.		
g. Briefing and rehearsal areas.		
*3. The HHC commander facilitates establishment of the CPs.		
a. Provided ground guides to direct sections reps to its location.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Established local security as the CP was established.		
c. Provided personnel to assist in setting up the CP.		
d. Established digital communications in accordance with SOP.		
*4. The HHC commander ensures that logistical support is provided to the CPs.		
a. Established resupply and a ration cycle in accordance with the unit SOP.		
b. Established a water point.		
c. Established a back haul schedule for refuse.		
*5. The HHC commander ensures maintenance support is provided.		
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 were conducted.		
d. Provided maintenance support for all ground support equipment.		
*6. The HHC commander ensures medical assistance is provided to CP personnel.		
a. Conducted routine sick call.		
b. Evaluated and treated more serious problems.		
*7. The brigade XO and the HHC commander supervise CP defense and physical security for the CPs to include the following:		
a. Coordinated with the S2 on enemy capabilities.		
b. Coordinated with the air defense element on their firing positions.		
c. Coordinated with the MP unit concerning plans for vehicular traffic control and the location of sentries/guards.		
d. Positioned the security force out far enough to deny enemy direct and observed fires on the CPs.		
e. Equipped the security force with anti-armor weapons if threat dictates.		
f. Established communications between the security force and the CPs.		
g. Established defensive measures to include mutually supporting defensive sectors, interlocking fires, target reference points, planned indirect fires, placement of obstacles, pre-planned final coordination fires, and defensive rehearsals.		
h. Established a quick reaction, counter-attack, reserve force and conducted reaction force rehearsals.		
*8. The XO identifies and control hazards in accordance with 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
011-510-0007	Employ Aviation in Offensive Operations	STP 1-15II-OFS-2
011-510-0008	Employ Aviation in Defensive Operations	STP 1-15II-OFS-2
011-510-0023	Conduct Assembly Area Operations	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	Defend Unit Position
01-6-0006.01-0111	Establish Brigade Security Measures
01-6-0008.01-0111	Establish the ALOC in Coordination with the S1
01-6-0018.01-0111	Establish a Brigade 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: COMMAND SECTION AVIATION STANDARDIZATION OFFICER

TASK: **ADVISE THE COMMANDER AND STAFF ON THE BRIGADE STANDARDS PROGRAM   (01-6-0434)**
                (FM 3-04.111)   (FM 5-0)   (FM 6-0)
                (AR 95-1)   (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 in the military decisionmaking process. This task should not be trained in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade standards 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 standardization officer monitors unit operations.		
a. Obtained operations plans.		
b. Certified the individual flight readiness records.		
*2. Aviation standardization officer observes unit standardization hazards.		
a. Observed implementation of risk control options to verify effectiveness.		
b. Recommended adjustments of risk controls for command implementation.		
*3. Aviation standardization officer advises the commander on standards issues.		
a. Prepared findings.		
b. Provided assistance to units.		
c. Recommended courses of action to the commander.		
d. Assisted in the military decisionmaking process.		
e. Recommended crew selection based on standards issues.		
*4. Standardization officer identifies and controls hazards in accordance with 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
011-141-0104	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)	STP 1-151-155-OFS
011-218-7002	Manage Individual Aircrew Training Folder (IATF)	STP 1-151-155-OFS
011-218-7004	Recommend Aviator Training Plan	STP 1-151-155-OFS
011-218-7005	Prepare Unit/Individual Flight Status Profile	STP 1-151-155-OFS
011-218-7006	Supervise Aircrew Training Program	STP 1-151-155-OFS
011-218-7008	Administer Pilot Flight Evaluation	STP 1-151-155-OFS
011-218-7509	Administer Pilot Instrument Flight Evaluation	STP 1-151-155-OFS
011-510-0506	Implement the Aircrew Training Program	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0411	Coordinate the Brigade Aviation Standardization Program

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: AIR DEFENSE AND AIRSPACE MANAGEMENT (ADAM) CELL

TASK: **PLAN BRIGADE ARMY AIRSPACE COMMAND AND CONTROL (A2C2)**
OPERATIONS (01-6-0441)
                (FM 100-103)   (FM 100-103-1)   (FM 3-0)
                (FM 3-04.111)   (FM 3-90.3)

                ITERATION: 1   2   3   4   5   M   (Circle)

                COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The aviation brigade has received a new mission and is conducting the military decisionmaking process (MDMP). The staff is preparing to conduct the mission analysis. Staff sections have a complete set of required digital and analog maps, computers, software, printers, projectors, information formats, and all other materials necessary to support the presentation of a standard mission analysis briefing to the brigade commander. If equipped, the brigade has established voice communications and digital connectivity via the Army Battle Command System (ABCS) with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and the brigade's standing operating procedures (SOP). The staff has access to higher headquarters intelligence summaries; threat and terrain databases associated with the theater of operations, National Imagery and Mapping Agency (NIMA) map data and satellite photos, and current joint and service imagery within the theater via TROJAN SPIRIT or other satellite communications (SATCOM) systems. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade S3 integrated A2C2 planning into the MDMP. The tactical operations (TAC OPS) officer advised the S3 on airspace planning and developed the A2C2 input to the brigade operations order (OPORD). The TAC OPS officer coordinated airspace requirements with the unit of employment A2C2 element at G3. Aviation assets were synchronized for safe operations in the unit's airspace through positive command and control. There were no friendly aircraft losses resulting from poor or inadequate integration of operations into the A2C2 plan.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below may be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		
*1. The brigade S3 organizes for brigade A2C2 operations.		
a. Made the brigade S3 Air principal staff officer for brigade A2C2 matters.		
b. Organized the aviation brigade A2C2 planning cell to consist of the S3 Air, TAC OPS officer, assistant air defense artillery (ADA)/airspace officer, and fire support officer.		
*2. The aviation brigade commander and staff conduct the MDMP-mission analysis.		
a. The A2C2 cell analyzed information from higher headquarters to include-		
(1) The higher commander's intent.		
(2) Higher A2C2 annex to OPORD.		
(3) Higher headquarters air defense annex to OPORD.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(4) Air tasking order for applicability to brigade area of operations (AO).		
(5) Airspace control order for impact on planned or potential operations.		
b. Reviewed current A2C2 SOP in view of the new mission.		
c. Briefed the brigade commander and staff on:		
(1) Potential airspace conflicts during the mission and who has the authority to resolve the conflict.		
(2) Recommended A2C2 planning guidance.		
d. Assisted the S3 prepare the warning order (WARNO) that incorporates the commander's A2C2 planning guidance.		
e. Coordinated with the aviation A2C2 element (at division) concerning airspace control measures (ACM).		
*3. The aviation brigade commander and staff conduct the MDMP-course of action (COA) development.		
a. The A2C2 cell developed airspace COAs in support of each ground maneuver COA.		
(1) Established procedural control methods in accordance with the SOP.		
(2) Coordinated the time sequence for relocating an airspace user.		
(3) Developed appropriate ACMs.		
(4) Eliminated or restricted an airspace user in accordance with commander's priorities.		
(5) Ensured air and missile defense COAs are fully integrated with airspace.		
*4. The aviation brigade commander and staff conduct the MDMP-COA analysis war game.		
a. The A2C2 cell modified and synchronized each airspace plan to support each ground maneuver COA.		
(1) Modified, added, or deleted procedural control methods and ACMs as required.		
(2) Adjusted time sequencing and airspace user locations as appropriate.		
*5. The aviation brigade commander and staff conduct the MDMP-COA approval.		
a. The A2C2 cell conducted final deconfliction of procedural control methods.		
b. Forwarded additional requests for ACMs, or modifications to existing ACMs to higher headquarters or the controlling authority for approval, if required.		
c. Assisted the S3 section in preparing WARNO, as needed.		
*6. The aviation brigade commander and staff conduct the MDMP-prepare OPORD.		
a. The TAC OPS officer developed the A2C2 annex to the OPORD.		
b. Ensured that command, control, communications, computers, and intelligence (C^4I) systems such as MCS, FBCB2, Advanced Field Artillery Tactical Data System (AFATDS), Air and Missile Defense Workstation (AMDWS), and All Source Analysis System (ASAS), post the appropriate A2C2 ACM overlays.		
c. Coordinated with higher, adjacent, and subordinate headquarters to ensure that they have received brigade A2C2 plan and that it is understood by all airspace users in the brigade AO.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Briefed the A2C2 plan at the brigade OPORD briefing, to include the A2C2 control measures and other aviation activities, as needed.		
*7. S3 Air identifies and controls hazards in accordance with 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
011-143-5062	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	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: NON-LETHAL EFFECTS CELL

TASK: **COORDINATE BRIGADE ELECTRONIC WARFARE (EW) OPERATIONS   (01-6-0443)**

(FM 34-10-7)   (FM 100-14)   (FM 34-1)

ITERATION:	1	2	3	4	5	M	(Circle)

COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The brigade has received a new mission and is conducting the military decisionmaking process (MDMP). The main CP and tactical internet are operational. If equipped, the brigade has established voice communications and digital connectivity via the Army Battle Command System (ABCS) with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and the brigade's standing operating procedures (SOP). The brigade has an attached military intelligence (MI) Company, analysis and control element (ACE), supporting the brigade intelligence officer (S2). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade integrated digital systems as appropriate and did not rely on conventional methods as the primary means of execution. The electronic warfare officer (EWO) organized the EW effort. The electronic warfare (EW) mission was executed within the time constraints specified in the brigade operations (OPORD). Intelligence was collected by electronic means and delivered to the division G2 in a timely manner in accordance with unit SOP. Sensitive information was properly handled and was not compromised as a result of improper handling.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below will be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		

*1. The EWO organized the EW effort in the brigade.

*2. The EWO developed the electronic warfare annex to the OPORD.

*3. The EWO briefed the air mission commander (AMC) on the new mission.

*4. The AMC completes mission planning with the aid of the aviation mission planning system (AMPS) and information drawn from the division's Army Tactical Command and Control System assets.

  a. Performed mission analysis to include:

    (1)   Reviewed the intelligence estimate.
    (2)   Reviewed the tasking.
    (3)   Reviewed the airspace control plan.
    (4)   Coordinated for cryptographic fills and frequency sets.

  b. Developed the execution plan with the aid of AMPS.

    (1)   Considered the mission profile.

      (a)   Electronic attack.

      (b)   Electronic Support.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(c) Multi-platform.		
(2) Selected flight routes or tracks.		
(3) Selected alternate flight routes or tracks.		
(4) Designed airspace control measures.		
(5) Developed execution timeline.		
(6) Completed mission briefing checklist in accordance with unit SOP.		
c. Coordinated airspace requirements.		
(1) Submitted airspace control measures (ACM) request to battalion S3 for inclusion in the tactical airspace integration system (TAIS), Army airspace command and control.		
(2) Reviewed the appropriate airspace control order (ACO).		
(3) Modified flight tracks to comply with ACO.		
d. Conducted mission briefing.		
(1) Briefed mission utilizing mission briefing checklist.		
(2) Issued mission crew packets in accordance with unit SOP.		
(3) Used AMPS/data transfer cartridge to initialize aircraft with mission data.		
5. The unit conducts the EW mission.		
a. Deployed aircraft to planned mission area utilizing appropriate movement techniques in accordance with established timelines.		
b. Aircrews:		
(1) Utilized mission-specific profiles to maximize effectiveness.		
(2) Responded immediately to any enemy engagement.		
(a) Reacted to aircraft survivability equipment activation.		
(b) Reacted to enemy electronic protection measures.		
(c) Submitted spot reports.		
(d) Modified mission profile(s) in reaction to enemy engagement.		
(e) Exchanged and maintained situational awareness with other brigade aircraft and ground elements with the aid of the improved data modem (Plus) (IDM+) and Force XXI Battle Command Brigade and Below (FBCB2).		
(f) Provided mission intelligence and reports to the brigade S2 and the division G2 via the IDM (+).		
6. The unit conducts post-mission tasks.		
a. Used the AMPS to review and forward post-mission data to the S2.		
b. Conducted debriefing in accordance with unit SOP.		
c. Prepared for follow-on missions.		
*7. The EWO performs the steps in the risk management process (see 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
011-143-5062	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	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: TACTICAL OPERATIONS CENTER (TOC) COMMAND POST 2

TASK: **EMPLOY AUTOMATED MISSION PLANNING EQUIPMENT** **(01-6-0444)**
(FM 3-04.111)   (FM 100-14)   (FM 34-1)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U	(Circle)			

CONDITIONS: The brigade has received a new mission and is conducting the military decisionmaking process (MDMP). The main CP and tactical internet are operational. If equipped, the brigade has established voice communications and digital connectivity via the Army Battle Command System (ABCS) with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and the brigade's standing operating procedures (SOP). The brigade has an attached Military Intelligence (MI) Company, Analysis and Control Element (ACE), supporting the brigade intelligence officer (S2). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The brigade integrated digital systems as appropriate and did not rely on conventional methods as the primary means of execution. The Tactical Operations (TACOPS) Officer organized the mission planning equipment needed. The TACOPS mission planning was executed to meet time constraints specified in the brigade OPORD. Intelligence was collected by electronic means and delivered to the division G2 in a timely manner in accordance with unit SOP. Sensitive information was properly handled and was not compromised as a result of improper handling.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below will be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		
*1. The TACOPS officer organized the mission planning equipment effort in the brigade.		
*2. The TACOPS officer developed the mission planning equipment standing operating procedure (SOP).		
*3. The TACOPS officer briefed the air mission commander (AMC) on the new mission.		
*4. The AMC completes mission planning with the aid of the Aviation Mission Planning System (AMPS) and information drawn from the division's Army Tactical Command and Control System assets.		
a. Performed mission analysis to include:		
(1) Reviewed the intelligence estimate.		
(2) Reviewed the tasking.		
(3) Reviewed the Airspace Control Plan.		
(4) Coordinated for cryptographic fills and frequency sets.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Developed the execution plan with the aid of AMPS.		
(1) Considered the mission profile.		
(a) Electronic Attack.		
(b) Electronic Support.		
(c) Multi-platform.		
(2) Selected flight routes or tracks.		
(3) Selected alternate flight routes or tracks.		
(4) Designed airspace control measures.		
(5) Developed execution timeline.		
(6) Completed mission briefing checklist in accordance with unit SOP.		
c. Coordinated airspace requirements.		
(1) Submitted airspace control measures (ACM) request to battalion S3 for inclusion in the Tactical Airspace Integration System (TAIS), Army airspace command and control.		
(2) Reviewed the appropriate airspace control order (ACO).		
(3) Modified flight tracks to comply with ACO.		
d. Conducted mission briefing.		
(1) Briefed mission utilizing mission briefing checklist.		
(2) Issued mission crew packets in accordance with unit SOP.		
(3) Used AMPS/Data Transfer Cartridge to initialize aircraft with mission data.		
5. The unit conducts the mission.		
a. Deployed aircraft to planned mission area utilizing appropriate movement techniques in accordance with established timelines.		
b. Aircrews:		
(1) Utilized mission-specific profiles to maximize effectiveness.		
(2) Responded immediately to any enemy engagement.		
(a) Reacted to aircraft survivability equipment activation.		
(b) Reacted to enemy electronic protection measures.		
(c) Submitted spot reports.		
(d) Modified mission profile(s) in reaction to enemy engagement.		
(e) Exchanged and maintained situational awareness with other brigade aircraft and ground elements with the aid of the Improved Data Modem (Plus) (IDM+) and Force XXI Battle Command Brigade and Below (FBCB2).		
(f) Provided mission intelligence and reports to the brigade S2 and the division G2 via the IDM (+).		
*6. The TAC OPS officer and Army airspace command and control (A2C2) element uses the blue force tracking-aviation (BFT) equipment display of aircraft in flight to deconflict air traffic.		
a. Alerted aircraft to oncoming traffic in narrow passes and valleys throughout the area of operations (AO).		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Displayed positions and relayed location PROWORDS provided a measure of positive airspace control.		
(1) Supplemented procedural controls.		
(2) Assisted with aircraft avoidance.		
7. The unit conducts post-mission tasks.		
a. Used the AMPS to review and forward post-mission data to the S2.		
b. Conducted debriefing in accordance with unit SOP.		
c. Prepared for follow-on missions.		
*8. The TACOPS officer performs the steps in the risk management process (see 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
011-143-5062	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	STP 1-15II-OFS-2
011-510-0011	Implement Fundamentals of Air-Ground Opns	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	TASK TITLE
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: TACTICAL COMMAND POST 1 (TAC CP)

TASK: **ESTABLISH THE BRIGADE TACTICAL COMMAND POST (TAC CP) (01-6-0445)**
(FM 3-04.111)   (FM 100-14)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:		T	P	U		(Circle)	

CONDITIONS: The aviation brigade is in a simulated (live, virtual, or constructive) combat environment. The staff has received an OPORD/FRAGO and the commander's guidance. The tactical situation dictates the establishment of a tactical command post (TAC CP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The operation of the TAC CP allowed the commander or S3 to control tactical operations continuously. Site selection of the TAC CP allowed uninterrupted communications. No pertinent combat information was missed as a result of inadequate communication in the TAC CP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. The aviation brigade S3 section establishes a TAC CP.		
a. Selected appropriate TAC CP personnel based on the factors mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC) and the commander's guidance.		
b. Selected and coordinated mode of transportation for TAC CP (airborne or ground).		
c. Conducted reconnaissance of the proposed new location.		
Note: The situation and/or time may dictate a map reconnaissance. Reconnaissance should include security and communication requirements.		
d. Established an internal TAC CP security plan.		
e. Maintained continuous communications with higher, lower, and adjacent units.		
2. The S3 section displaces the TAC CP to support current or planned operations.		
a. Moved the TAC CP to an area where command and control (C2) of ongoing or planned operations were facilitated.		
b. Maintained continuous communications with higher, lower, and adjacent units.		
c. Ensured that the displaced TAC CP was operational and controlled all operations before the main tactical operations center displaced.		
d. Moved the main TAC CP to a position where C2 responsibilities could be resumed.		
e. Conducted flight-following operations, as required.		
f. Received and processed required operational reports in a timely manner.		
g. Prepared and updated situation maps immediately upon receipt of tactical information.		
h. Maintained a staff journal.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
3. Identify and control hazards in accordance with risk management procedures in 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
011-510-0011	Implement Fundamentals of Air-Ground Operations	STP 1-15II-OFS-2
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S6 SECTION

TASK: **ESTABLISH BRIGADE TACTICAL COMMUNICATIONS   (01-6-0446)**
(FM 24-1)   (FM 24-12)   (FM 3-0)
(FM 3-04.111)   (FM 3-90.3)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:		T	P	U			(Circle)

CONDITIONS: The aviation brigade is planning for operations and the commander is initiating the military decisionmaking process (MDMP). The brigade has radios, extracts of the signal operating instructions (SOI), and communications security (COMSEC) material. The tactical situation allows for pre-combat checks (PCC) of all communications equipment and nets. The aviation brigade has established communications and digital connectivity via the Army Battle Command System (ABCS), when equipped, with subordinate, adjacent, and higher headquarters, and is passing information in accordance with higher headquarters' and the brigade's standing operating procedures (SOP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The aviation brigade conducts PCC and verifies function and connectivity of ABCS, Force XXI Battle Command Brigade and Below (FBCB2), FM retransmission (RETRANS) systems, single-channel tactical satellite (S/C TACSAT), enhanced position location reporting system (EPLRS), all mobile subscriber equipment, and voice communications. All radio nets were established within the specified time frame. Brigade operations were not compromised as a result of improper radio procedures. There were no communications security (COMSEC) violations. All radio and telephone nets were monitored on a continuous basis.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
Note: If equipped, the task steps below will be accomplished using ABCS if applicable. Units without ABCS will follow unit SOPs. When pre-formatted messages do not exist, free text messages may be substituted for Force XXI Battle Command Brigade and Below (FBCB2) and Maneuver Control System (MCS) messages identified in task steps and performance measures.		
1. The aviation brigade staff initiates communications PCC during preparation.		
a. The signal staff officer (S6) identified critical communications equipment.		
b. During the MDMP, the brigade staff provided planning guidance and recommended times for PCC of key command and control (C2) nodes and communications resources.		
(1) Key C2 nodes and communication resources include RETRANS, EPLRS, S/C TACSAT, mobile subscriber equipment (MSE), air C2 platforms, air RETRANS systems, Near Term Digital Radios (NTDR), and ABCS nodes as defined by the brigade SOP.		
(2) The S6 recommendations supported the commander's intent and scheme of maneuver.		
2. The communications PCC validates communications readiness.		
a. Validated communications capabilities.		
b. Validated techniques that can extend the brigade's abilities to communicate with both voice and digitally across the battlefield.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Validated simple and complex RETRANS operations.		
3. The brigade executes PCC to check the following communications equipment:		
a. Checked the enhanced position location reporting system (EPLRS).		
(1) Maintained situational understanding.		
(a) The brigade S3 verified that all units are represented by an icon on the common operational picture (COP) and that the locations displayed are accurate.		
(b) The brigade S3 verified that the graphics are accurately on the COP.		
(2) The S3 checked communications by sending/receiving a test message (preformatted and/or free text) to/from all elements on the COP.		
(3) Each combat observation lasing team (COLT) checked EPLRS by sending a test spot report to the fire support element (FSE).		
b. The brigade S3 section conducted radio checks with all S/C TACSAT stations.		
c. The brigade S3 section checked all MSE.		
d. The brigade S3 section checked the digital non-secure voice terminal (DNVT), the digital secure voice terminal (DSVT), and the mobile subscriber radiotelephone terminal (MSRT), by calling/receiving a call from each of the phone numbers.		
e. The brigade S3 section checked the facsimile transmission (FAX) by sending/receiving a test FAX to all the stations.		
4. The brigade S3 section makes PCC on the FM voice communication nets.		
a. Checked the command (CMD) net.		
b. Checked the operations and intelligence (O&I) net.		
c. Checked the aviation support battalion CMD net and the brigade administrative and logistics (A/L) net.		
d. Checked the brigade fire support net.		
*5. The commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-141-0110	Direct Establishment of a Tactical Operations Center	STP 1-93P24-SM-TG
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
113-587-2073	Operate SINCGARS Retransmission	STP 1-93C24-SM-TG

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S6 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 mission-oriented protective posture level 4 (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
*1. S6 (communications-electronics staff officer) develops a command, control, communications, computer, intelligence (C⁴I) support plan.		
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.		
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.		
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.		
a. Coordinated the installation, operation, and maintenance of their respective C⁴I systems and LANs.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Coordinated LAN interface with the signal staff officer.		
*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.		
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.		
6. Brigade Communications Security (COMSEC) office provides COMSEC support to the brigade.		
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.		
7. COMSEC security technician plans COMSEC architecture within the brigade.		
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 sub-accounts.		
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,).		
*8. S6 performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures (see 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
011-510-0014	Employ Aviation Command, Control, Communications (C3) Operations	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0019	Plan Aviation Brigade Operations	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0308	Conduct Intelligence Preparation of the Battlefield (IPB)	STP 1-15II-OFS-2
113-587-2073	Operate SINCGARS Retransmission	STP 1-93C24-SM-TG

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0013.01-0111	Plan Brigade Tactical Operations
01-6-0018.01-0111	Establish a Brigade Tactical Operations Center

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: HHC, COMPANY HEADQUARTERS

TASK: **EMPLOY PASSIVE AIR DEFENSE MEASURES   (01-2-2051.01-0111)**
(FM 3-01)   (FM 3-04.111)

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 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 mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The HHC successfully avoided detection or attack by hostile aircraft.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. HHC elements (stationary) take passive air defense measures against non-attacking hostile aircraft.		
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.		
2. HHC elements (moving) take passive air defense measures against non-attacking hostile aircraft.		
a. Alerted personnel to potential air threat.		
b. Posted air guards in accordance with 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.		
*3. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures in 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
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 153D 3
011-420-0035	Employ the Army's Concept of Reducing Fratricide	MOS W 153D 3

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	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: HHC, COMPANY HEADQUARTERS

TASK: **EMPLOY ACTIVE AIR DEFENSE MEASURES   (01-2-2052.01-0111)**
                 (FM 3-01)   (FM 3-04.111)

              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 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 OPFOR aviation forces have detected the unit. Some iterations of this task should be performed in mission-oriented protective posture level 4 (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
1. HHC (stationary) takes active air defense measures.		
a. Gave the air attack alarm in accordance with 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 in accordance with the unit SOP.		
g. Reported the aircraft to brigade headquarters.		
Note: When making the decision to fire at non-attacking hostile aircraft with small arms, the assigned mission and tactical situation must be considered. Units have the right to self-defense, if attacked, but to prevent fratricide, positive identification is critical.		
h. On order of HHC commander, unit to 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 air defense artillery (ADA) units, if applicable.		
(4) Engaged aircraft in accordance with 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.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
l. Evaluated the situation and moved the unit position as directed by headquarters.		
2. HHC (moving) takes active air defense measures.		
a. Gave the air attack alarm in accordance with 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.		
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 in accordance with 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.		
*3. HHC commander performs, or delegates performance of, the steps in the risk management process for each step in troop leading procedures, (see 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
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 153D 3
011-420-0035	Employ the Army's Concept of Reducing Fratricide	MOS W 153D 3
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	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: AIR DEFENSE AND AIRSPACE MANAGEMENT (ADAM) CELL

TASK: **PLAN BRIGADE AIR DEFENSE   (01-6-0027.01-0111)**
(FM 3-01)   (FM 3-04.111)   (FM 5-0)

　　　　　　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. Enemy tactical air activity is expected in the unit's area. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The Air Defense Coordination/Management Officer integrated and synchronized air defense artillery (ADA) into the tactical plan, providing overlapping coverage and protection. Proper planning and employment of ADA assets limited the effectiveness of enemy tactical air activity.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
*1. Air Defense Coordination/Management Officer integrates Air Defense Artillery (ADA) protection into operations.		
a. Designated priority of ADA protection.		
b. Ensured ADA plan supported the scheme of maneuver.		
c. Ensured ADA assets were allocated correctly and supported the commander's intent.		
*2. Air Defense Coordination/Management Officer coordinates with the S3 on employment of ADA assets.		
a. Air Defense Coordination/Management Officer, in conjunction with the S3, coordinates vertically and horizontally between the brigade and supporting ADA units.		
b. Ensured changes to the tactical plan were incorporated into the ADA plan.		
*3. Air Defense Coordination/Management Officer identifies and controls hazards in accordance with 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
011-143-7000	Implement Basic Airspace Command and Control Procedures	STP 1-93C1-SM
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2
011-510-0018	Plan Army Airspace Command and Control	STP 1-15II-OFS-2
011-510-0301	Participate in the Military Decisionmaking Process	STP 1-15II-OFS-2
011-510-0311	Conduct Military Briefings	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-6-0002.01-0111	Conduct the Brigade Intelligence Preparation of the Battlefield (IPB)
01-6-0008.01-0111	Establish the Administrative and Logistics Operations Center (ALOC) in Coordination with the S1
01-6-0018.01-0111	Establish a Brigade 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: AIR DEFENSE AND AIRSPACE MANAGEMENT (ADAM) CELL

TASK: **PROVIDE ADAM INPUT TO THE COMMON OPERATING PICTURE** **(44-4-9102)**
                 (FM 3-01)   (FM 3-04.111)   (FM 5-0)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U	(Circle)			

CONDITIONS: The Brigade Tactical Operations Center (TOC) is establishing operations as part of a Joint Task Force (JTF). Communications with higher, adjacent and lower units are established. AMDWS and engagement operations (EO) monitors are connected with the Army Tactical Command and Control Systems (ATCCS) within the TOC and are operational. Information in the Joint Common Database (JCDB) may not be current. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The ADAM Cell will receive and update data, integrate updated information, display updated charts and SITMAPs, and disseminate updated information in order to update the friendly situation, enemy situation, and the battlefield environment to maintain the most recent operational picture. The common operational picture (COP) is displayed with the most current air defense and airspace utilization information. It will be performed within the time requirements in the TACSOP. The time required to perform this task in MOPP4 is increased.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. The ADAM Cell establishes the AMDWS Database preliminaries to include the following:		
a. Configures the system by—		
(1) Verifying ADA unit addresses in Brigade C2 Registry are current.		
(2) Defining map area to a particular scale, zoom, and center.		
(3) Launching the common tactical picture (CIP) to populate AMDWS with the current BCT battlefield graphics.		
(4) Establishing chart tabs containing active overlays, created by the various staff sections and units (SOP).		
(5) Setting the CP Picture and CP overlay function to automatically populate AMDWS with the current Blue Feed or Blue Agent friendly unit status input to MCS from Sentinel.		
(6) Setting the CP Picture and CP overlay (SIT TEMP) function to automatically populate AMDWS with the current Live Red Feed enemy intelligence information from the BCT S2, ADA Battalion, Division TAC, or Division Main via ASAS.		
(7) Establishing a CP Filter and Unit Long Name to distribute between Live Blue Feed and Blue Agent.		
Note: Live feeds are displayed in accordance with filtering procedures in TACSOP and/or mission specific requirements. Settings for Friendly (Live Blue Feed) data must be set for the current operation. Live Blue Feed displays all platforms with functioning Sentinel systems as individual icons with a default update every 15 seconds. Filter settings declutter platform data to aggregate unit locations with a default update of every five minutes. The aggregate unit data must also be set for the current situation to optimize performance of MCS. Enemy (Red) unit data is correlated by ASAS and S2 sections at each echelon.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(8)　Establishing Notional overlays for planning purposes as required.		
Note:　Use Notional overlays created by the entire staff during mission analysis. If overlays have not yet been created using CTP, each staff section must create overlays required to track the battle.		
b.　Determining ADA displays necessary to augment the CTP.		
c.　Displaying ADA unit locations posted on the CTP.		
d.　Using decision aids created by the staff to conduct battle tracking (UTO, DST, synch matrix, CCIRs,).		
2.　The ADAM Cell queries the JCDB for the current and proposed locations, weapon statuses and ammunition status of ADA units.		
a.　Clicks on Chart Tab (System Window Menu Bar) to make it the Active Map View.		
b.　Displays appropriate overlays accessible from the overlay explorer and sets the CP Picture to active.		
3.　The ADAM Cell defines effects of the battlefield on ADA operations, to include terrain and weather, showing the potential employment of enemy air assets in support of likely enemy COAs.		
4.　The ADAM Cell distributes Friendly Unit Status Data and overlays in accordance with the unit directive.		
5.　The ADAM Cell maintains status of early warning radar assets and plans related to tracking of hostile, friendly, and unknown tracks in the Brigade AO.		
6.　The ADAM Cell reacts to information and intelligence queries previously submitted to track the current situation		
*8.　Air defense coordination/management officer identifies and controls hazards in accordance with 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
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 153D 3
011-420-0035	Employ the Army's Concept of Reducing Fratricide	MOS W 153D 3
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	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: AIR DEFENSE AND AIRSPACE MANAGEMENT (ADAM) CELL

TASK: **PARTICIPATE IN THE PARALLEL AND COLLABORATIVE MDMP (44-4-9103)**
(FM 3-01)   (FM 3-04.111)   (FM 5-0)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:			T	P	U		(Circle)

CONDITIONS: The brigade is preparing for operations. The brigade staff has received either an OPLAN or OPORD, and initial planning guidance from the brigade commander. Warning Order 1 has been issued. Combat intelligence and unit reports are being received. Communications have been established. Reports are being provided per standing operating procedures (SOP). Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The ADAM Cell staff conducts integrated staff planning and prepares air and missile defense staff estimates in support of brigade developed COAs. The ADAM Cell coordinates vertically and horizontally as necessary to ensure synchronization of air defense in support of decisive, shaping, and sustaining operations. The time required to perform this task in MOPP4 is increased.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. The ADAM Cell OIC analyzes the mission.		
a. Defines the battlefield environment.		
(1) Analyzes the command's AO and battle space.		
(2) Identifies Area of Influence/Interest from an air defense perspective.		
(3) Identifies specified, implied, and essential tasks applicable to the AMD (UA) force.		
(4) Reviews availability of AMD (UA) assets for mission planning.		
(5) Analyzes aerial threat factors bearing on the battlefield environment.		
(a) Location of tactical ballistic missile and cruise missile launch sites.		
(b) Location of threat airfields.		
(c) Location of enemy FARPs.		
(d) Location of aids to navigation.		
(e) Range capabilities of threat aircraft.		
(f) Altitude capabilities of threat aircraft.		
(g) Range capabilities of tactical ballistic missiles (TBMs) and cruise missiles (CMs).		
(h) Flight profiles of tactical ballistic missiles (TBMs) and cruise missiles (CMs).		
(i) Capabilities of UAVs.		
(6) Considers aspects of the air threat outside of AOI that may impact on brigade operations.		
(7) Identifies all critical facts, assumptions, constraints, and limitations associated with or impacting AMD (UA) operations.		
(8) Identifies the list of brigade assets which may require dedicated AMD (UA) protection.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(9) Assesses the amount of detail required within the time available for IPB.		
(10) Determines and submits initial commander's critical information requirements.		
(11) Identifies intelligence gaps and submits RFI to S2.		
b. Describes the battlefield's effects pertaining to the aerial dimension on the following:		
(1) Probable target installations or areas. (Where are the threat's targets possibly located?)		
(2) Likely aerial avenues of approach (AAs), and whether they--		
(a) Provide ease of navigation.		
(b) Provide protection to the aircraft from radar and weapons.		
(c) Allow evasive maneuver.		
(d) Allow for the full use of aircraft speed.		
(e) Support ground operations: possible landing zones (LZs), pickup zones (PZs), or drop zones (DZs), and whether they could be considered as near likely objectives for the enemy to provide concealment and cover to the delivered forces and allow easy aircraft ingress and egress routes.		
(3) Possible airfields.		
(4) Likely standoff attack orbits.		
(5) Line-of-sight from proposed ADA weapons locations.		
(6) Possible TBM or cruise missile launch sites.		
(7) Limiting and success-inducing effects of weather on air operations.		
(8) Expected times on targets based on weather effects or light data.		
(9) Possible UAV launch sites.		
c. Evaluates the enemy air threat.		
(1) Updates or creates air threat models.		
(a) Converts air threat doctrine or patterns of operation to graphics (doctrinal templates).		
(b) Describes the threats tactics and options.		
(c) Identifies HVTs.		
(2) Identifies threat capabilities.		
(a) Unmanned aerial vehicles (UAVs).		
(b) Missiles (cruise and ballistic).		
(c) Fixed-wing (FW) aircraft.		
(d) Rotary-wing (RW) aircraft.		
(e) Airborne and air assault forces.		
(f) Flight operations tactics.		
(g) Ordnance types and availability.		
(h) Ordnance delivery techniques such as standoff ranges, time on target, release speeds and altitudes, and guidance systems.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(i) Technical capabilities of aircraft such as all-weather or night capability as well as minimum and maximum speed ceilings, range, payloads (in terms of ordnance, number and types of equipment, or passengers) and aerial refueling capability.		
(j) Target selection priorities for air strikes or attacks by air assaults.		
(k) Air strike allocation procedures.		
(l) Navigation capabilities of threat aircraft.		
(m) Threats to friendly ADA assets, including threat ground forces and EW assets.		
(n) Pilot training levels.		
d. Determines threat COAs.		
(1) Identifies the threat's objectives and desired end state for both ground and air forces.		
(2) Identifies the full set of COAs available to the threat by considering the following factors:		
(a) Likely locations of enemy FARPs.		
(b) Likely timing of air strikes or air assault operations.		
(c) Likely targets and objectives. (Will the threat attempt destruction or neutralization?)		
(d) Likely air corridors and air avenues of approach (AAs).		
(e) Strike package composition, flight profiles, and spacing in time and space, including altitudes.		
(f) Where enemy ADA assets fit into the threat COA: that is, whether they need to be destroyed or suppressed to ensure the operation's success.		
(g) Threat ground COAs that might require movement of friendly ADA assets.		
(3) Evaluates and prioritizes each COA from a threat air perspective.		
(4) Consolidates the air situation template with other staff templates to produce a combined arms situation template.		
(5) Identifies initial collection requirements.		
(a) Identifies PIR.		
(b) Identifies air NAIs as required.		
(c) Integrates the air Event Template with other staff elements to produce a Combined Arms Event Template.		
(d) Identifies possible elements to monitor air NAIs.		
(e) Confirms available sensors are integrated into the Bde R&S Plan.		
e. Continually refines and updates air IPB based on additional intelligence.		
f. Identifies specific, implied, and essential tasks applicable to the AMD (UA) force.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
g. Reviews availability of AMD (UA) assets for mission planning.		
h. Identifies list of brigade assets which may require dedicated AMD (UA) protection.		
i. Identifies all critical facts, assumptions, constraints, and limitations associated with or impacting AMD (UA) operations.		
j. Determines and submits initial commander's critical information requirements.		
2. The ADAM Cell develops AMD (UA) force package and employment Courses of Action (COA) in support for each brigade:		
a. Analyzes relative combat power to determine AMD (UA) force requirements.		
b. Generates requirement and employment options.		
c. Arrays AMD (UA) forces in support of each developed Bde COAs.		
d. Prepares COA statements and digital employment overlays.		
3. The ADAM Cell participates in Bde COA analysis (War-game):		
a. Briefs impact of each COA for AMD (UA) .		
b. Evaluates COAs based on criticality, vulnerability, recuperability, and threat.		
4. The ADAM Cell participates in the following:		
a. Bde COA comparisons.		
b. Participates in commander's decision briefing.		
5. The ADAM Cell provides recommendation on appropriate COA:		
a. Produces ADA annex for Bde OPORD.		
b. Issues annex to subordinate ADA units via digital or voice means.		
c. Continually refines and updates IPB based on additional intelligence.		
6. The ADAM Cell develops recommendation on a required air defense as a result of unplanned or extraordinary events critical to the current operation requiring major adjustments to the air defense plan.		
7. The ADAM Cell uses above factors to:		
a. Synchronize air and missile defense (AMD) (UA) operations		
b. Support the brigade scheme of maneuver.		
8. The ADAM Cell issues appropriate orders, FRAGOs, or requests to higher units via voice or digital means.		
*9. Air Defense Coordination/Management Officer identifies and controls hazards in accordance with 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
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 153D 3
011-420-0035	Employ the Army's Concept of Reducing Fratricide	MOS W 153D 3
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	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: AIR DEFENSE AND AIRSPACE MANAGEMENT (ADAM) CELL 3

TASK: **PARTICIPATE IN THE TARGETING PROCESS   (44-4-9104)**
              (FM 3-01)   (FM 3-04.111)   (FM 5-0)

              ITERATION: 1   2   3   4   5   (Circle)

              COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The brigade is preparing for conducting operations. The brigade staff has received either an OPLAN or OPORD. The brigade commander has issued guidance and objectives. Combat intelligence and unit reports are being received. Communications have been established.

TASK STANDARDS: The ADAM Cell staff conducts air and missile defense target analysis to shape the battle space and to synchronize fire support and maneuver in support of the brigade. The ADAM Cell coordinates vertically and horizontally as necessary to ensure target selection supports the ground commander's battle plan.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. The ADAM Cell analyzes commander's intent and guidance.		
2. The ADAM Cell selects targets and the appropriate response to them.		
a. Bases selection on operational requirements and capabilities.		
b. Identifies resources enemy can least afford to lose.		
c. Emphasis on degrading enemy ability to take initiative and forcing enemy to conform to friendly battle plan.		
3. The ADAM Cell analyzes the targets selected to ensure they support the Ground Commander's Battle Plan.		
4. The ADAM Cell coordinates among fire support, intelligence, operations planning and liaison personnel during the targeting process.		
5. The ADAM Cell provides input to the High Payoff Target Nomination List.		
a. Conducts target value analysis.		
(1) Links effects of attacking a target to targeting function.		
(2) Determines target importance, vulnerability and when and where target is most vulnerable.		
b. Identifies high value targets.		
(1) Determines which targets are key to enemy commanders' success.		
(2) Ensures higher priority is given to these targets for attack.		
(3) Determines if a HVT can be acquired is vulnerable to attack and supports scheme of maneuver.		
(4) Selects HPT and submits for nomination to HPTL.		
6. The ADAM Cell coordinates appropriate sensors ensuring they are positioned to search for specific opts.		
a. Coordinates with intelligence section (G2/S2).		
b. Submits RFI as needed through collection manager, intelligence section or BCD.		
7. The ADAM Cell assesses and recommends lethal or non-lethal munitions.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
8. The ADAM Cell conducts combat assessment on air defense recommended targets.		
*9. Air Defense Coordination/Management Officer identifies and controls hazards in accordance with 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
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 153D 3
011-420-0035	Employ the Army's Concept of Reducing Fratricide	MOS W 153D 3
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	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: AIR DEFENSE AND AIRSPACE MANAGEMENT (ADAM) CELL

TASK: **PARTICIPATE IN BRIGADE REHEARSALS   (44-4-9105)**
(FM 3-01)   (FM 3-04.111)   (FM 5-0)

ITERATION:	1	2	3	4	5	M	(Circle)
COMMANDER/LEADER ASSESSMENT:	T	P	U				(Circle)

CONDITIONS: The brigade is conducting combat operations. The main CP is operational and the staff is functioning. The Brigade OPORD has been developed and the unit is preparing for military operations. The commander has directed the XO/S3 to conduct a rehearsal. All critical commanders, staff, attachments, and OPCON leaders are present. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The ADO demonstrates the integration and synchronization of air defense operations with the scheme of maneuver during the brigade rehearsal. The ADO uses the rehearsal to provide the BCT commander, subordinate commanders and the BCT Staff a final opportunity to enhance OPLAN/OPORD understanding among members of the battlefield operating systems. The time required to perform this task in MOPP4 is increased.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. The ADAM Cell conducts ADA rehearsals early enough to permit attendance by essential personnel.		
a. Initiates rehearsal planning after COA approval to include site selection, security, and construction.		
b. Uses the most thorough technique given the time available, following guidelines established by unit TSOP.		
c. Assists participants in gaining a visual impression of planned ADA and airspace operations.		
d. Conducts reduced rehearsals when time is limited, focusing on the most critical air defense and airspace aspects.		
e. Reminds participants that the rehearsal is not a war game.		
f. Continues rehearsals until all required rehearsal objectives are met or until the time available expires.		
g. Records any adjustments or unresolved questions raised during the rehearsal.		
h. Takes immediate action to resolve any open issues.		
Note: This next step is used when augmentation forces are available.		
2. The ADAM Cell clarifies air defense responsibilities among Avenger and Sensor platoon leaders to include the following:		
a. Positioning and movement plans for ADA systems with maneuver operations.		
b. Integration of intelligence collection/reconnaissance and surveillance plans with air defense requirements.		
c. Integration of ADA operations into obstacle and barrier plans.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Integration into airspace management plan.		
e. Verification of target locations, engagement criteria, ROE, airspace coordination measures, and trigger points/events to initiate attacks.		
f. Battle handoff points, phase lines, or events for transition between deep and close battles.		
g. Responsibilities for the clearance of fires.		
h. Avoidance of unnecessary duplications.		
i. Adequacy of CSS arrangements in support of ADA operations (that is, fuel, missile resupply).		
j. Availability of adequate communications assets to satisfy range and volume requirements.		
3. The ADAM Cell integrates areas taken from cell rehearsal into Brigade Combined Arms Rehearsal.		
*4. Air Defense Coordination/Management Officer identifies and controls hazards in accordance with 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
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 153D 3
011-420-0035	Employ the Army's Concept of Reducing Fratricide	MOS W 153D 3
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	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: AIR DEFENSE AND AIRSPACE MANAGEMENT (ADAM) CELL

TASK: **SYNCHRONIZE AIR DEFENSE IN SUPPORT OF BCT OPERATIONS (44-4-9107)**
(FM 3-01)   (FM 3-04.111)   (FM 5-0)

    ITERATION: 1   2   3   4   5   M   (Circle)

    COMMANDER/LEADER ASSESSMENT: T   P   U   (Circle)

CONDITIONS: The initial mission analysis has determined a need for air and missile defense (AMD) (UA) augmentation. The ADAM Cell has received the OPLAN and OPORD. The brigade is operating in a joint/combined environment. The ADAM Cell coordinates with joint/combined forces to integrate AMD (UA) and airspace management into brigade operations. Reports are provided per standing operating procedures (SOP). Voice and digital communications have been established. Some iterations of this task should be performed in mission-oriented protective posture level 4 (MOPP4).

TASK STANDARDS: The ADAM Cell plans and coordinates the movement of the AMD (UA) augmentation to the new location within the time specified in the OPORD. Coordinates and integrates AMD (UA) operations with the joint/combined forces. The ADAM Cell receives and passes messages between joint/combined units. Provides early warning to the brigade. The time required to perform this task in MOPP4 is increased.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. The ADAM Cell is responsible for the AMD (UA).		
a. Plans and coordinates AMD (UA) augmentation.		
b. Determines type of AMD (UA) augmentation.		
c. Prepares for AMD (UA) augmentation reception.		
(1) Recommends force flow for AMD (UA) assets.		
(2) Plans initial employment of AMD (UA) assets to secure lodgment.		
(3) Plans for the expansion AMD (UA) coverage of lodgment as required.		
(4) Identifies appropriate command and support relationship of augmenting force package.		
(5) Determines force closure.		
d. Plans deployment of AMD (UA) assets.		
e. Plans integration of AMD (UA) assets into the force.		
(1) Coordinates with S2 on integration of AMD (UA) EW assets into RSTA Plan.		
(2) Coordinates with S3 on integration of AMD (UA) assets into maneuver plan.		
(3) Coordinates with S6 on integration of AMD (UA) assets into established AMD (UA) C^{4}I architecture.		
2. The ADAM Cell provides EW data and establishes communications and data links to external sources.		
a. Provides EW of threats to the force.		
b. Establishes and maintains communications with the joint/combined forces and AMD (UA) EW assets.		
(1) Establishes links to receive and disseminate a digital air picture.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
(2) Establishes communications with appropriate early warning and AMD (UA) assets. **(a)** Establishes FM voice communications or data links with platoon leaders. **(b)** Establishes FM voice communications and AMD (UA) data links with early warning sensor teams. **(c)** Ensures Avenger platoons establish AMD (UA) data links with early warning sensor teams. **(d)** Establishes FM voice communications or data links with higher ADA TOC. **(e)** Establishes data links via JTIDS. **(f)** Establishes FM voice communications and/or data links with PATRIOT and other supported units. **c.** Receives early warning data on engagement operations (EO) monitor. **(1)** Displays current air tracks as part of the common operational picture (COP) on AMDWS. **(2)** Monitors hostile, friendly, and unknown air tracks. **(3)** Evaluates targets based on speed, heading, and local airspace management procedures and controls. **(4)** Transmits changes in airspace management and control information (ADW/WCS, air routes, corridors, hold fire zones,) over FM communications or Sentinel to platoons. **(5)** Updates air defense warning (ADW) and weapons control status (WCS) as required. **d.** Processes, evaluates, and disseminates early warning over the SINCGARS or EPLRS data broadcast net or AMD (UA) data links. **(1)** Establishes a threshold for hostile and unknown air tacks entering the brigade airspace. **(2)** Evaluates and correlates air tracks over the brigade airspace and from the threat direction. **(3)** Informs TOC when threat aircraft cross established threshold. **e.** Receives and disseminates joint and common operational air picture information. **f.** Reports and receives AMD (UA) status updates. **g.** Coordinates with the Brigade S2 to deploy early warning sensors when required. ---- ***Note***: ADAM Cell must establish alert and cueing information to brigade staff so they can transmit to maneuver units (that is, "RED AIR, RED AIR, 2 Hinds attacking from the east!"). ---- ***3.** Air defense coordination/management officer identifies and controls hazards in accordance with 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
011-420-0005	Apply the Fundamentals of Air Defense	MOS W 153D 3
011-420-0035	Employ the Army's Concept of Reducing Fratricide	MOS W 153D 3
011-510-0005	Employ Air Defense	STP 1-15II-OFS-2

SUPPORTING COLLECTIVE TASKS

Task Number	Task Title
01-2-0102.01-0111	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

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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 observer/controllers (O/C), conduct the evaluation, and conduct the after-action review (AAR).

b. External evaluations are designed to provide commanders 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 and 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 mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC), contingency plans, and the brigade's mission-essential task list (METL). The METL, in conjunction with the training and evaluation outlines (T&EO) in chapter 5 of this mission training plan (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 for preparation, administration, evaluation, and reporting of the 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. If the intent is to determine the unit's ability to execute wartime mission, the evaluation should mirror the missions the contingency plans require. 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 assess fighting abilities should use, as a start, 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 will often be a combination of evaluating fighting abilities and developing plans and orders. It will include some missions selected because of the brigade's wartime contingency mission and others selected because of the value of the tasks and their contribution to a well-rounded evaluation. Regardless of the technique used, after the mission and tasks are identified, they should be arranged in a logical sequence based on the order in which they 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.

(5) Preparation includes development of enemy situations, friendly situations, warning orders (WARNO), fragmentary orders (FRAGO), operations orders (OPORD), 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.

(6) O/C organization and O/C information packets must be developed. O/C AARs and meeting requirements should be considered with the milestone schedule and key events list.

(7) In preparing the evaluation for a brigade, the higher headquarters should ensure that ample maneuver space is available; supporting forces are identified and made available; and 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 start point for the development of 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. Since it is not possible to evaluate every task in this MTP, selective tailoring is required. The list of evaluated tasks can also be modified when the evaluation is used primarily as a diagnostic tool.

c. Evaluation Scenario Development. Once evaluation tasks are identified, the evaluating headquarters develops a broad exercise scenario that approximates the logical sequence in which tasks would usually be performed on the battlefield. It should depict general events and broad time-planning factors so it can be revised, refined, and expanded as needed. The materials in this MTP are valuable in developing the scenario. Development of the scenario requires manpower 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. The friendly and enemy situations are developed in detail and prepared in the form of intelligence summaries (INTSUM), OPORDs, map overlays, and related documents. These 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. Developed along with the master event list are the actual event drivers such as FRAGOs, messages, opposing force (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 O/Cs conduct the evaluation.

(2) In preparing 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. Throughout planning and development of the exercise, 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.

d. 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 scheduling, coordinating, and planning to ensure a successful evaluation. Requirements and considerations for the evaluation team or other staff agencies that have been designated specific responsibilities generally include—

(1) Scheduling training areas.

(2) Preparing a calendar of events and key milestones for the evaluation, including the final AAR and preparation of the final written report.

(3) Identifying brigade support requirements and tasking applicable agencies, personnel, and units required to perform O/C, safety, support, OPFOR, and other functions.

(4) Requisitioning training ammunition, training aids, fuel, rations, and other required supplies.

(5) Coordinating unit movement and transportation support requirements.

(6) Identifying equipment requirements and coordinating support.

(7) Notifying support units of the planned evaluation dates and coordinating adjustments, including personnel and unit support required to perform the unit's mission while it is undergoing evaluation.

(8) Scheduling and conducting safety training.

(9) Scheduling O/C training and orientation sessions.

(10) Identifying and scheduling OPFOR training.

6-3. Selecting and Training Observers/Controllers (O/C). An accurate evaluation depends heavily on selecting O/Cs with the proper experience, training them to fulfill their responsibilities, and supervising them throughout the conduct of the evaluation. Standard procedures are essential in ensuring that the evaluation is administered fairly and correctly for all units commanded by the evaluating headquarters.

a. At the brigade level, the number of O/Cs required depends on the technique of evaluation. If the intent is to conduct a multi-echelon simultaneous evaluation, the number of O/Cs can be high. If the intent is to stick to the two-echelons-above rule (corps evaluates brigades) the number of O/Cs can be reduced. An O/C team comprised of the following personnel is the minimum recommended to performing an external evaluation of a brigade:

(1) Senior O/C: aviation colonel.

(2) Staff O/C: aviation lieutenant colonel.

(3) Operations O/C: aviation lieutenant colonel.

(4) Administrative O/C: ranking MOS 75Z.

(5) Logistics O/C: ranking MOS 76Y.

b. O/Cs must be thoroughly familiar with the brigade's mission, organization, equipment, and doctrine. They need to understand the overall operation of the brigade and how it integrate's 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 chemical, biological, radiological, and nuclear (CBRN) and local defense common task areas. O/Cs 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, O/Cs should have previous experience in the position being evaluated. All members of the team must be able to make objective assessments, function effectively as team members, and articulate their findings orally and in writing.

c. O/C training focuses on providing O/Cs a general understanding of the overall evaluation, providing each O/C a detailed understanding of his specific duties and responsibilities, and building a spirit of teamwork. O/C training should include the following:

(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 O/Cs 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 O/C must understand the task, the doctrine required to execute the task, the standards, and the methods used to measure mission and task accomplishment. Also, each O/C should be furnished with the brigade tactical standing operating procedures (TAC SOP). The evaluation validates this document.

(3) O/C team composition and general duties and responsibilities of each team member.

(4) Detailed duties and responsibilities of individual team members, with special emphasis on the master event list items for which they will be responsible. Information is included on the evaluation control system and is used 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 O/C folders.

(6) A detailed reconnaissance of the area used for the evaluation.

(7) The O/C and command and control systems, including a review of the O/C organization apparatus. The organization is usually depicted on a flow chart showing evaluation coverage in depth. The command and control (C²) system normally includes a separate radio net and signal operating instructions (SOI) for O/Cs. The SOI should include call signs and frequencies for the evaluated unit, controllers, and OPFOR as well as for all O/Cs. O/Cs 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 O/C meetings and when O/Cs should debrief their counterparts.

(10) AAR procedures and techniques in accordance with FM 7-2.

d. A talk-through is needed of the entire evaluation in which the evaluation team war-games 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. O/Cs should be prepared to ride on aircraft and have in their possession necessary flight gear. Forward arming and refueling point (FARP) locations, landing zone (LZ) locations and pickup sone (PZ) locations must be observed. In some cases it may be necessary for O/Cs to ride in designated chase aircraft. If this is necessary, it must be done on a totally non-interference basis to the evaluated brigade.

e. The senior O/C supervises the operation of the team. He provides team leadership, focusing his efforts on assuring 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.

6-4. Selecting and Training OPFOR. 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 assure a proper assessment of unit capabilities. OPFOR provides one of the control measures that influences 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 combat support (CS) and combat service support (CSS) to accurately portray the expected threat.

a. The OPFOR commander should be well trained in OPFOR tactics and operations. His grade is determined by the size of the OPFOR element he commands; 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 O/C team. To fulfill these responsibilities, the OPFOR commander must participate in O/C planning and training activities. He must also be present during AARs.

b. 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 trainers should be employed to the maximum extent possible to simulate threat air defense capability. Some characteristics can be portrayed using the Multiple Integrated Laser Engagement System (MILES), while others must be represented by O/C 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 and 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 greatly reduced directly proportional to the amount of time available for the OPFOR to prepare the defense. The defense like the offense should be a challenge and depends on METT-TC.

6-5. Conducting the Evaluation.

a. General. The senior O/C exercises overall responsibility for conducting the evaluation. He also oversees support provided by the individuals and elements selected and trained to fulfill designated functions and responsibilities.

(1) O/Cs must be free to observe, report, and record the actions of the unit. Their selection, training, and duties were covered earlier in this chapter.

(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 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.

(1) Pre-evaluation phase.

(a) Reconnaissance of the evaluation area. The senior O/C and all other O/Cs must make a reconnaissance of the evaluation area. This will ensure that all O/Cs understand the boundaries of the area and the locations of key terrain and objectives.

(b) Review of O/C folders. Under control of the senior O/C, O/Cs should review their evaluation packets to ensure they contain all pertinent administrative and tactical directives. The senior O/C must ensure all O/Cs understand the directives. He should review the milestone schedule and 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 the role of the white cell, it issues orders, receives reports, provides feeder information, and controls the OPFOR. This frees the O/Cs to perform their principal duty of observing, reporting, and recording the actions of the evaluated unit. The higher headquarters may designate a separate control element to accompany the evaluated unit; this allows the O/C maximum flexibility because he does not have to function as both a controller and evaluator.

(b) O/C control. In the absence of a separate control element, or if a problem in the control plan proves detrimental to the continuity of the scenario, the O/C must be able to step in and implement the controls required to salvage the operation. If the O/C is forced to take action he must guard against overreacting and thus disrupting the initiative and momentum of the exercise.

(c) Terminating the event. The senior O/C should terminate an event when the evaluated unit has completed all tasks and missions in a particular event or when the unit has suffered such extensive casualties or damage that assigned missions or tasks cannot be executed. Coordination with the senior O/C is crucial to ensure the timeliness of events. The senior O/C 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 O/Cs.

- Observe critical events based on the milestone schedule and record any action that might have an effect on later performance or mission outcome. Be specific; evaluate events in accordance with the unit evaluation worksheet, current doctrine, and unit SOPs using T&EOs.

- Ensure that the control headquarters is kept abreast of the unit's location and intent. This enables the headquarters to control OPFOR action in accordance with the desired sequence of events.

- Enforce rules of engagement.

- Enforce safety.

(3) Post-evaluation phase.

(a) Immediately upon termination of the exercise, the senior O/C should assemble his O/Cs and prepare the final AAR and begin work on the final written report. The written 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 for the written report may vary among commands. The AAR conducted at the end of the exercise aids in preparation of the final written report. This 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 evaluations provide a consolidated roll-up of the unit's performance and of the brigade's overall mission rating, that is, "GO/NO-GO", for the missions and their supporting collective tasks. Composition of the evaluation 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 evaluation concentrates on underlying tasks. For an evaluation to test contingency plans, an evaluation must focus on specific missions.

(c) To aid in planning future training, the brigade's training status is recorded on the final written report. The report contains assessments of strong and weak areas noted during training and external evaluations. The brigade operations and training staff officer (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.

6-6. Recording External Evaluation Information.

a. The senior O/C has overall responsibility for preparation and implementation of 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) Identify each mission in the evaluation scenario.

(2) Identify the T&EOs in chapter 5 that correspond to each mission of the evaluation scenario.

(3) Use T&EO standards to evaluate the brigade's performance of each task.

(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) Determine the brigade's overall capability to perform the task based on the evaluation 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.

(6) Record T-P-U rating for each mission task (T-trained, P-needs practice, or U-untrained).

6-7. Conducting the After-Action Review (AAR).

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 what happened during the evaluation and why. Participants identify errors and seek solutions that increase the value of the training and reinforce learning. The senior O/C 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 O/Cs 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 O/Cs watching the brigade perform its combat critical tasks, this phase includes a review of training objectives, orders, and doctrines. Final AAR site selection is completed; timelines, and attendance requirements are established. AAR information is gathered from O/Cs 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 O/C, and at the end of the evaluation. In a multi-level evaluation, an oral AAR of the action to date takes place at every level between the O/C and his counterpart in the evaluated unit. After AAR participants assemble, the senior O/C 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 O/C guides the discussion to ensure the participants openly discuss important lessons.

(c) Dialogue is encouraged among O/Cs 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; therefore, summations by the O/C 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 O/C and from the OPFOR 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.

Appendix A

Combined Arms Training Strategy

A-1. General.

a. The combined arms training strategy (CATS) is the overarching training management program that uses proponent developed strategies to support training to standard both in the units and the schoolhouse. The two end states for unit (collective) CATS are—

(1) Provide CATS, a training management program, for the units to enable them to train to standard and to achieve and maintain readiness.

(2) Provide Headquarters, Department the Army (HQDA) with resource information that supports unit training and readiness.

b. The CATS is not a new concept, but rather a concept evolving over a period of time. In 1988, the Chief of Staff, United States Army (CSA) directed the Army to automate training management and develop a combined arms strategy for training. In 1996, the Department of the Army (DA) operational readiness initiative mandated the identification of resources to readiness. The intent was for CATS to update the existing battalion level training models (BLTMs) in the training resource model (TRM). CATS data were used to update the FY99 BLTM and continues to be the quantifier for training resources. Unit CATS is contractor developed and proponent approved strategy that permits units to plan effective task-based training across the live-virtual-constructive domains within various resource constraints of time, operating tempo (OPTEMPO), United States Army Standards in Training Commission (STRAC), and training aids, devices, simulators, and simulations (TADSS). Unit CATS describes a sequence of training events that enable leaders to build and sustain proficiency in unit mission-essential tasks. Unit CATS specifies gates (training events) that must be successfully executed before proceeding to other more difficult, costly, or challenging training events. Strategies enumerate training resources needed to execute listed training events. These strategies will form the basis for unit training schedules, allow units to more objectively evaluate their training readiness, and update the current BLTMs in the TRM, thereby establishing the linkage between training readiness reporting and training resourcing. Training strategies are based on current doctrine through the direct automation linkage (currently Automated System Approach to Training [ASAT]) to the mission training plans (MTP).

(1) Unit Training Strategies. The unit training portion of the CATS is a series of separately generated training strategies. CATS is designed to be descriptive, not prescriptive training strategies that will assist the commander in his effort to identify, quantify, and acquire required training resources. These strategies describe the events, frequencies, and prerequisite gates recommended to train to standard. As part of the unit training strategy development process, TRADOC established a standard format to depict unit training strategies. The unit training strategy is a descriptive strategy for training and sustaining Soldier and collective task proficiency. The tasks to be trained are based on the unit's mission-essential task list (METL) and commander's assessment. CATS is available for viewing and downloading on the Army Knowledge Online (AKO) Web site. First time users will need a username and password to login.

(2) Using the CATS Matrices. Generally, the leader using the matrices for planning will have a METL (or other list of critical tasks in which his unit must be proficient) and will be looking for guidance about appropriate training methods. The key to using CATS for unit training management is understanding the strategy and its various components. The strategy is organized by the functional areas and echelons to be trained, which are explained below. An example matrix for one mission/task is in Table A-1.

● Task: The CATS task selection for the element to train in support of the battlefield mission listed above the table

● Supporting tasks is a list of those MTP collective T&EOs that the element must attain and sustain proficiency to support the CATS task selection and mission

● Frequency indicates the interval and number of times a year that this CATS task selection should be trained to attain and sustain T1 combat readiness

● Types of events suggests a training event or events (from classroom training to an external evaluation field training exercise) that the unit can use to train the task

● Training audience indicates the unit elements and/or individuals for which this CATS task selection is designed

● Means (event) TADSS further describes this training event by selecting from the types of events for which this CATS task selection is designed

● Title or title of the training event (as it might be depicted in a unit training schedule), for the CATS task selection

● Estimated duration depicts the suggested duration of the training event in hours (in this case 96 hours)

● Replication of conditions (A-D) shows a means quality rating, related to the cost and realism of the event/medium. When choosing events and media, you will have to balance the resource costs of different training media against the needs for realism and repetition. Generally, as your unit becomes more proficient, realism should increase.

● An "A" level means is identified as a combat training center (CTC) deployment and training activity

● A "B" level means is described as a well assigned home station training exercise

● A "C" level means is described as a partial task training exercise

● A "D" level means is described as a subtask training exercise

● Multi-echelon training is the simultaneous implementation of different exercises by the unit or the training of different tasks by elements of the unit. Multi-echelon training occurs whenever collective training is conducted (FM 7-0). Units should structure events to allow the integration of required task training and proficiency [through gate tasks] by each element of the audience and to permit vertical linkage of unit training strategies.

● Critical training gates facilitate efficient use of training time and other resources during scheduled events. They provide those tasks critical to effective and safe training.

● Resources identifies to the training and resource manager the Class III, V, and VII resources expended as a cost of the training event

● Comments provide descriptive guidance on the purpose of the CATS task selection, the expected outcome of the training event, and execution guidance

● Purpose statement describes the rationale for including the event in the overall training strategy for the task. It also provides the basis for describing the event's training objectives

● Outcome statement describes the event in terms of proficiencies that the unit should achieve by training in the event. The outcome is described by the end state proficiency in tasks trained

● Execution guidance is a description of information and coordinating instructions related to training the task (task selection) in the event

Table A-1. Mission/Task Matrix
Task: Conduct Tactical Operations - Utility Helicopter Company (01-TS-2051)
Supported Mission(s): AIR ASSAULT—CONDUCT AIR ASSAULT
Supporting Task(s): 01-2-0403.01-0NR Comply with Established Army Airspace Command and Control (A2C2) Measures 01-2-1333.01-0NR Conduct Fat Hawk Operations 01-2-1334.01-0NR Conduct Air Volcano Operations 01-2-1337.01-0NR Conduct Command, Control, and Communications (C3) Operations 01-2-1360.01-0NR Conduct Casualty Evacuation (CASEVAC) Operations 01-2-2036.01-0NR Report Information 01-2-2047.01-0NR Conduct Troop Leading Procedures 01-2-5103.01-0NR Conduct Air Movement Operations 01-2-5105.01-0NR Conduct Air Assault Operations 01-2-7105.01-0NR Perform Aerial Passage of Lines 01-2-7707.01-0NR Evacuate Casualties 01-2-7714.01-0NR Submit Casualty Feeder Reports and Witness Statements 01-2-7730.01-0NR Maintain Helicopters
Frequency: Quarterly (4)
Types of Events: FTX, LTX, TEWT
Training Audience: Company Headquarters, 2 AVN SPT PLTS
Means (Event) TADSS: 2 - Company FTX (Air Ground Engagement System II [when available]/unit miles set)
Title: FTX for Conduct Tactical Operations - Utility Helicopter Company
Estimated Duration: 96 Hours
Replication of Conditions (A-D): B - CTC quality training; realism sufficient to permit appraisal of training readiness for USR
Multi-echelon Training: FTX for Conduct AVUM Operations, LTX for Conduct Company Air Movement Operations Using Air Ground Engagement System II (when available), LTX for Conduct Company Tactical Operations-Air Assault Using Air Ground Engagement System II (when available), LTX for Conduct Tactical Operations-Special Missions Using Air Ground Engagement System II (when available), FTX for Conduct Battalion Tactical Operations
Critical Training Gates:
Resources:
Action Gates: LTX for Conduct Company Tactical Operations-Air Assault Using Air Ground Engagement System II (when available); LTX for Conduct Company Air Movement Operations Using Air Ground Engagement System II (when available); STX for Conduct Down Helicopter Crew Rescue Operations Using AVCATT (Cargo/Utility) (when available) (01207A200); TEWT for Conduct Tactical Operations - Utility Helicopter Company; STX for Conduct Protect the Force Operations - Non-CBRN; STX for Conduct Protect the Force Operations - CBRN; LTX for Aircrew Flight Skills Sustainment - Utility Helicopter; LTX for Conduct Tactical Operations-Special Missions Using Air Ground Engagement System II (when available); STX for Aircrew Prerequisite Flight Training; and STX for Company Move to and Occupy an Assembly Area
Certification Gates: None required; none required; none required; air traffic control specialist (ATCS) certification; rated aviator; rated aviator; rated aviator; rated aviator; rated aviator; rated aviator; rated aviator; rated aviator

Table A-1. Mission/Task Matrix
Task: Conduct Tactical Operations - Utility Helicopter Company (01-TS-2051)
Supported Mission(s): AIR ASSAULT—CONDUCT AIR ASSAULT
Collective Task Gates: Company Headquarters proficient in 01-1-1022.01-0NRC; 01-2-0203.01-0NRC; 01-2-0403.01-0NRC; 01-2-2032.01-0NRC; 01-2-2035.01-0NRC; 01-2-2047.01-0NRC; 01-2-2051.01-0NRC; 01-2-2052.01-0NRC; 01-6-2032.01-0111; 2 AVN SPT PLTS proficient in 01-1-1022.01-0NRC; 01-2-0203.01-0NRC; 01-2-0403.01-0NRC; 01-2-2032.01-0NRC; 01-2-2035.01-0NRC; 01-2-2047.01-0NRC; 01-2-2051.01-0NRC; 01-2-2052.01-0NRC; 01-6-2032.01-0111; and Individual Tasks
Comments: (Includes purpose of event, outcome supported, execution guidance about execution of the event, and constraints posed by TADSS/and others.)
Purpose: Sustain proficiency of the commander and leaders in those tasks associated with the employment and synchronization of combat power. This training event establishes full company proficiency in executing the task selection under run conditions. It provides a training opportunity to integrate the operations of the different members of the training audience with the activities of supported and supporting organizations. To train the company to operate over the times, distances, and terrain associated with tactical operations. Provide the commander the opportunity to make training readiness assessment of the company.
Outcome: Units sustain a "T" level of proficiency in the exercise of company mission and achieve the commander's intent. The company can effectively work together to execute the selected collective tasks under run conditions. Company personnel can describe the functions of all staff elements in the target audience, supporting, and supported staffs. Training audience can describe the information sources and exchanges necessary to execute mission.
Execution Guidance: This is the capstone training event for the company. The company FTX is part of the battalion FTX. The FTX is a 4-day (96 hours) event designed to train the company to execute its combat functions in a realistic tactical environment using all available combined arms assets. The FTX will use realistic time-distance factors to stress all systems. The duration proposed for conducting maneuver operations provides 72 hours for planning, preparation, execution, and after-action review (AAR), allowing for repeat training as required. The overall duration of this FTX could be shortened if training objectives do not include training of all tactical operations. Two 4-day FTXs a year are suggested. Additional training can be conducted during the battalion's semiannual gunnery training related CPX, if necessary. The FTX should be able to train and sustain company proficiency in combat operations while under battalion control. This is a "run" level training event supported by an appropriate number of O/Cs and squad size opposing force (OPFOR) (to initiate protect the force counter-tasks) and a divisional air defense artillery section acting as OPFOR anti-air. Training is greatly enhanced for both aircraft types if it is conducted during the field training of habitually supported units.

Appendix B

Exercise Operation Orders

B-1. General. Exercise scenarios present a general situation that provide the participants with the background information normally available in a combat situation. Exercise operation orders (OPORD) issued from a higher headquarters are the primary instrument used to provide sufficient detail and guidance so the training unit can prepare OPORDs, annexes, and overlays. They also ensure the training unit takes actions that lead to achieving the training objectives of the exercise. Exercise OPORDs may be identical to standard OPORD formats (see FM 5-0, Army Planning and Orders Production), or they may utilize peculiarities that facilitate modularity, retraining, administrative conditions, flexibility, and re-usability. For example, the dates used in the exercise OPORD may be in terms of training days rather than actual dates. This is especially applicable for exercises that utilize simulations, since battlefield conditions can be easily manipulated to allow a unit to repeat a particular day's training with little resource impact. Figure B-1 is a sample of an aviation brigade exercise OPORD that makes use of this feature. It portrays the general scenario, including the missions of higher and adjacent units (whether live, virtual, or constructive) and the training that the unit will conduct.

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Copy___ of ____copies
4th Combat Aviation Brigade
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 Tiefort 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; and 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).

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b. Friendly Forces.

(1) III U.S. Corps mission. Continue deployment to MOJAVIA; continue marshaling operations, and on order, conduct combat operations with ground, air, and naval forces to re-establish 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) The 4th ID (M) mission. The 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 (U.S.) 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 Combat Aviation Brigade (CAB) as an aviation-heavy brigade combat team (BCT) 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 battalion 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 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 combat power forward as quickly as possible. BCTs 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 percent of our combat power retained.

(b) Concept of the operation. The division will accomplish this operation in three phases. Phase 1 - 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 BCTs in place and prepared to conduct offensive operations. Phase 2 - attack to re-establish the international border. This phase ends with the restoration of the former border and the preparation of our defense. Phase 3 - defense on the international border (PL MARSHALL) through cessation of hostilities.

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(c)   The 4th Combat Aviation Brigade, initially the main effort, establishes a covering force from PL GRANT to PL IKE in sector. We will begin with the 4th Combat Aviation Brigade conducting an air assault to secure the division airhead in OBJ STRIKE. The 4th Combat Aviation Brigade 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 BCT becomes the main effort and attacks to seize OBJ BLUE and clears enemy from PL GEORGE to PL MARSHALL. The 1st BCT conducts a supporting attack in the northern sector to seize OBJ RED and clears enemy from PL GEORGE to PL MARSHALL. The 3rd BCT conducts a supporting attack in the southern sector to seize OBJ GOLD and clears enemy from PL GEORGE to PL MARSHALL. The 4th Combat Aviation Brigade supports the main effort by attacking KRASNOVIA reserve forces. The 1st MOJAVIA INF DIV is the rear tactical combat force (TCF).

(3)   The 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 percent strength. However, their morale is high and they are prepared to defend their homeland at all costs.

(4)   The 55th ID (M), on 4th ID's left flank, is currently building combat power to prepare for offensive operations.

(5)   The 25th AD, on 4th ID's right flank, is currently building combat power to prepare for offensive operations.

(6)   The 6th (U.S.) Air Force provides—

(a)   Counterair (CA).

(b)   Air interdiction.

(c)   Close air support (CAS).

(d)   Intra-theater airlift.

(7)   (USN) Carrier TF 2-21 (USS Bracewell) provides—

(a)   Counterair (CA).

(b)   Air interdiction.

(c)   Close air support (CAS).

(d)   Naval surface weapons support (USS Arleigh Burke).

c.   Attachments and Detachments: See annex A.

2. MISSION. The 4th Combat Aviation Brigade 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.

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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 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 combat aviation brigade postured to support the division defense, preparing to transition to the offense, and retaining 70 percent 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 synchronization with the 4th ID (M) concept of the operation.

(a) Phase 1. The 4th Combat Aviation Brigade 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. The 4th Combat Aviation Brigade conducts air movement to support the forward deployment of the division beginning TNG DAY 02. The 4th Combat Aviation Brigade, initially the main division effort, will attack enemy tactical ballistic missile targets (launchers and infrastructure) beginning TNG DAY 04, while the division moves forward to aviation brigade tactical assembly areas (TAAs). The 4th Combat Aviation Brigade will conduct a movement to contact (MTC) from PL GRANT (LD) to PL IKE beginning TNG DAY 06. The 4th Combat Aviation Brigade will conduct a guard along PL IKE beginning TNG DAY 08.

(b) Phase 2. The 4th Combat Aviation Brigade and supporting artillery conduct mobile strike operations against enemy artillery and other high payoff targets.

(c) Phase 3. The 4th Combat Aviation Brigade conduct mobile strike 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 4th Combat Aviation Brigade 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 4th Combat Aviation Brigade 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).

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(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 1.

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 2.

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 1:

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 conduct 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 2.

1.   O/O conduct a deliberate attack of KRASNOVIA reserve forces.

(c)   Phase 3.

1.   O/O conduct hasty attacks in support of the division defense in sector.

(3)   2-4 GSAB.

(a)   Phase 1.

1.   Air assault TF 1-22 IN on TNG DAY 01 to seize the division airhead and secure OBJ STRIKE.

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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 2.

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 3.

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 1.

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 2.

1. O/O conduct air movement operations for re-supply in division AO.

(c) Phase 3. O/O conduct aerial re-supply in division AO.

(5) TF 1-22 IN.

(a) Phase 1.

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 BCT 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 CAB-NEVADA FARP)

5/1/A/2-439 (MANPAD TM) (DS 4th CAB-BDE CP)

6/1/A/2-439 (MANPAD TM) (DS 4th CAB-BDE CP)

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      (3)   1/A/56th Air Traffic Service (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.

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4. **SERVICE SUPPORT**. See Annex F (Service Support).

5. **COMMAND AND SIGNAL**.

    a. Command.

        (1) TAC CP.

            (a) Phase 1. O/O, collocated with 1/10 CAV TOC, location TBD.

            (b) Phase 2. Collocated with 1/10 CAV TOC. O/O, OBJ STRIKE.

            (c) Phase 3. AA DOG.

        (2) Main CP.

            (a) Phases 1 and 2. At ISB.

            (b) Phase 3. 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 TAC SOP.

        ACKNOWLEDGE:

        KELLER

        COL

        OFFICIAL:

        KING

        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.

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Figure B-1. Sample Exercise Operations Order

B-2. Tailoring Orders. Subsequent higher headquarters OPORDs/FRAGOs are developed that portray various factors that affect the difficulty of the missions. This affords the commander/exercise director options to tailor the exercise to the unit's level of proficiency using the "crawl-walk-run" training philosophy. For example, based on his assessment of the unit, the commander/exercise director used the crawl version of the Mission 1 FRAGO as portrayed in the upper half of Figure B-2. Based on the unit's performance, the walk version of the Mission 2 FRAGO followed and then the run version of the Mission 3 FRAGO. In the lower half of Figure B-2, 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 unit repeated Mission 1, but this time was issued the walk version of the Mission 1 FRAGO. These are just two of the many options/combinations possible.
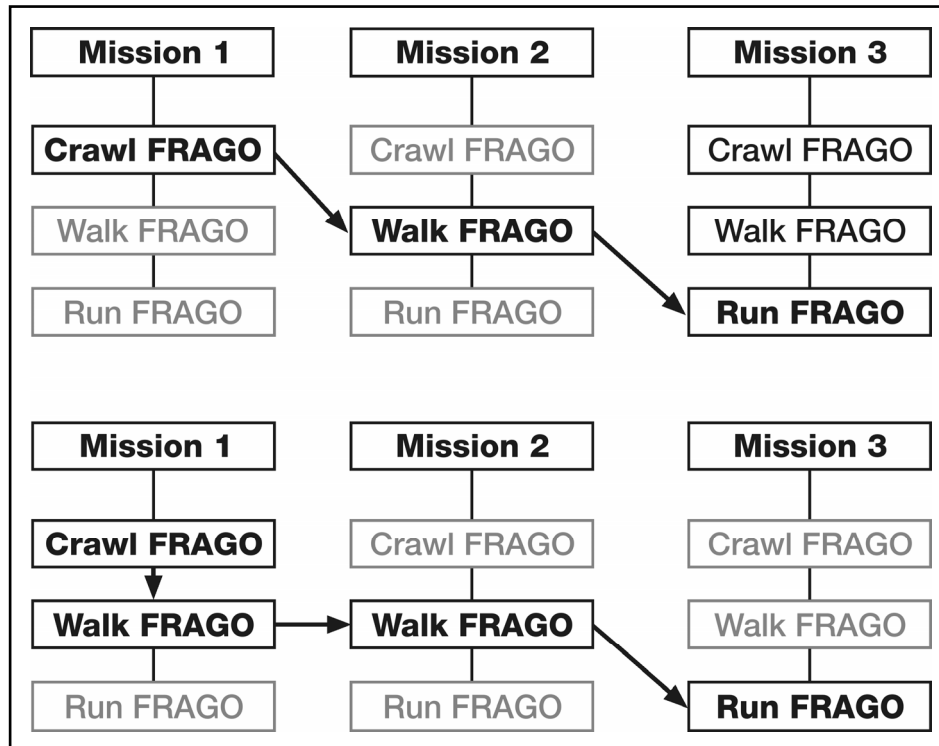
Figure B-2. Tailoring orders

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Appendix C

Composite Risk Management (CRM)

C-1. Background of CRM

Composite Risk Management (CRM) is the tool/process that assists decision makers in an aviation unit to reduce the risk, or mitigate the hazard (by systematically identifying, assessing, and designing out or controlling risk arising from operational factors) and making informed decisions that weigh risks against mission benefits. Risk is an expression of a possible loss or negative mission impact stated in terms of probability and severity. The goal of Army CRM is to prevent the injury or loss of personnel, damage to, or loss of equipment, or degradation of combat readiness. The CRM process begins with identifying hazards or operational risks from a holistic standpoint. Next, whenever possible, hazards must be eliminated. If they cannot be eliminated, the risk presented by the hazard is assessed for severity and probability of occurrence. For hazards that cannot be eliminated, controls are developed to reduce the probability of occurrence and/or hazard severity. Residual risk is any risk remaining when all possible measures to eliminate or control a hazard has been performed, and is assessed for severity and probability of occurrence. Reviewing procedures should be included as a mitigation tool as well.

CRM must be fully integrated into planning, preparation, execution, and sustainment operations both in garrison when training and when deployed in support of contingency operations. Anyone who directs or affects the actions of others will use the CRM process during every aspect of operations for which they are responsible. CRM facilitates the mitigation of the risks and threats to the force. The fundamental goal of CRM is to enhance aviation operations in the full spectrum, by employing assigned/attached aviation assets to successfully complete the mission, while protecting the force. For additional information on CRM procedures, please visit the Combat Readiness Center's (CRCs) homepage at; https://crc.army.mil/RiskManagement/default.asp?iChannel=25&nChannel=RiskManagement

Note: Key CRM terms are defined at the end of this appendix.

C-2. Application of CRM

a. When assessing the risk of hazards in tactical operations and operations at large, the commander and staff evaluate tactical and accidental risk and other hazards characterized as risks.

(1) Tactical risk is risk associated with hazards that exist due to the presence of the enemy or an adversary. It applies to all levels of war and across the spectrum of operations. In the current common operational picture (COE), the commander alone determines how and where he is willing to take tactical risk. Tactical risks are weighed against the backdrop of assigned or implied missions, OPTEMPO, and such.

(2) Accident risk includes all operational risk considerations other than tactical risk. It includes risks to the friendly force, risks an operation poses to civilians, as well as an operations impact on the environment. It can include activities associated with hazards involving friendly personnel, civilians, equipment readiness, and environmental conditions. Accident risks exist regardless of enemy action. Hazards that contribute to accident risks include personnel who are not adequately trained to conduct certain kinds of operations, equipment that is not fully operational, and environmental conditions that make operations more dangerous, such as limited visibility and extreme cold weather. The commander and staff manage accident risk. Staff members are constantly looking for accident hazards associated with their areas of expertise and either eliminate the hazard or implement controls to reduce risk.

b. The same CRM process is used to assess and evaluate tactical risk, accident risks, and other hazards. CRM is a systematic process which necessitates a holistic identification of hazards, assesses these hazards in terms of probability and severity of occurrence, developes viable controls to reduce the risk, decides if the benefit from conducting maintenance operation justifies the risk (making an informed risk decision), implements functional controls, and supervises/evaluates the effectiveness of the controls. The process is not static; it is cyclic and dynamic.

c. If the commander determines the risk level is too high, he directs the development of additional or alternate controls, modifies, changes, or rejects the COA, or he may need to elevate the decision to a higher level of authority. Commanders/leaders should use the CRM matrix below as a tool to apply the CRM process concurrently with the military decisionmaking process (MDMP). The matrix outlines the CRM process steps as they relate to each step of the MDMP. The CRM matrix in conjunction with the commanders' guidance is used to communicate how much risk commanders will accept in allowing maintainers to conduct maintenance operatites under less than ideal conditions. CRM is applied to reduce the risk of the full range of mission, enemy, terrain and weather, troops and support available, time available, civilian considerations (METT-TC) hazards, including enemy action and other risks. CRM considerations are applicable to garrison, tactical, on- or off-duty, 24-hours a day, 7-days a week. Figure C-1 illustrates how CRM is integrated into the MDMP.

Military Decisionmaking Process (MDMP)	Identify Hazards	Assess Hazards	Develop Controls and Make Risk Decision	Implement Controls	Supervise and Evaluate
1. Receipt of Mission	X				
2. Mission Analysis	X	X			
3. COA Development	X	X	X		
4. COA Analysis (War Game)	X	X	X		
5. COA Comparison			X		
6. COA Approval			X		
7. Orders Production				X	
Pre-Ops Rehearsal	X	X	X	X	X
Post-Ops Execution and Assessment	X	X	X	X	X
* FM 5-0					

Figure C-1. CRM matrix integrated into the military decisionmaking process (MDMP)

C-3. Responsibilities

The commander has the responsibility of weighing mission requirements and force protection measures. He must compare and balance the risk against mission expectations. A CRM assessment should be completed prior to flight IAW FM 5-19. This process forms a direct relationship between force protection and CRM. In the force protection process, we consider three elements: planning, operations, and sustainment. CRM facilitates the force protection process by integrating risk assessment and control development for each element specified above.

a. General Responsibilities at Battalion/Squadron and Higher. Successful CRM is underwritten by the chain of command. Minimizing risk is the responsibility of everyone in the command, from the highest commander, through his subordinate leaders, to each individual service member. Every staff officer must integrate composite risk management into planning and executing

training and operational missions. Staff officers assist the commander in minimizing unnecessary risk by increasing certainty in all operations. Managing risk is critical for all operations, whether for training or operations. Commanders should issue clear risk guidance. Staff officers use the CRM process to assess operational areas of responsibility. They also use it to make control measure recommendations to reduce or eliminate risk to support the combat power dynamic of force protection. Examples of this process include the following:

(1) Applying CRM during the MDMP to identify force-protection shortcomings in battlefield operating system (BOS) functions.

(2) Developing and implementing controls for the commanders 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.

(4) Considering on-duty internal organizational and external off-duty factors, which impact individual performance when developing controls to reduce risk during tactical and support operations.

   b. Specific Responsibilities at Battalion/Squadron and Higher.

Note: There must be a hierarchy for residual risk approval authority. Overall, approval authority guidance must support the MACOM policy. Basically the higher the risk involved, the higher the approval authority.

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   (1) Commander (overall). The commander—

- Issues clear risk guidance on what risk to accept or where to accept risk

- Selects hazard-control options

- Makes risk decision for COA; demonstrates full confidence in subordinates' tactical and technical ability to execute a chosen COA

- Enforces and evaluates the unit's execution of risk controls during the mission

- Provides training on the risk management process; ensures that subordinates understand the who, what, where, when, and why of managing risk

- Supervises and evaluates the unit's execution of risk controls during the mission

- Assesses effectiveness of the unit's risk management program

- Elevate the acceptance of the high risk mission to the appropriate decision/approval authority.

   (2) XO (staff supervision). The executive officer—

- Supervises risk management integration across the entire staff

- Coordinates development of risk controls with emphasis on deconflicting controls that affect multiple functional areas and units

- Identifies constraints and limitations of the commander's risk guidance

- Implements risk controls by integrating them into the appropriate paragraphs and graphics of the operation order (OPORD) and into products such as SOPs and operation plans (OPLANs)

- Supervises, evaluates, and assesses risk management integration during an operation

- Implements commander's intent on acceptance of risk in current operations

- Ensures that the staff monitors and enforces controls during execution

   (3) Staff officers (functional area). Staff officers—

- Identify hazards most likely to result in loss of combat power if not adequately controlled

● Mitigate risk hazards by developing control options that address the reasons for hazards

● Integrate hazards and selected controls into functional area paragraphs, graphics, and annexes of the OPORD, SOPs, and OPLANS

(4) Safety officer/NCO (coordination). The safety officer—

● Assists the commander and staff with risk-management integration during mission planning, execution, and assessment

● Assesses unit risk management performance during planning and execution; recommends changes to risk reduction control measures as needed

● Coordinates staff risk management and makes recommendations to the S3

c. Responsibilities at Company/Troop and Lower. The commander/leader performs or delegates performance of the risk-management process for each step in troop-leading procedures (Figure C-2).

		Identify Hazards	Assess Hazards	Develop Controls & Make Risk Decisions	Implement Controls	Supervise and Evaluate
2	Issue the warning order	X				
3	Make a tentative plan	X	X			
3A	Make an estimate of the situation	X	X			
3B	Detailed mission analysis	X	X			
3C	Develop situation and COAs for—	X	X			
3C1	Enemy situation (enemy COAs)	X	X			
3C2	Terrain and weather (OCOKA)	X	X			
3C3	Friendly situation (time, troops available)	X	X			
3C4	Courses of action (friendly)	X	X			
3D	Analyze courses of action—war-game	X	X			
3E	Compare courses of action			X		
3F	Make decisions			X		
3G	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. Composite Risk Management Process.

a. All Operational Environments Contain Hazards. Combat operations, stability operations and support operations, base-support operations, and even day-to-day training present unique hazards for all units involved. The ability of commanders, staff, and unit leaders to identify hazards is essential. Once hazards are identified, they are entered on block 6 of the the risk-management worksheet (Figure C-3).

COMPOSITE RISK MANAGEMENT WORKSHEET
For use of this form, see FM 100-14; the proponent agency is TRADOC

1. MSN/TASK Perform Air Assault Security Operations	2a. DTG BEGIN 042100SEP05	2b. DTG END 042200SEP05	3. DATE PREPARED (YYYYMMDD) 20050920

4. PREPARED BY:

a. LAST NAME TONY GAME	b. RANK MAJOR	c. POSITION ASSISTANT S3

5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE
	ADVERSE ENVIRONMENT - 0% Illumination - Complete Blackout - Visibility During Flight - Brownout						
	CONTINUOUS OPERATIONS - Fatigue						
	UNFAMILIAR TERRAIN - Flight Plan - Landing Zone						
	INADEQUATE PLANNING TIME						

ID Hazards

Additional space for entries in Items 5 through 11 is provided on page 2.

13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)
☐ LOW   ☐ MODERATE   ☐ HIGH   ☐ EXTREMELY HIGH

14. RISK DECISION AUTHORITY

a. LAST NAME	b. RANK	c. DUTY POSITION	d. SIGNATURE

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Figure C-3. Composite risk management worksheet—identify hazards

(1) Identify hazards holistically, based on the factors of METT-TC for each COA for the mission or task (Figure C-4). Considerations and sources include, but are not limited to, the following:

- Mission order/task instructions
- Commander's critical information requirements
- Mission planning systems
- Tactical SOP
- Unit accident history
- Reconnaissance
- Experience

- Procedure and performance evaluations
- OPTEMPO
- PERSTEMPO
- Fatigue
- Fear
- Organizational culture
- Crew mix

MISSION:

Conduct air assault security in support of air assault troop insertion mission

Provide Overwatch security during insertion mission into rover beach LZ

Insertion of troops will take place NLT 042100 Sep 03, same LZ

Provide air assault security during extraction of troops NLT 042200 Sep 03, same LZ

CONDITIONS:

One company UH-60, 2 CH-47D, 2 AH-64D or 2 OH-58D

Load: 14 fully equipped Soldiers

540 pounds special equipment

Blackout conditions

LZ: 114 mi from departure point, 100 yard wide, sand/dirt/grass

WX: restricted visibility en route & LZ (illumination, rain, fog, loose sand)

SITUATION:

Crew: Fully qualified, experienced, superb teamwork

Mission brief at 041530 Sep 03 (crew & PAX)

Figure C-4. Example of mission factors collected

(2) Review the mission's METT-TC factors to identify enemy and accident/fratricide hazards that are most likely to cause loss or damage to equipment, injury to personnel, or result in mission degradation. Determine whether those potential hazards identified are adequately controlled at this or the next-lower echelon of command. To do this, answer the questions in the matrix in Figure C-5 to determine if the hazard needs to be risk managed.

Note: All hazards identified must be assessed in terms of the probability of occurrence and the consequences in terms of severity (impact on the individual, equipment, and mission).

QUESTIONS	Adequate	
	YES	NO
Support—Is type/amount/capability/condition of support adequate to control hazard? • Personnel • Supplies • Equipment/materiel • Services/facilities	Yes Yes	 No No
Standards—Is guidance/procedure adequately clear/practical/specific to control hazard?	Yes	
Training—Is training adequately thorough and recent enough to control hazard?	Yes	
Leadership—Is leadership ready, willing, and able to enforce standards required to control hazard?	Yes	
Unit Self-Discipline—Is unit performance and conduct self-disciplined to control hazard?	Yes	
If all answers are "yes," then no further action is required. If one or more answers are "no," this hazard needs risk management. Enter hazard on RM worksheet.		

Figure C-5. Determining if hazard requires risk management

　　　(3) Hazards that require risk management are identified to the safety officer/NCO; identified hazards are then entered in block 5 of the worksheet (Figure C-3).

　　b. Assess Hazards.

　　　(1) This step examines each hazard in term of probability and severity to determine the risk level as a consequence of exposure to the hazard.

　　　(2) The result is an estimate of risk from each hazard and an estimate of the overall risk to the mission caused by each identified hazards. Leaders must utilize all available tools to include SMEs, regulations, etc.; however, experience and best judgment are often the basis for selecting the risk level. See Figure C-6, Risk Assessment Matrix.

Risk Level:
E - Extremely High
H - High
M - Moderate
L - Low

		HAZARD PROBABILITY				
		Frequent	Likely	Occasional	Seldom	Unlikely
S E V E R I T Y	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-6. Risk assessment matrix—assess hazards

(3) Determine the risk level of each hazard that is not adequately controlled. Figure C-6, experience and best judgment are the basis for selecting the risk level.

(4) Provide the risk level for each hazard to the safety officer/NCO or leader preparing the worksheet. It is then entered in Block 7 of the risk-management worksheet as the initial risk level for each hazard (Figure C-7).

COMPOSITE RISK MANAGEMENT WORKSHEET
For use of this form, see FM 100-14; the proponent agency is TRADOC

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4. PREPARED BY:

a. LAST NAME TONY GAME	b. RANK MAJOR	c. POSITION ASSISTANT S3

5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE
	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					

Assess Hazards

Additional space for entries in Items 5 through 11 is provided on page 2.

13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)
☐ LOW   ☐ MODERATE   ☐ HIGH ☐   EXTREMELY HIGH

14. RISK DECISION AUTHORITY

a. LAST NAME	b. RANK	c. DUTY POSITION	d. SIGNATURE

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Figure C-7. Composite risk management worksheet—assess hazards

c. Develop Controls.

(1) After assessing each hazard, leaders develop one or more controls that either eliminate the hazard or reduce the risk (probability/severity) of a hazardous incident. For each hazard identified, develop one or more control options that either avoid the hazard or reduce its risk to a level that meets the commander's risk guidance.

(2) Controls should address the reasons that the hazard needs to be mitigated (see appendix C-4a (2).

(3) Provide controls to the safety officer/NCO. This information is entered in block 8 of the risk management worksheet (Figure C-8).

COMPOSITE RISK MANAGEMENT WORKSHEET

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5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE
	ADVERSE ENVIRONMENT - 0% Illumination - Complete Blackout - Visibility During Flight - Brownout	EH	En route altitude greater than 500 ft AGL. Ensure that crew has current hazard map. NVDs will be used PC/AC will brief brownout procedures. Acft. Ramp tongue and cargo door closed.				
	CONTINUOUS OPERATIONS - Fatigue	H	Ensure that crew-rest plan is adhered to				
	UNFAMILIAR TERRAIN - Flight Plan - Landing Zone	H	Ensure that crew has current photos/maps of LZ				
	INADEQUATE PLANNING TIME	EH	Full rehearsal will be conducted				

Develop Controls

Additional space for entries in Items 5 through 11 is provided on page 2.

13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)
☐ LOW   ☐ MODERATE   ☐ HIGH   ☐ EXTREMELY HIGH

14. RISK DECISION AUTHORITY

a. LAST NAME	b. RANK	c. DUTY POSITION	d. SIGNATURE

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Figure C-8. Composite risk management worksheet—develop controls

d. Determine Residual Risk.

(1) An essential element of the risk decision is determining if the risk is justified. Commanders must balance the risk against mission expectations. They alone decide if controls are sufficient or acceptable and whether to accept the resulting residual risk. If commanders determine that the risk level is too high, they then direct the development of additional or alternate controls and modify or reject the COA. Commanders may place constraints on subordinates that restrict their freedom of action to accept risk in instances in which the risk might imperil—

● Their intent or their higher commander's intent

● A critical capability of their unit

(2) Determining overall mission risk by averaging the risks of all threats is not valid. If one threat has high residual risk, the overall residual risk of the mission is high, no matter how many moderate or low risk threats are present. However, leaders should always consider the cumulative effect of numerous hazards when assessing the overall mission risk and may decide to increase the overall residual mission risk accordingly.

(3) For each hazard, use the risk-assessment matrix (Figure C-6) and your experience, and judgment to determine the level of risk remaining, assuming that the controls are implemented.

(4) Provide the residual risk level for each hazard to the safety officer/NCO. The applicable risk level designator is then entered in block 9 of the risk management worksheet (Figure C-9).

COMPOSITE RISK MANAGEMENT WORKSHEET

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5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE
	ADVERSE ENVIRONMENT - 0% Illumination - Complete Blackout - Visibility During Flight - Brownout	EH	En route altitude greater than 500 ft AGL. Ensure that crew has current hazard map. NVDs will be used PC/AC will brief brownout procedures. Acft. Ramp tongue and cargo door closed.	H			
	CONTINUOUS OPERATIONS - Fatigue	H	Ensure that crew-rest plan is adhered to	M			
	UNFAMILIAR TERRAIN - Flight Plan - Landing Zone	H	Ensure that crew has current photos/maps of LZ	M			
	INADEQUATE PLANNING TIME	EH	Full rehearsal will be conducted	H			

Additional space for entries in Items 5 through 11 is provided on page 2.

13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)
☐ LOW   ☐ MODERATE   ☒ HIGH   ☐ EXTREMELY HIGH

14. RISK DECISION AUTHORITY

a. LAST NAME SALAZAR	b. RANK COL	c. DUTY POSITION BDE/CDR	d. SIGNATURE

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Figure C-9. Composite risk management worksheet—residual risk

e. Determine Course of Action Risk.

(1) An overall risk level for each COA is determined, assuming that the commander selects the controls and that they are implemented. The COA's overall risk level is the same as the hazard with the highest residual risk. The COA's risk level is checked in block 13 (Figure C-9).

(2) The feasibility and acceptability of each COA in terms of residual risk is analyzed. The residual risk criterion for each COA is scored, using weights determined by the executive officer (XO). These scores are entered on the decision matrix.

(3) Hazards, controls, and risks are briefed to the commander. Risk management worksheets may be used for this purpose.

   f.   Make Risk Decision.

Note: The CofS (XO) coordinates development of controls with emphasis on deconflicting controls that affect multiple functional areas and adjacent units. This allows for the staff mission planners to be more directly involved whereas the safety officer/NCO may not have the expertise to do so, depending on the mission.

---

        (1) The commander selects the COA and decides whether to accept the COA's risk level. He decides which level of residual risk that 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. In Block 10, the name, rank, and duty position of the commander accepting the COA's risk level is entered (Figure C-9).

        (2) The operations and training staff officer (S3) develops and issues a warning order (WARNO) that contains the commander's refined risk guidance.

   g.   Implement Controls.

        (1) Based on the commander's decision and risk guidance, the staff determines how each control will be put into effect or communicated to the personnel who will make it happen; for example, fragmentary order (FRAGO), operation order (OPORD), tactical standing operating procedures (TACSOP), mission briefing, and rehearsals. The information is entered in block 10 of the risk management worksheet (Figure C-10).

COMPOSITE RISK MANAGEMENT WORKSHEET
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	ADVERSE ENVIRONMENT - 0% Illumination - Complete Blackout - Visibility During Flight - Brownout	EH	En route altitude greater than 500 ft AGL. Ensure that crew has current hazard map. NVDs will be used PC/AC will brief brownout procedures. Aircraft Ramp tongue and cargo door closed.	H	Mission Brief Rehearsals Mission Brief Rehearsals		
	CONTINUOUS OPERATIONS - Fatigue	H	Ensure that crew-rest plan is adhered to	M	TACSOP		
	UNFAMILIAR TERRAIN - Flight Plan - Landing Zone	H	Ensure that crew has current photos/maps of LZ	M	Mission Brief Rehearsals		
	INADEQUATE PLANNING TIME	EH	Full rehearsal will be conducted	H	FRAGO		

Implement (arrows pointing to How to Supervise column)

Additional space for entries in Items 5 through 11 is provided on page 2.

13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)
☐ LOW   ☐ MODERATE   ☒ HIGH   ☐ EXTREMELY HIGH

14. RISK DECISION AUTHORITY

a. LAST NAME SALAZAR	b. RANK COL	c. DUTY POSITION BDE/CDR	d. SIGNATURE

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Figure C-10. Composite risk management worksheet—implement

(2) The staff coordinates controls, integrates them into the FRAGO/appropriate paragraphs and graphics of the OPORD, and confirms understanding by subordinate units during the rehearsal.

h. Supervise.

(1) Leaders supervise mission rehearsal and execution to ensure that standards are enforced and the proper controls are implemented. Techniques may include spot checks, inspections, situation reports and back briefs, buddy checks, and close supervision.

(2) During the mission, leaders must continuously monitor controls to ensure that these controls remain effective. Leaders and Soldiers anticipate, identify, and assess new hazards to implement controls and mitigate identified hazards. Leaders must continually assess variable hazards such as fatigue, equipment serviceability, and the environment.

(3) Leaders must modify controls to keep risks within acceptable levels throughout assigned missions. Leaders must continuously plan to ensure that controls emplaced at the beginning of the mission apply to changes in the operational situation. Likewise, as new hazards develop, the leader must identify effective controls to address these hazards.

(4) The staff provides control supervision methods to the safety officer/NCO. The applicable information is then entered in block 12 (Figure C-11).

COMPOSITE RISK MANAGEMENT WORKSHEET
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4. PREPARED BY:

a. LAST NAME TONY GAME	b. RANK MAJOR	c. POSITION ASSISTANT S3

5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE
	ADVERSE ENVIRONMENT - 0% Illumination - Complete Blackout - Visibility During Flight - Brownout	EH	En route altitude greater than 500 ft AGL. Ensure that crew has current hazard map. NVDs will be used PC/AC will brief brownout procedures. Aircraft Ramp tongue and cargo door closed.	H	Mission Brief Rehearsals Mission Brief Rehearsals	Direct Supervision Mission Updates	
	CONTINUOUS OPERATIONS - Fatigue	H	Ensure that crew-rest plan is adhered to	M	TACSOP	Direct Supervision	
	UNFAMILIAR TERRAIN - Flight Plan - Landing Zone	H	Ensure that crew has current photos/maps of LZ	M	Mission Brief Rehearsals	Direct Supervision Mission Updates	
	INADEQUATE PLANNING TIME	EH	Full rehearsal will be conducted	H	FRAGO	Direct Supervision	

Supervise (arrows)

Additional space for entries in Items 5 through 11 is provided on page 2.

13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)
☐ LOW   ☐ MODERATE   ☒ HIGH   ☐ EXTREMELY HIGH

14. RISK DECISION AUTHORITY

a. LAST NAME SALAZAR	b. RANK COL	c. DUTY POSITION BDE/CDR	d. SIGNATURE

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Figure C-11. Composite risk management worksheet—supervise

i. Composite Risk Management Assessment.

(1) Staff members evaluate the effectiveness of each control in reducing the risk of the targeted hazard. They provide a "yes," if it is effective or a "no," if it is not, to the safety officer/NCO. The responsible individual enters the applicable information in block 13.

(2) For each control judged not effective, the staff determines why and what control needs to be implemented to mitigate the identified hazard in the future. Changing the control, developing a different control, or changing the method of implementation or supervision are actions taken by the responsible leader to address inadequacies in selected controls. Staff members provide this information to the responsible leader and safety officer/NCO, who discuss it during the after-action review (AAR).

(3) The safety officer/NCO evaluates the unit's risk management performance and discusses it during the AAR. The matrix in Figure C-12 may be used for this report.

	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 reasons?		
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 the 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-12. Composite risk management task standards and performance assessment

   j.   Risk Management Assessment Tools and Pitfalls.

   (1) In an unchanging environment or static situation, units may find a tool such as a standardized risk assessment card or checklist to be of some value in the initial mission analysis and COA development. However, such a tool used alone will probably not identify all hazards for every mission in a fluid contemporary operating environment. Units should continually strive to gain and maintain situational and operational awareness.

   (2) Completing the risk assessment alone and not implementing effective controls usually results in a GO or NO-GO decision based on the initial risk only. Identifying hazards alone does not necessarily provide resolution or reduced risk.

   (3) The risk management process provides reasonable controls to support mission accomplishment without exposing the force to unnecessary residual risk.

   (4) Pitfalls arise when commanders, leaders, and units use CRM tools without adapting them to the factors of METT-TC or when they do not consider the holistic application of CRM..

C-5. Definitions.

   a.   Acceptable Risk. The portion of identified risk that is allowed to persist without further controls.

   b.   Condition. Condition is 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.   Controls. Actions taken to eliminate threats or reduce their risk.

   d.   CRM. The process of identifying, assessing, and controlling risks arising from operational factors and making decisions that weigh risks against mission benefits.

e.   Exposure. The frequency and length of time personnel and equipment are subjected to a hazard.

f.   Extremely High Risk. Risk that could result in loss of ability to accomplish the mission if threats occur during the mission. A frequent or likely probability of catastrophic loss or frequent probability of high loss exists.

g.   Hazard. A hazard is an actual or a potential condition that can cause injury, illness, or death of personnel damage to or loss of equipment, property, or mission degradation.

h.   High Risk. Risk that could result in significant degradation of mission capabilities in terms of the required mission standard, inability to accomplish all or parts of the mission, or inability to complete the mission to standard if threats occur during the mission.

i.   Low Risk. Risk that could result in expected losses having little or no impact on accomplishing the mission.

j.   Moderate Risk. Risk that could result in degraded mission capabilities in terms of the required mission standard. In addition, will have a reduced mission capability if hazards occur during the mission.

k.   Operational Protection. The conservation of the forces' fighting potential so that it can be applied at the decisive time and place. This activity includes actions taken to counter the enemy's forces by making friendly forces (including operational formations, and personnel) systems and operational facilities difficult to locate, strike, and destroy.

l.   Probability. Probability is the likelihood that an event will occur. Levels of probability are—

- Frequent—occurs often or continuously experienced
- Likely—occurs several times
- Occasional—occurs sporadically
- Seldom—unlikely, but could occur at some time
- Unlikely—can assume that it will not occur, but not impossible

m.   Residual Risk. The level of risk remaining after threat controls have been identified that may result in loss of combat power.

Note: Threat and its definition used here are applicable only in the context of this publication and should not be referenced outside this publication.

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n.   Risk Assessment. Identifies and assesses hazards; an identified hazard is assessed to determine the probability of occurrence and resulting severity of a hazardous incident due to the presence of a hazard.

o.   Risk Decision. The decision to accept or not to accept the risk associated with an action; the decision the commander, leader, or individual responsible for performing the action makes.

p.   Risk Management. The process of identifying, assessing, and controlling risks arising from operational factors and making decisions that weigh risks against mission benefits.

q.   Risk Management Integration. The embedding of risk management principles and practices into Army operations, culture, organizations, systems, and individual behavior.

r.   Risk . Chance of hazard or bad consequences is a risk or the probability of exposure to chance of injury or loss from a hazard. Risk level is expressed in terms of hazard probability and severity.

s.   Severity. Severity is The expected consequence of an event (hazardous incident) in terms of degree of injury, property damage, or other mission-impairing factors (potential loss of combat power). Levels of severity are—

● Catastrophic - Loss of ability to accomplish the mission or mission failure. Death or permanent total disability (accident risk). Loss of major or mission-critical system or equipment. Major property (facility) damage. Severe environmental damage. Mission-critical security failure. Unacceptable collateral damage.

● Critical - Significantly (severely) degraded mission capability or unit readiness. Permanent partial disability, temporary total disability exceeding three months time (accident risk). Extensive (major) damage to equipment or systems. Significant damage to property or the environment. Security failure and significant collateral damage occur.

● Marginal - Degraded mission capability or unit readiness. Minor damage to equipment or systems, property or the environment. Lost day due to injury or illness not exceeding three months (accident risk).

● Negligible - Little or no adverse impact on mission capability. First aid or minor medical treatment (accident risk). Slight equipment or system damage but fully functional and serviceable. Little or no property or environmental damage.

t.   SME. Subject Matter Expert.

u.   Threat. Source of danger; any opposing force, condition, source, or circumstance with the potential to negatively impact mission accomplishment and/or degrade mission capability.

Note: Threat and its definition used here are applicable only in the context of this publication and should not be referenced outside this publication.

Appendix D

Aircraft Survivability

SECTION I. FUNDAMENTALS AND THREAT CONSIDERATIONS

D-1. Fundamentals Of Aircraft Survivability. Tactical helicopters operate throughout the battlefield conducting their assigned missions while being protected with aircraft survivability equipment (ASE). Aircraft survivability encompasses a vast array of disciplines including tactical employment, ASE, and the tactics, techniques, procedures (TTP) used to defeat the enemy. There is a tendency to equate ASE as the whole of aircraft survivability. ASE is a portion of electronic warfare (EW), which is but one pillar that supports information operations (IO)/information warfare (IW). FM 3-13, Information Operations, Doctrine and TTP, changed EW terminology to the three functions described below:

a. Electronic Attack. EA (formerly electronic countermeasure [ECM]) is the division of EW that uses electromagnetic or directed energy to attack personnel, facilities, and equipment. Its 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 using either electromagnetic or directed energy; for example, using lasers, radio frequency, and particle beams as their primary destructive mechanism or using sources of electromagnetic energy 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 jamming.

b. Electronic Protection (EP). EP (formerly electronic counter-countermeasures [ECCM]) is part of EW. EP involves actions taken to protect personnel, facilities, and equipment from friendly or enemy EW actions that may degrade, neutralize, or destroy friendly combat capability. To minimize its vulnerability to electronic attack, EP should be considered for all battlefield systems deriving operational capabilities from the electromagnetic spectrum. Included are optical, electronic, infrared, radar target acquisition, and non-cooperative target recognition (NCTR) systems, as well as smart weapons systems' sensors, fuses, guidance, and control components. ASE systems include antenna design, signature reduction, and infrared-absorbing paint.

c. Electronic Support (ES). ES (formerly electronic support measures [ESM]) is that part of EW involving actions tasked by, or under the direct control of, an operational commander. The purpose of ES is to search for, intercept, identify, and locate sources of radiated electromagnetic energy for immediate threat recognition. ES supports EW operations and other 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 the employment of EW or other tactical actions. These activities may include threat avoidance, targeting, or homing. ES is normally provided by organic intelligence and sensing devices based on EW technology integrated into other weapon systems. ES may also provide assets from other echelons that can provide combat information to the supported command. ES ensures that EA and EP applications receive the input needed to operate effectively. Examples of ES actions are 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 infrared missile-detecting sets.

D-2. ASE Tenets. ASE reduces aircraft vulnerability, thus allowing the aircrew to accomplish its immediate mission and to survive to fight another day. ASE tenets support the methodology to achieving survivability. ASE tenets are a five-fold approach to ensuring that Army aircrews are able to accomplish their mission again and again. These five tenets include the following—in order of least cost and most effective, to the greatest cost and least effective. The actions taken to reduce the possibility of enemy acquisition provide the highest survivability payoff.

d. Tactics EP. Terrain flight and proper tactics are our primary defense against active and passive threat engagements. Nap-of-the-earth (NOE) flight not only limits line of sight (LOS) exposure times but also places the aircraft's radar, infrared, and optical signature in a cluttered environment. NOE tactics, combined with ASE protection and standoff ranges, allow Army aviation to not only survive but also to perform its mission on the battlefield. ASE protection is severely degraded when the aircraft is not flown tactically sound—such as against a blue-sky background.

e. Signature Reduction EP. These measures are taken into account by engineering or design changes such as flat canopies, exhaust suppressers, and coating the aircraft with low-infrared reflective paint. Signature reduction alone greatly increases survivability. Without signature reduction, ASE effectiveness is degraded or, in some cases, erased. The aviator chooses how much signature to expose to the threat, thereby also performing signature control.

f. Warning ES. The next step in ASE protection is to warn aircrews when they are about to be engaged, allowing them time to react. Radar and laser-detecting sets and infrared missile warning systems are examples.

g. Jamming and Decoying EA. When aircrews must stay on station, despite warnings, countermeasures are required. Countermeasures that can jam/decoy the fire control or guidance systems of threat weapons include chaff, flares, radar and IR jammers.

h. Aircraft Hardening (Vulnerability Reduction). Aircraft hardening provides for ballistic tolerance, redundant critical flight systems, and crashworthy features. Aircraft hardening minimizes the damage to an aircraft after it has been hit.

i. Sequence. Sound tactical flight and signature reduction provide the baseline. Warning leads to jamming; each tenet is sequential, starting from the most effective and least expensive to the least effective and most expensive.

D-3. Threat Considerations. This information provides a general knowledge of threat systems that can be applied to specific threats on a case-by-case basis. This information is not system specific.

a. Threat Engagement Sequence. All weapon systems must complete a series of events, called an engagement sequence, to affect the target (aircraft). Any missed step in the engagement sequence forces the threat to start over again. Weapon systems sensors must—

- Detect
- Acquire
- Track
- Launch and guide (or fire and ballistics)
- Assess damage

b. Example of Threat System. The five elements required to compute an anti-aircraft artillery fire-control solution are range, azimuth, elevation, velocity, and time of flight. If one of the fire elements is incorrect, the anti-aircraft artillery (AAA) system will not hit the target.

c.   Time and Space. The threat must detect, acquire, track (establish fire-control solution), and fire at the aircraft. The time of flight (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.

d.   Tools. Tactics, signature reduction, warning, jamming, and decoys are available to preclude a successful threat engagement. If hit, the aviator may have to count on aircraft hardening.

e.   Acquisition Versus Track. The difference between detection and acquisition compared to tracking is important. In detection and acquisition, the threat weapon system does not have refined data to fire at a target. 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 its vigilance—such as changing mode of flight and actively searching for masking terrain features. Tracking indications alert the aircrew to an immediate action requirement—masking or, when terrain is not readily available, ASE decoys and evasive maneuvers.

f.   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—such as non-maneuvering aircraft, blue-sky background, flat terrain, and steady velocity, if any. The effective envelope for a threat system is based on a 50 percentile. 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 of the threat envelope, the probability decreases until the target is outside the threat's maximum range (or altitude), where the target is physically impossible to hit.

g.   Decreasing the Probability of Hit. The aircrew can make the engagement more difficult for the threat. A stationary target, for example, allows the threat to adjust each shot off the last until a shot 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 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. There are four major types of threat weapon sensors: radar, infrared, laser and directed-energy weapons (DEW), and optical/electro-optical. These must be man portable or transportable by land, sea, or aerial platforms. The actual sensor type and guidance package for each threat should be determined and its inherent capabilities and limitations understood. In-depth information about particular threat systems is available from the unit ASE/electronic warfare officer (EWO) or tactical operations (TACOPS) officer. The four major types of threat weapon sensors are discussed below:

a.   Radar. Direct-threat radar weapons require line of sight (LOS) to hit the target. Direct-threat radar weapons are either fire-controlled AAA or, for missile systems, controlled by 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 using 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, modern radar systems cancel blind speeds. 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. Radar systems can be detected, avoided, decoyed, jammed, and destroyed by direct and indirect fires—self, artillery, and anti-radiation missiles.

b. Infrared (IR). All IR direct-threat weapons require LOS to be established 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 until it is determined that the seeker is tracking the target and not background objects—such as natural or man-made objects to include vehicles, the sun, or reflected energy of the sun off clouds. The IR sensor is also susceptible to atmospheric conditions (haze or humidity), the signature of the aircraft and its background, flares, decoys, and jamming. Generally, IR systems are difficult to—

- Detect before launch (passive sensor)
- Predict where they may be located (portability)
- Respond to (short time of flight after launch)
- Hard kill (requires shooting at an in-flight missile)

c. Laser and Directed-Energy Weapons (DEW). Laser/DEW weapons are two distinct categories—laser-guided or laser-aided weapons and pure laser/DEW weapons. Laser-guided or laser-aided weapons use the laser for 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 by-product, 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 is effective as well as glazing the cockpit glass so that the aircrew cannot see out. Inherently, laser/DEW weapons are of short duration, hard to detect, extremely hard to decoy or jam, and hard to kill. Fortunately, they must rely upon LOS and atmospheric conditions and have a somewhat short range.

d. Optical/Electro-Optical (EO). Optical/EO sensors are used as either the primary or secondary sensor for all weapon systems. Although they rely on 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, and can be jammed in the sense of obscurants but, when located, can be hard killed.

SECTION II. AIRCRAFT SURVIVABILITY EQUIPMENT

D-5. Categories. ASE systems fall into three categories: aircraft signature reduction, situational awareness, and active countermeasures.

a. Aircraft Signature Reduction. All tactical helicopters are painted with non-reflective, IR-absorbing, paint. 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. AH-64D aircraft have exhaust suppression called *Black Hole,* which reduces their IR signature. UH-60A/L aircraft have exhaust suppression called Hover Infrared Suppressor Subsystem (HIRSS) that reduces the exhaust temperature and IR signature. Reducing the aircraft exhaust-gas signature aids the effectiveness of the AN/ALQ-144A/C IR missile jammer by reducing missile lock-on ranges. The IR signature of tactical helicopters is least when viewed from the front. RADAR signature is dependant on frequency and aspect without respect to actual size. The lowest RADAR signature is usually displayed when the helicopter is viewed from the forward or aft quarter. The maximum IR signature is from the rear quadrants, while the maximum RADAR signature is from the side aspects. It is important to remember that for some RADAR systems aircraft velocity is a factor and a helicopter with a higher apparent speed toward the radar may display a larger signature.

b. Situational Awareness. All tactical helicopters are equipped with pulsed-wave radar signal detecting systems (RSDS), such as AN/APR-39A(V)1, which alerts the aircrew to radar activity. OH-58D and AH-64D aircraft have additional situational awareness provided by the AN/AVR-2/2A. The AN/AVR-2/2A system alerts aircrews to 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 available to buy time until the aircraft can maneuver to masking terrain or outside of threat range. The AN/ALQ-144A/C(V)1 can jam IR threats. The M-130 with chaff can decoy radar threats; this system is not normally found on OH-58Ds.

D-6. AH-64D ASE Suite. The AH-64D is equipped with a suite of ASE (Figure D-1). This suite protects the aircraft while it performs its unique missions.
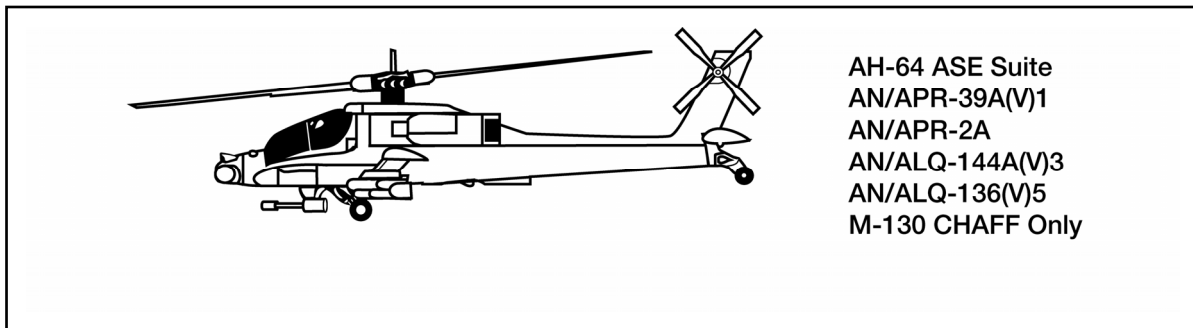

AH-64 ASE Suite
AN/APR-39A(V)1
AN/APR-2A
AN/ALQ-144A(V)3
AN/ALQ-136(V)5
M-130 CHAFF Only

Figure D-1. AH-64D ASE suite

D-7. OH-58D ASE Suite. The OH-58D is equipped with a suite of ASE designed to protect each aircraft while performing their unique missions. The OH-58D ASE suite (Figure D-2) provides for pulsed wave (PW) radar signal detection for radar-directed threats and laser signal detection for laser, laser-aided, and DEW threats. In addition, the ASE suite provides omni-directional IR jamming for IR-directed threats. The aircraft signature reduction capabilities include both non-reflective IR absorbing paint and suppressors for hot exhaust gasses.
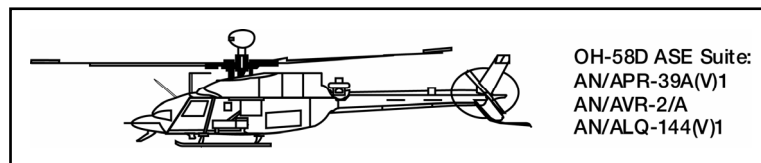

OH-58D ASE Suite:
AN/APR-39A(V)1
AN/AVR-2/A
AN/ALQ-144(V)1

Figure D-2. OH-58D (Kiowa Warrior) ASE suite

D-8. UH-60 A/L ASE Suite. The UH-60 A/L is equipped with the following ASE suite. The UH-60 A/L suite (Figure D-3) provides for pulsed wave (PW) radar signal detection for radar-directed threats. The ALQ-144A/C(V)1 jams IR threats and the M-130 Chaff decoys radar threats. The UH-60 A/L suite will receive the AAR-57 common missile warning receiver and automatic link establishment (ALE)-47 Improved countermeasure dispenser as protection from IR threats.
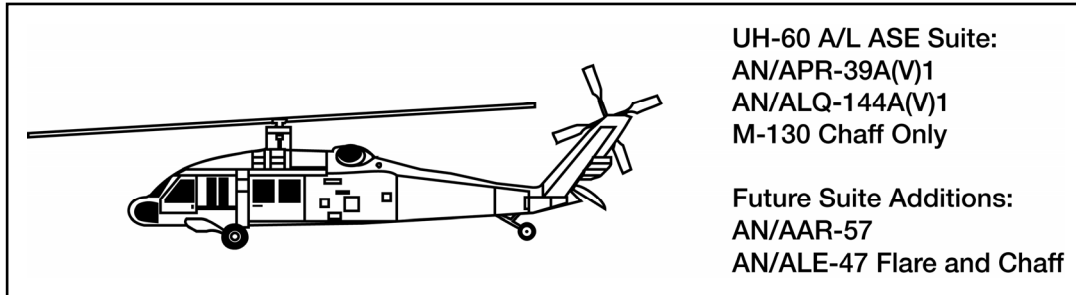

Figure D-3. UH-60A/L (Blackhawk) ASE suite

D-9. CH-47D ASE Suite. The CH-47D is equipped with the following ASE suite. The CH-47D suite (Figure D-4) provides for pulsed wave (PW) radar signal detection for radar-directed threats. The ALQ-156(V)1 detects missiles approaching the aircraft and automatically dispenses flares from the M-130. An AVR-2A provides laser detection capability. The CH-47D suite will receive the AAR-57 common missile warning receiver and ALE-47 improved countermeasure dispenser as protection from IR threats.
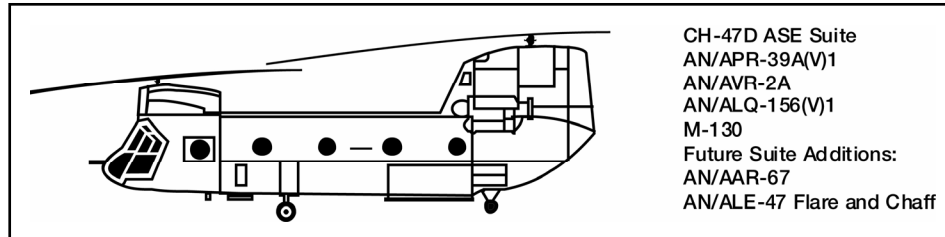

Figure D-4. CH-47D (Chinook) ASE suite

D-10. SYSTEM DESCRIPTIONS. The following paragraphs briefly describe each ASE system. The information also covers configuration requirements that are available to optimize the ASE system.

        a.   AN/APR-39A(V)1. The AN/APR-39A(V)1 RSDS (Figure D-5) is an upgraded version of the AN/APR-39(V)1. It uses a digital processor, alphanumeric symbology display, and synthetic voice warning to alert the aircrew to radar-directed AD threat systems. It provides coverage for C-/D-and E- through M-band pulsed-wave radar. The theater-specific emitter identification database software is reprogrammable.
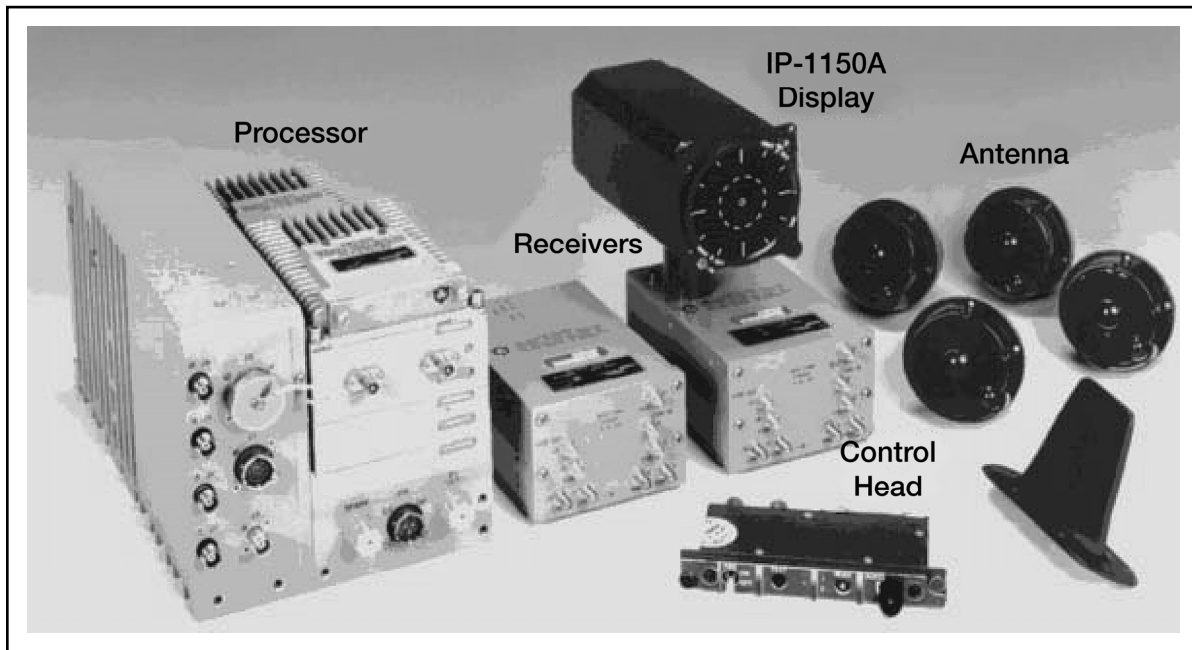

Figure D-5. AN/APR-39A(V)1

b. AN/AVR-2/2A. The AN/AVR-2/2A (Figure D-6) 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 emitter identification database (EID).
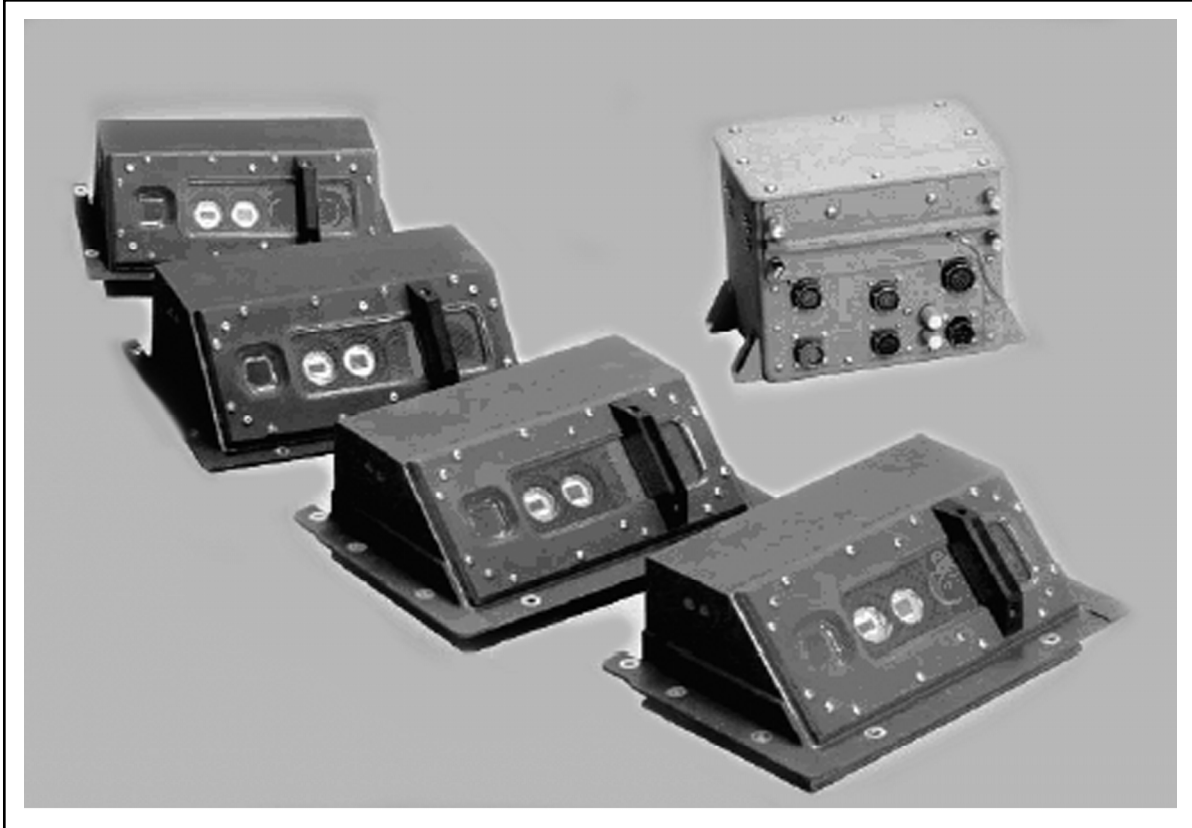

Figure D-6. AN/AVR-2/2A

c.   AN/ALQ-144A/C(V)1. The AN/ALQ-144A/C(V)1 (Figure D-7) countermeasure set is an active, continuously operating, omni directional, IR jammer system for helicopters. It confuses or decoys threat IR missile systems. On an aircraft that has been equipped with low-reflective paint and engine exhaust suppressers, the AN/ALQ-144A/C(V)1 CMS jams all known threat infrared missile systems. The system has specific jam program number (JPN) settings that must be set before flight. The ALQ-144C is the infrared countermeasures (IRCM) set with a filter to allow operations in a dust environment, there are no operational differences between the A and C model jammer.

Figure D-7. AN/ALQ-144A/C(V)1 setting

d. M-130. The M-130 (Figure D-8) general-purpose dispenser dispenses chaff and flares. The system is operated either manually or automatically through interface with other countermeasure systems. The chaff protects against radar-directed antiaircraft weapon systems, while the flares protect against IR-directed missile systems. When dispensing chaff, the M-130 reduces or eliminates the enemy's ability to use radar-controlled antiaircraft weapons to hit and destroy aircraft. When dispensing flares, the M-130 reduces or eliminates the enemy's ability to use infrared-guided missiles to hit and destroy aircraft. When the M-130 is set to dispense chaff, the electronic control module must be set with the program setting for the aircraft before flight.
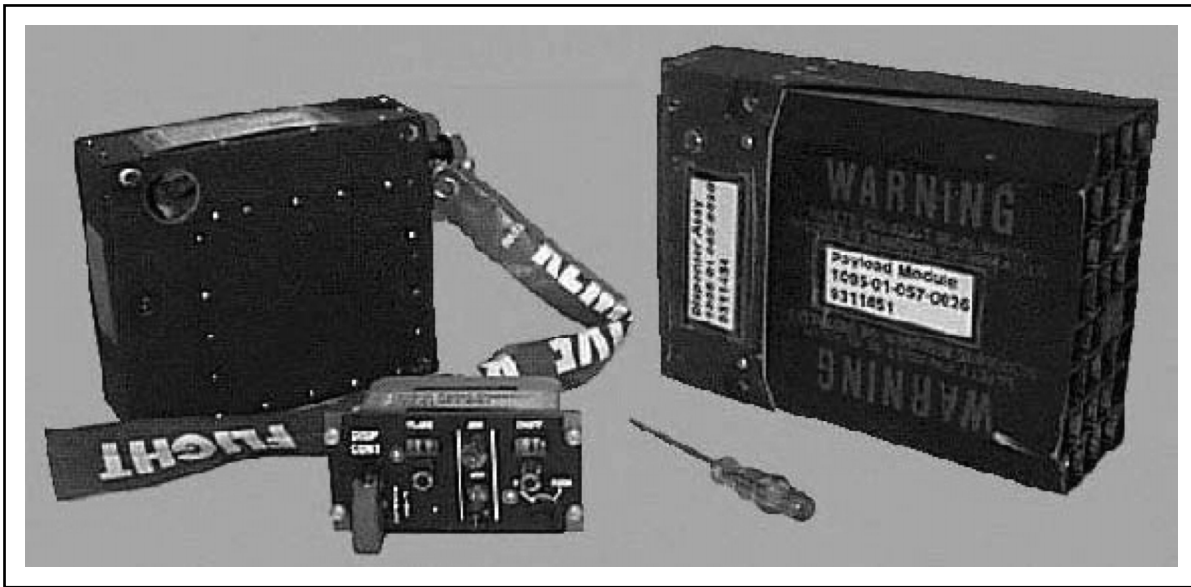

Figure D-8. M-130 chaff and flare dispenser

e. Common Missile Warning System (CMWS), AN/AAR-57. The CMWS (Figure D-9) consists of the AAR-57 Missile Warning System and the improved conventional munitions dispenser (ICMD). The CMWS replaces the M-130, and depending on platform configuration dispenses countermeasure munitions to decoy IR and RADAR systems. The AAR-57 is an ultraviolet (UV) sensor that declares incoming missiles and when configured for automatic dispense commands the ICMD to fire expendable countermeasure munitions. To decoy IR systems the designated ICMDs fire the advanced IR countermeasure munitions (AIRCMM); this consists of the M206, M211 and M212 flares. To decoy RADAR systems Chaff is fired. To determine the appropriate countermeasure load and munitions type consult with the unit TACOPS officer.

Figure D-9. AN/AAR-57 common missile warning system

  f. Counter Measures Dispenser System (CMDS), AN/ALE-47. The AN/ALE-47, CMDS, (Figure D-10), provides an integrated, reprogrammable, computer controlled system to dispense expendables/decoys to enhance aircraft survivability. The ALE-47 countermeasure dispenser system is an integrated, reprogrammable, computer controlled system to dispense expendables/decoys, designed to employ electronic and infrared countermeasures according to a program developed and implemented by the aircrew. ALE-47 provides the aircrew with a "smart" countermeasures dispensing system, allowing the aircrew to optimize the countermeasures employed against anti-aircraft threats.

Figure D-10. AN/ALE-47 countermeasures dispenser system

D-11. ASE/Aircraft Matrix .

Rotary Wing		
Aircraft	**ASE**	**ASE Function**
	AN/APR-39A(V)1	RWR
	AN/ALQ-136(V)5	RFCM
	M-130 (Chaff) Dispr.	CMDS - RFCM
	AN/ALQ-144A/C(V)1	IRCM
	AVR-2A	LDS
	AN/APR-39A(V)1	RWR
	AN/ALQ-136(V)5	RFCM
	M-130 (Chaff) Dispr.	CMDS - RFCM
	AN/ALQ-144A/C(V)1	IRCM
	AVR-2A	LDS
	AN/APR-39A(V)1	RWR
	AN/ALQ-156(V)1	MAWS
	M-130 (Flare) Disp	CMDS - IRCM
	or	
	AN/ALE-47 (Flare)	CMDS
	AN/AAR-47	MWS
	AN/APR-39A(V)1	RWR
	AN/APR-44(V)1/3	RWR
	AN/ALQ-136(V)2	RFCM
	AN/ALQ-162(V)4	RFCM
	M-130 or	CMDS - IRCM & RFCM
	AN/ALE-47	CMDS - IRCM & RFCM
	AN/ALQ-144A(V)1	IRCM
	AN/AVR-2A	LDS
	AN/AAR-47	MWS
	AN/APR-39A(V)1	RWR
	AN/APR-44(V)1/3	RWR
	AN/ALQ-136(V)2	RFCM
	AN/ALQ-162(V)3	RFCM
	M-130 or	CMDS - IRCM & RFCM
	AN/ALE-47	CMDS - IRCM & RFCM
	AN/ALQ-144A(V)1	IRCM
	AN/AVR-2A	LDS
	AN/APR-39A(1)	RWR
	AN/ALQ-144A(1)	IRCM
	AVR-2A	LDS
	AN/APR-39A(V)1	RWR
	M-130 (Chaff) Disp	CMDS - RFCM
	AN/ALQ-144A(V)1	IRCM
	AN/APR-39A(V)1	RWR
	M-130 (Chaff) Disp	CMDS - RFCM
	AN/ALQ-144A(V)1	IRCM
	AN/APR-39A(V)1	RWR
	M-130 (Chaff) Disp	CMDS - RFCM
	AN/ALQ-144A(V)1	IRCM

Figure D-11. ASE/Aircraft matrix

D-12. ASE Reprogramming. ASE reprogramming (mission data sets, JAM program numbers, and CMWS OFP and others) information and software are located on the classified (SIPR) Multi-service Electronic Warfare Data Distribution System (MSEWDDS) and the ARAT-SEC TACOPS web site, sponsored by the Army Reprogramming and Analysis Team (ARAT) located at Ft. Monmouth, New Jersey, and Eglin Air Force Base, Florida. Connection to the MSEWDDS requires a SIPR/ARAT account, an accredited computer, downloading software available from ARAT-SE, Mission Loader Variable Kits (MLV), and/or a STU-III. The MSEWDDS/ARAT sites must be visited to ensure that each unit has the most current ASE settings for each theater of operations.

D-13. TACOPS Officers and ASE/EWO. The aviation TACOPS officer is the commander's tactical advisor and a technical resource. He assists the commander and the operations officers in the planning, coordination, and execution of tactical Army aviation and warfare in the combined arms/joint environment. Additionally they provide commanders technical/tactical expertise and management of A2C2 special instructions (SPINS), personnel recovery, electronic warfare/ASE, threat analysis, and development of joint tactics, techniques and procedures. The TOE places the TACOPS officer in the aviation brigade as a continuous wave (CW)5, in battalion operations as a CW4, and in the troop/company as a CW3. The TACOPS officer is identified by the skill qualification identifier (SQI) I such as 152DI. The ASE/EWO is a WO1/CW2 in each platoon of an aviation company. The ASE/EWO officer has the additional skill identifier (ASI) of H3 (for example, 152D0H3). The ASE/EWO ensures that optimum ASE reprogramming has been completed for each area of responsibility (AOR), assists the commander with ASE/threat analysis, performs tactical route mission planning and recommends ASE training programs.

SECTION III. OPERATIONAL EMPLOYMENT CONSIDERATIONS

D-14. 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. From receipt of the enemy situation and mission, aircraft survivability functions should be planned and implemented.
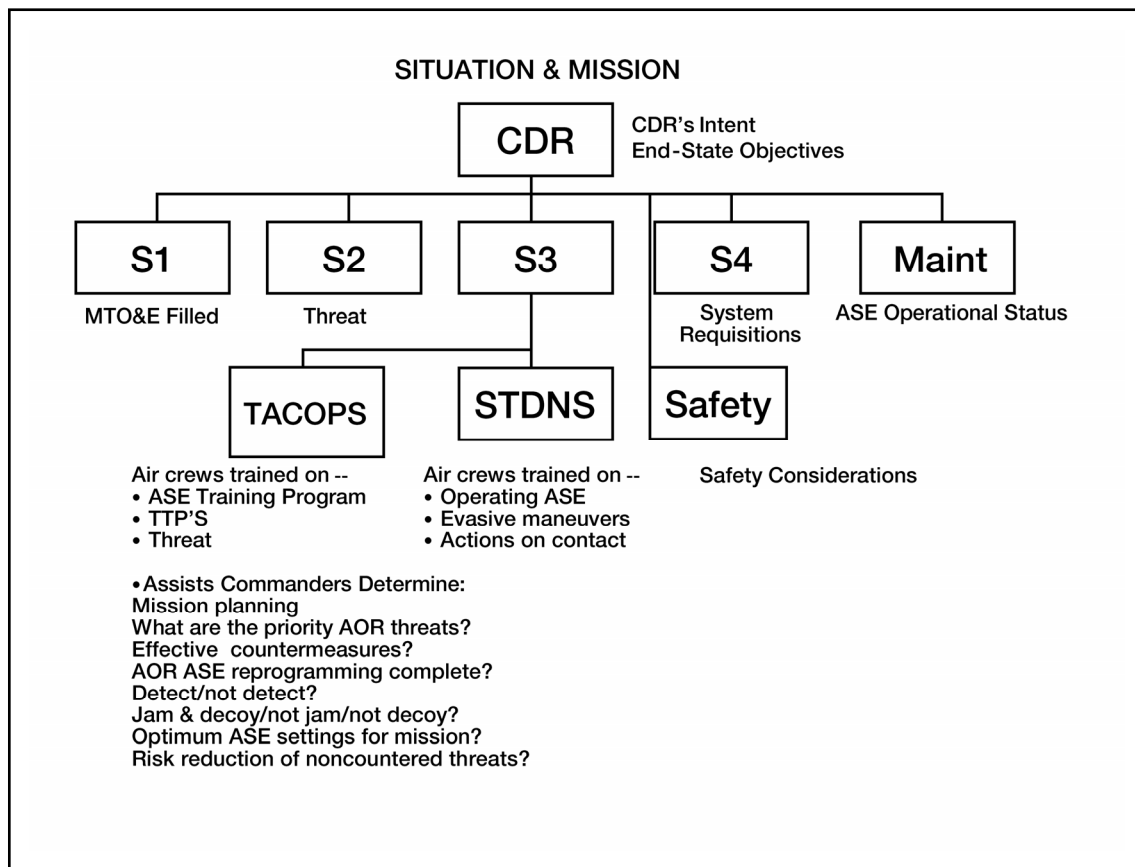
Figure D-12. Organization

D-15. Mission Planning. ASE and EW must be considered in all phases of mission planning. The level of planning involved is always predicated on time, information, and personnel available. OPORDs for military operations are extensive in scope and contain information that act as a baseline for most unit operations.

    a. OPORD. The OPORD is generated upon receipt of the enemy and friendly situation, the mission, and the commander's intent. The TACOPS officer is responsible for developing the EW annex of the OPORD. The EW annex (Figure D-13) supports the OPORD, using this information. The enemy and friendly situations are further defined, emphasizing the EW capabilities that each has 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 while accomplishing the mission 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 the mission constraints need to be altered significantly from the original intent. The next step is to determine service support for EW and command and signal guidance needed for 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, noncommunications, 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 (for example, frequencies, PRF, PRI, scan type, and wavelength) for use in risk analysis.

   b. ( ) Friendly. Provide a list of friendly EW systems available for the mission (for example, communications, noncommunications, 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 threats that may be encountered.

   b. ( ) Tasks. In separate subparagraphs, assign individual tasks to EWOs and crews including instructions and references.

   c. ( ) Coordinating instructions. Place instructions applicable to two or more subunits in the final subparagraph.

     (1) ( ) 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.

     (2) ( ) Special measures. Provide any special procedure to be used that is not provided elsewhere.

4. ( ) Support. Specify support units to provide EW service support. Include verification of threat parameters and ASE settings through the ARAT.

5. ( ) Command and Signal. Provide such information as IFF mode settings and mode activation/deactivation line, ASE configuration settings, have Quick settings, SINCGARS settings, A2C2 frequencies, AWACS contact points, and brevity codes.

Acknowledge:

Name (commander's last name)

Rank (commander's rank)

OFFICIAL:

APPENDICES:

DISTRIBUTION:

(SECURITY CLASSIFICATION)

(This sample EW annex is unclassified. When it is actually accomplished, it should show proper classification markings of each paragraph.)

Figure D-13. Electronic warfare annex to OPORD

b. FRAGO. Once the OPORD (and EW annex) is generated (Figure D-13), 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. Upon receipt of the FRAGO, staff planners must evaluate the information available and revalidate the EW annex. Any changes to the EW annex must be detailed and disseminated to the aircrews as part of the mission briefing
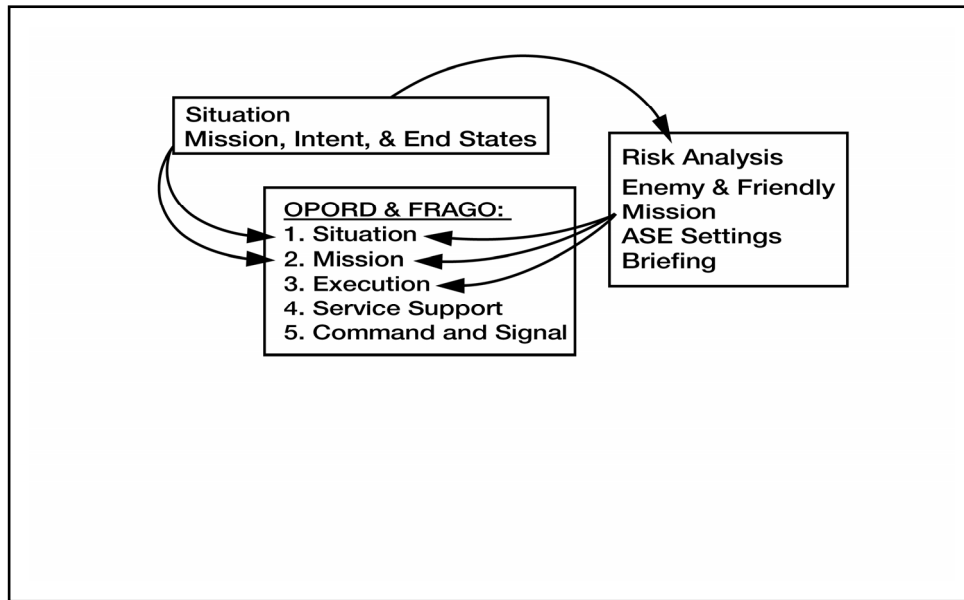
Figure D-14. OPORD and FRAGO

D-16. 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 EW advantages or disadvantages. The capabilities and limitations of friendly EW systems must be compared to the threat's to assess the mission's level of risk. The S2 and TACOPs identify the following:

- Operating frequencies of radar threats
- RF threats that can or cannot be detected
- RF threats that radar-jamming equipment will affect
- RF threats that can be decoyed
- IR threats that may be encountered
- IR threats that can be detected
- IR threats that can be jammed or decoyed
- Laser/DEW threats that can or cannot be detected
- Optical/electro-optical threats

b.   Assess the Risk The S2 and the TACOPS Officer will prioritize the threat systems and optimize ASE settings for the highest priority threats. The S2 and TACOPS officer determine the level of risk based on the threat's capabilities and limitations, the capabilities and limitations of the ASE, and the mission. They use the highest risk to determine the overall risk to the mission. If the risk from IR threats is high, 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.

c.   Make Decisions and Develop Controls. The S2 and TACOPS officer determine the optimum ASE configuration settings for each aircraft type and the threats in the mission area.

1   Threats that are highly lethal and not countered by ASE are identified. The priority intelligence requirement (PIR) can then be developed and submitted by the S2 to higher headquarters (for example, the SA-X is lethal and no organic countermeasures are present. This threat poses a high risk to mission accomplishment. Where is the SA-X located in the area of operations? The latest time of value for this information is XXXX hours).

2   Risk-reduction techniques are applied to minimize the risk and enhance the probability of survival. Risk-reduction measures include the following:

- Plan mission time earlier or later to take advantage of night operations
- Use only suppressed aircraft for the higher risk portions of the mission
- Request escort aircraft to suppress threats
- Plan SEAD at critical points to reduce vulnerability
- Prepare landing zone/pickup zone (LZ/PZ) with indirect fires
- Alter flight routes to avoid known AD areas
- Include the deception plan in the false insertion
- Reduce electronic signature (EMCON)
- Determine formation/sortie size
- Ensure all aircraft have operable ASE installed and programmed for the AOR

3   The ASE/EW mission briefing disseminates information and instructions to the aircrews before the mission begins. The briefing will alert aircrews to the risks associated with the threats and the optimum ASE settings and review the tactics specific to the mission. These tactics include evasive maneuvers, actions on contact, multiship breakup and reformation procedures, and rules of engagement for countermeasure weapons' employment. Figure D-15 contains a sample ASE/EW mission briefing to assist ASE/EWOs in completing this task.

d.   Implement Controls and Supervise. Commanders and aircrews must take an active role in reducing risks by implementing controls and supervising their implementation.

- Commanders ensure that ASE/EW considerations and configuration settings are considered and briefed to all aircrews and maintenance personnel
- During preflight checks, aircrews ensure that ASE configuration settings are correct
- During the mission, aircrews ensure that IFF codes are activated and deactivated at proper times and locations during flight
- During the after-action review, debriefings from aircrews are collected
- Aircrews report ASE/EW problems—such as ambiguities, false alarms, equipment failures, or shortcomings—to higher headquarters
- Aircrews collect data and ensure that they are input to AMPS for the next mission (such as threat data, countermeasure responses, locations of false alarms, or friendly systems reported as threat)

SECTION IV. MISSION EXECUTION

D-17. Mission Execution. During the mission, aircrews should be familiar with the ASE situational awareness displays and expected threat indications. Some actions must be performed without delay. With the visual indications of a gun or missile fired at the aircraft or ASE indications of radar track or launch, the aircrew has only seconds to prevent the aircraft from being engaged.

    a. Reacting to Threat Engagements. There are three distinct parts of 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)

    b. Crew Coordination. To perform evasive maneuvers, crewmembers must rehearse crew coordination. 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.

    c. Multiship Considerations. Formations and spacing intervals should be selected that provide all aircraft with 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. Briefings should include evasive formation breakup procedures and how to reform the formation after breaking the engagement. An aircraft's ASE indications must be communicated to other aircraft in the formation because it may be the only aircraft receiving the indications due to terrain, narrow radar beam, altitude, or maintenance problems.

D-18. Conclusion. Survivability for Army aviation on the modern battlefield and in stability operations and support operations (SOSO) requires extensive coordination with other staffs. Because Army aviation can cover broad spaces at high speeds, coordination for airspace and fire-control measures is paramount. The TACOPS officer and ASE/EWO are trained to incorporate ASE/EW considerations into 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.

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 E/O Laser/DEW		
Risk Reduction Measures:			
Changes to Standard TTPs:			
QUESTIONS:			

Figure D-15. Suggested format for an ASE mission brief

Survivability Risk Analysis

ACFT Type: _____ **Mission:** _____ **Date:** _____

Mission Profile:

	<100' AGL	>100' AGL
Night	Low	Medium
Day	Medium	High

Value: _____

IR Threats:

	Suppressed	Un-Suppressed
IRCM	Low	Medium
Non-IRCM	Medium	High

Value: _____

RF Threat:

	Warning	No-Warning
RFCM	Low	Medium
Non-RFCM	Medium	High

Value: _____

E/O Threat:

	Low Visibility & Contrast	High Visibility & Contrast
Masking	Low	Medium
No-Masking	Medium	High

Value: _____

Laser/DEW Threat:

	Warning	No-Warning
Masking	Low	Medium
No-Masking	Medium	High

Value: _____

Highest Value: _____

Overall Risk:

	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 Suppresed: _____ Un-Suppressed: _____

ALQ-162 Jam Program: _____

APR-39A(V)1 OFP: _____ EID: _____

APR-39(V)2 Low/High: _____ Theater Position: _____

M-130 Chaff Progam: 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
E/O= Electro-Optical

Figure D-16. ASE worksheet

Appendix E

Training Aids, Devices, Simulators, and Simulations

E-1. General. Much of the success aviation units enjoyed in recent combat operations originated with the training accomplished in individual and crew mission simulators. The development of new simulation and simulator technology will provide essential tools to train individual aviators and crews, air and ground units, and their staffs 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, and TADSS are used 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 (that is, it executes without human intervention), or it may be interactive or interruptible (that is, the user may intervene during execution). The corps battle simulation (CBS) integrates various models, And its function depends on numerous models that serve as 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, M2 Bradley fighting vehicle, M3 Cavalry fighting vehicle, and other systems operating under different conditions. The models are then consolidated and processed to build the simulation.

        (3) Models and Simulations (M&S). M&S are often used as synonyms. Although they relate significantly to each other, technically they are not exactly the same. Models are essential elements of a simulation. M&S is used as both singular and plural for models and simulations.

        (4) Simulator. Although M&S are sometimes used as synonyms (internal and external to 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).
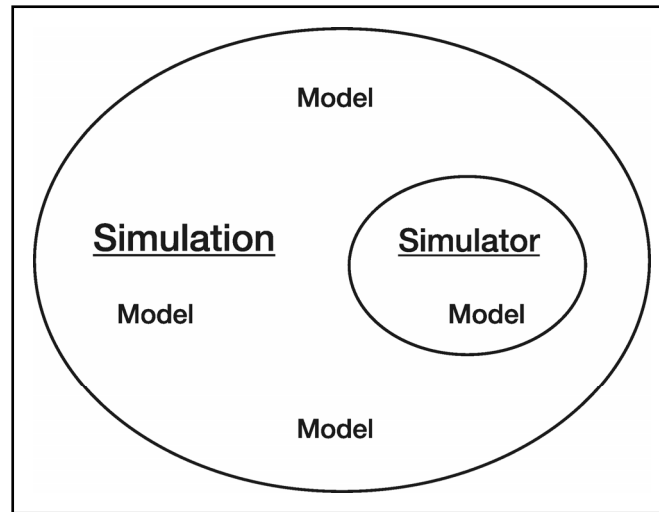
Figure E-1. Relationship of simulations, simulators, and models

(5) War Game. Wargaming is used in training simulations and simulators. A war game is a simulation of a military operation that involves two or more opposing forces, using rules, data, and procedures designed to depict an actual or assumed real-life situation. Wargaming allows the participants to experiment with alternative tactics and operations against an opposing force. This process forces participants to react to the opposing force in the development of plans and the execution of operations. The complexity and sophistication of current simulations bring a high degree of reality to war game participants.

b. Types of Simulations. Simulations can be categorized as constructive, virtual, and live.

(1) Constructive Simulation. A constructive simulation consists of war games and models, many of which rely heavily on mathematical methods. Examples include Janus (A), brigade and 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. The best description of 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.
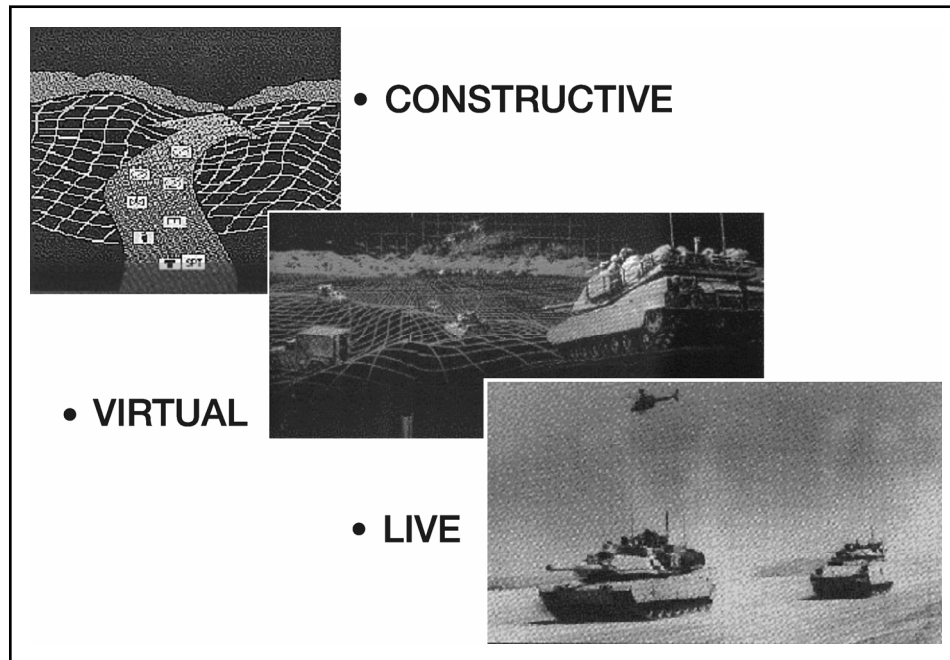
Figure E-2. Types of simulations

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 benefits the commander as he incorporates these unique features into an overall unit training strategy.

        (1) Simulations can portray large areas for conducting operations.

        (2) Simulations can portray large, capable, and doctrinally correct opposing forces.

        (3) Simulations can task load commanders and staffs and provide realistic, stressful conditions under which commanders must make decisions.

        (4) Simulations allow different units to train under the same conditions and to the same standards.

    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 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 can war game various mission options and judge the effectiveness of their plans accordingly. Crews can gain an appreciation of terrain intervisibility or movement effect as the battle unfolds. In future developments, BBS/CBS and Janus will be replaced by Warfighters' Simulation (WARSIM); ModSAF will be replaced by one semi-automated forces (OneSAF). 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. Various mission options can be

executed to include evasive actions, multiple target engagements, and actions on contact. Enhancements to the AH-64 CMS also allows 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 operational tempo 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 – Aviation (AVCATT), reconfigurable manned simulator allows units to replicate the battlefield and conduct full aviation operations at a level not attainable in the live or constructive realm. It supports crew skill training through company collective tasks. The battalion commander has near perfect vision of the training and can tailor his teaching, coaching, and mentoring according to each of his commander's 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 may conduct operations under various mission profiles and examine potential branches and sequels. With appropriate home station instrumentation (HSI), live crews and virtual crews can 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, unit training tempo is driven by aircraft readiness and funding. 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. WARSIM, OneSAF, TSTT, CMS, and AVCATT are used by platoon leaders, company commanders, and instructor pilots 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 that can only be gained through realistic training on actual equipment in tough, demanding conditions. This baseline or 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 and 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, but 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 (for example, 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.
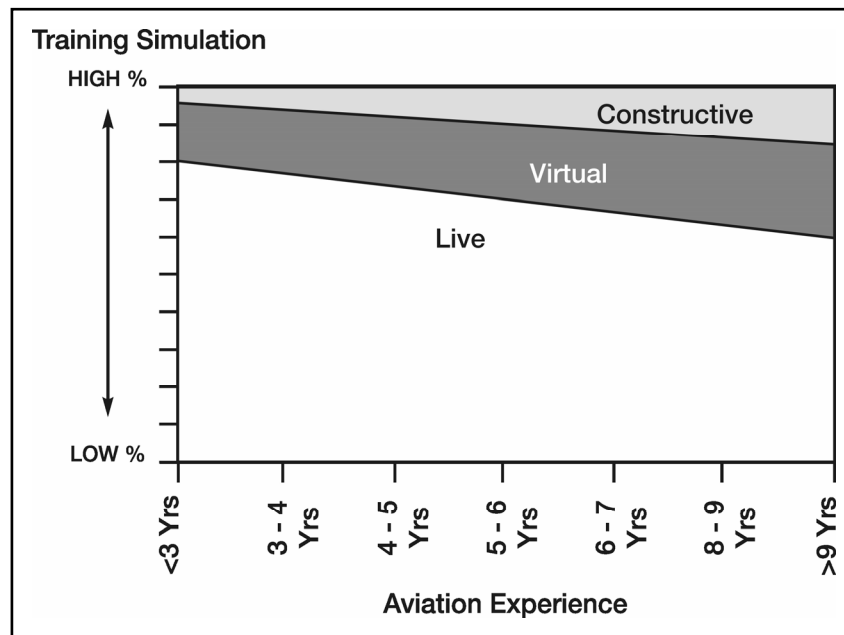
Figure E-3. Example of aviator experience and simulation training

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 simulation.

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 (CPX) and leader development training simulations. The overall objective for FAMSIM is to continue evolutionary enhancements to ensure that the simulations remain relevant. The current objectives are to give commanders the ability to train subordinate commanders and staffs from platoon through corps in synchronizing all the BOSs under conditions that closely replicate the battlefield. Each corps and division will be 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 FAMSIM include the following:

          (a) Janus.

          (b) Brigade and battalion battle simulation (BBS).

          (c) Corps battle simulation (CBS).

          (d) Tactical simulation (TACSIM).

          (e) 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 (Figure E-4).

Simulation	Training Audience
TACSIM	Intelligence staffs at all echelons.
Janus	Platoon leaders to Brigade commanders and staffs.
BBS	Battalion and Brigade commanders and staffs.
CBS	Division to 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 used for training platoon and company-level commanders as well as brigade and battalion-level staffs. As a staff trainer, Janus provides an environment requiring detailed interaction between the commander, intelligence staff officer (S2), and operations and training staff officer (S3) as they develop and execute the tactical plan. Commanders must apply sound warfighting principles and achieve full synchronization of the battlefield operating systems (BOS) to fight a successful Janus battle.

       (b) Brigade and Battalion Battle Simulation (BBS). BBS is 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 (C^2) 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. It 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 with the simulation using TO&E equipment to train in the field, not in simulation centers. 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 (SIMNET-T). SIMNET was a joint Army/Defense Advanced Research Projects Agency (DARPA) project exploiting 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 Aviation Combined Arms Tactical Trainer (AVCATT).

(2) Combined Arms Tactical Trainer (CATT) Family. This 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. CATT supports units as they work on fundamentals that directly or indirectly support their 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 prior to 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 workstations representing other BOS, units will be able to train in a combined arms environment. As each follow-on CATT manned simulator is fielded, a SAF component is replaced by that manned simulator. The components of most significance to aviation training are the CCTT and the AVCATT.

(a) CCTT. CCTT is a collective training system in which armored 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 C² of these forces. CCTT consists of networked vehicle simulator manned-modules, SAF, combat support workstations, computer networks and protocols, and after-action review (AAR) systems. CCTT manned-modules consist of the M1A1, M1A2, M2/3A2, Fire Support Team-Vehicle (FIST-V), M113A3, High Mobility Multipurpose Wheeled Vehicle (Up-Armored [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 opposing force (OPFOR) and Blue Forces (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) AVCATT. 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, 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 and 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, Training Plans, 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* (National Simulation Center, January 1999), 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 time lines.

(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 always give 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 separated 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 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) The second area of simulation use, 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 dominate 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 FAMSIM.

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)

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 (for example, 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 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, in addition to specific opportunities for their unit.

(d) Review the higher commander's guidance to assure 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 alternate.

E-7. TADSS Training In Practice. An attack helicopter unit is used in this 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, and 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, Training Plans. 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, 3D 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 (LOS), 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. While AVCATT's virtual training environment encompasses all of the functionality specified for Janus and ModSAF, 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 a tool 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 prior to 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. Since this task involves the mechanics of flying, the CMS and AVCATT are the best tools to use for route orientation and visualization. Since the CMS uses a geo-typical terrain database in contrast to a geo-specific one, the unit will not be able to train on the same route they will fly in the live environment. Additionally, 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 3D view but does not allow a crew to operate

the full array of systems they would normally use in flight. Janus' terrain database is excellent but does not allow 3D 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 only be achieved 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 but 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 and 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 work-arounds. 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. Additionally, 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, but does not provide the fidelity to address specific issues normally found in a unit's SOP.

(2) Training guidance. The commander weighs the operating tempo (OPTEMPO) of the unit and the availability of selected simulators and simulations. The identification and lock-in of resources several weeks prior to exection provides the commander the following tools: AVCATT, Janus, ModSAF, and TSTT. Armed with this analysis, the commander issues the following training guidance to the unit (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. Since 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. Using the AVCATT is stressed, since 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 must understand how each tool can be used to support their training needs. While 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, it is critical that all members work to achieve a comfortable level of familiarity with these systems. Instructor pilots 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. This 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 explains 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 instructor pilots must understand their respective roles in the training. The first sergeant ensures that all aircraft are ready for training and the instructor pilots 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 (AAR). The commander's plan has AAR periods embedded. Using 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.

GLOSSARY

SECTION I – ABBREVIATIONS

A^2C^2	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	Army Battle Command System
ABF	attack by fire
AC	Active Component
ACA	airspace control authority
ACE	analysis and control element
ACM	airspace control measure
ACO	airspace control/ coordination order
ACT	analysis and control team
AD	air defense
ADA	air defense artillery
ADAM	air defense and airspace management
ADC	area damage control
ADCATT	Air Defense Combined Arms Tactical Trainer
ADW	air defense warning
ADWCS	air defense weapons control status
AF	U.S. Air Force
AFATDS	Advanced Field Artillery Tactical Data System
AFES	automatic fire extinguisher system
AFRS	Automated Flight Record Systems
AFTP	additional flight training period
AG	adjutant general
AGES	Air Ground Engagement System
AGM	attack guidance matrix
AI	area of interest
AIC	airspace information center
AIRCMM	advanced infrared countermeasure munitions

AKO	Army Knowledge Online
ALE	automatic link establishment
ALO	air liaison officer
ALOC	administrative and logistics operations center
AMC	air mission commander
AMD	air and missile defense
AMDWS	air and missile defense work stations
AMPS	aviation mission planning system
ANGLICO	naval gunfire liaison company
AO	area of operations
AOR	area of responsibility
APOD	aerial port of debarkation
APOE	aerial port of embarkation
AR	Army regulation
ARAT	Army Reprogramming Analysis Team
ARFOR	Army forces
ARL	aerial reconnaissance low
ARMS	Aviation Resource Management Survey
ARTEP	Army Training and Evaluation Program
ARNG	Army National Guard
ARNGUS	Army National Guard of the United States
ARL	aerial reconnaissance low
ASAP	as soon as possible
ASAS	All-Source Analysis System
ASAT	Automated System Approach to Training
ASB	aviation support battalion
ASE	aircraft survivability equipment
ASET	Aircraft Survivability Equipment Trainer
ASI	additional skill identifier
AT	annual training
ATCCS	Army Tactical Command and Control System
ATCS	air traffic control specialist
ATM	aircrew training manual
ATO	air tasking order
ATP	aircrew training program
ATS	air traffic services

AUEL	automated unit equipment list
AVCATT	Aviation Combined Arms Tactical Trainer
AVN	aviation
AVUM	aviation unit maintenance
AWACS	Airbourne Warning and Control System
AWOL	absent without leave
BAE	brigade aviation element
BAS	battlefield air support
BBS	brigade and battalion simulation
BCBST	Brigade Command and Battle Staff Training
BCT	brigade combat team
BD	battle damage
BDA	battle damage assessment
BDAR	battle damage assessment repair
BDE	brigade
BL	battery low
BLTM	Battalion Level Training Model
BLUFOR	Blue Forces
BOS	battlefield operating system
BP	battle position
BSA	brigade support area
BSC	battle simulation center
BSX	battle simulation exercise
BUB	battle update briefing
C^2	command and control
C^{2}P	command and control protect
C^3	command, control, and communications
C^4	command, control, communications, and computers
C^{4}I	command, control, communications, computers, and intelligence
CA	counterair
CAB	Combat Aviation Brigade
CALFEX	combined arms live fire exercise
CALL	Center for Army Lessons Learned
CAS	close air support
CASEVAC	casualty evacuation
CAT	command and assessment team

CATS	combined arms training strategy
CAV	cavalry
CAX	computer assisted exercise
CBS	corps battle simulation
CBRN	chemical, biological, radiological, and nuclear (Brevity code *nuclear, biological, and chemical* [NBC] is being replaced with brevity code *chemical, biological, radiological, and nuclear* [CBRN])
CCA	close combat attack
CCIR	commander's critical information requirements
CCP	civilian collection point
CCTT	close combat tactical trainer
CDR	commander
CFX	command field exercise
CGS	common ground station
CHEMO	chemical officer
CIP	command inspection program
CMO	civil-military operations
CMOC	civil-military operations center
CMS	combat mission simulator
CMWS	common missle warning system
COA	course of action
COE	common operational picture
COLT	combat observation lasing team
COMARFOR	Commander of the Army Force
COMEX	communications exercise
COMSEC	communications security
CONPLAN	contingency plan
CP	command post
CPX	command post exercise
CRP	control and reporting post
CS	combat support
CSA	Chief of Staff, United States Army
CSAR	combat search and rescue
CSM	command sergeant major
CSS	combat service support
CSSCS	combat service support control system
CSSTSS	Combat Service Support Training Simulation System

CTA	consolidated training activities; common table of allowances
CTC	combat training center
CTG	command training guidance
CTT	common task test
CTX	combined training exercise
CW	continuous wave
CZ	combat zone
DA	Department of the Army
DA Form	Department of the Army form
DA PAM	Department of the Army Pamphlet
DACG	departure airfield control group
DARPA	Defense Advanced Research Projects Agency
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
DEL	deployment equipment list
DEPEX	deployment exercise
DEW	direct energy weapon (or warfare)
DISCOM	division support command
DLA	Defense Logistics Agency
DMX	decisionmaking exercise
DOCC	deep operations coordination cell
DOD	Department of Defense
DOL	Department of Logistics; Director of Logistics
DOTDS	Directorate/Director of Training, Doctrine, and Simulation;
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DPCA	Directorate of Community and Family Activities
DS	direct support
DS2	decontaminating solution #2
DSVT	digital secure voice terminal
DTSS	digital topographic support system
DTSS-B	digital topographic support system-base
DTSS-D	digital topographic support system-deployable

DTSS-H	digital topographic support system-heavy
DTX	digital training exercise
EA	engagement area
EAC	echelons above corps
EAD	echelon above division
EBA	engineer battlefield assessment
EC	electronic combat
ECM	electronic countermeasure
ECCM	electronic counter-countermeasures
ECOA	enemy course of action
EDRE	emergency deployment readiness exercise
EEFI	essential elements of friendly information
EID	emitter identification database
EMCON	emission control
ENCATT	Engineer Combined Arms Tactical Trainer
EO	engagement operation
EOC	emergency operations center
EOD	explosive ordnance disposal
EP	electronic protection
EPLRS	enhanced position location reporting system
EPW	enemy prisoner of war
ES	electronic support
ESM	electronic support measures
ETAC	enlisted tactical air control
ETS	expiration time of service
EW	electronic warfare
EWO	electronic warfare officer
FA	field artillery
FAC	forward air controller
FAMSIM	family of situations
FARE	forward arming refueling equipment
FARP	forward arming and refueling point
FASCAM	family of scatterable mines
FAX	facsimile transmission
FBCB^2	Force XXI Battle Command Brigade and Below
FCX	fire coordination exercise

FECC	fires and effects coordination cell
FER	final exercise report
FFIR	friendly force information requirements
FH	frequency hopping
FIST	fire support team
FIST-V	fire support team-vehicle
FLOT	forward line of own troops
FM	field manual
FRAGO	fragmentary order
FS	fire support
FSCATT	Fire Support Combined Arms Tactical Trainer
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
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
GAS	ground-aided seeker
GATES	Global Air Transportation Execution System
GI	geographic information
GIS	Geographic Information System
GI&S	geospatial information and services
GRCA	ground reference coverage area
GPS	global positioning system
GSAB	general support aviation battalion
GTA	graphic training aid
HA	holding area
HACC	humanitarian assistance coordination center
HE	high-explosive
HHC	headquarters and headquarters company
HHT	headquarters and headquarters troop

HIMAD	high-to-medium-altitude air defense
HMMWV	high mobility multipurpose wheeled vehicle (up-armoured)
HIRSS	Hover Infrared Suppression System
HPT	high-payoff targets
HPTL	high-payoff target list
HQ	headquarters
HQDA	Headquarters, Department of the Army
HIS	home station instrumentation
HVT	high-value targets
IATF	individual aircrew training folder
IBS	Integrated Broadcast System
IC	installation commander
ICMD	improved conventional munitions dispenser
ICS	information control systems
ID	infantry division
ID(M)	infantry division (mechanized)
IDT	inactive duty training
IEW	intelligence and electronic warfare
IFF	identification, friend or foe
IFRF	individual flight records folder
IMC	instrument meteorological conditions
INTREP	intelligence report
INTSUM	intelligence summary
IP	initial point
IPB	intelligence preparation of the battlefield
IR	infrared
IRCM	infrared countermeasures
ISR	intelligence, surveillance, and reconnaissance
ITEP	individual training evaluation program
IW	information warfare
JAAT	Joint Air Attack Team
JCS	Joint Chiefs of Staff
JIM	Joint, Interagency, & Multi-national
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
KCC	Knowledge Collaboration Center
KGV	key generator
KIA	killed in action
LAN	local area network
LC	line of contact
LCX	logistical coordination exercise
LD	line of departure
LFX	live fire exercise
LNO	liaison officer
LOA	limit of advance
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
M&S	models and simulations
MA	marshalling area
MACOM	major Army command
MAPEX	map exercise
MASH	mobile Army surgical hospital
MCO	movement control officer
MCOO	modified combined obstacle overlay
MCS	maneuver control system
MCT	movement control team
MDMP	military decisionmaking process
METL	mission-essential task list
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MI	military intelligence
MIJI	meaconing, interference, jamming, and intrusion
MILES	Multiple Integrated Laser Engagement System
MLV	mission loader variable kits

MOBEX	mobilization exercise
MODSAF	modular semi-automated forces
MOPP	mission-oriented protective posture
MOPP4	mission-oriented protective posture level 4
MOS	military occupational specialty
MOUT	military operations in urbanized terrain
MP	military police
MPRT	mission planning rehearsal tool
MQS	military qualification standards
MSE	mobile subscriber equipment
MSEWDDS	Multi-Service Electronic Warfare Data Distribution System
MSR	main supply route
MSRT	mobile subscriber radiotelephone terminal
MTC	movement to contact
MTI	moving target indicator
MTP	mission training plan
MWR	morale, welfare, and recreation
NAI	named area of interest
NATO	North Atlantic Treaty Organization
NAVAID	navigational aid
NCO	noncommissioned officer
NCOER	noncommissioned officer evaluation report
NCTR	noncooperative target recognition
NCOIC	noncommissioned officer in charge
NCOPD	noncommissioned officer professional development
N-hour	notification-hour
NIMA	National Imagery and Mapping Agency
NLT	no later than
NOE	nap of the earth
NTC	National Training Center
NTDR	near term digital radios
O&I	operations and intelligence
OB	order of battle
OBJ STRIKE	object strike
O/C	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)
ODSS	offensive, defensive, stability operations or support operations
OEG	operational exposure guide/guidance
OER	officer evaluation report
OIC	officer in charge
OneSAF	one semi-automated forces
OP	observation post
OPCON	operational control
OPD	officer professional development
OPFOR	opposing force
OPLAN	operation plan
OPORD	operation order
OPSEC	operations security
OPTEMPO	operating tempo
P	needs practice (partial)
PC	pilot in command
PERSTEMPO	personnel tempo
PFPX	partnership for peace exercise
PIN	product identification number
PIR	priority intelligence requirements
PIREPS	pilot reports
PL	platoon leader
PMCS	preventive maintenance checks and services
PMOS	primary military occupational specialty
POC	point of contact
POL	petroleum, oils, and lubricants
POM	preparation for overseas movement
POR	preparation of overseas replacement
POW	prisoner of war
PP	passage point
PR	personel recovery
PROWORDS	procedure word
PRTS	personnel recovery task force
PSA	port support activity
PSNCO	personnel service noncommissioned officer

PSRC	partial reserve call-up
PW	pulsed wave
PZ	pickup zone
QRF	quick reaction force
QTB	quarterly training brief
QTG	quarterly training guidance
RC	Reserve Component
RCC	rescue coordination center
RDL	Reimer Digital Library
RL	rediness level
RM	risk management
ROE	rules of engagement
RP	release point
RS	religious support
RSDS	radar signal detecting sets
RSO&I	reception, staging, onward movement, and integration
RWS	Rawinsonde Subsystem
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	situational awareness
SAF	semi-automated forces
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	systems approach to training
SATCOM	stallite communications
SBF	support by fire
SE	synthetic environment
SEAD	suppression of enemy air defenses
SEDRE	sealift emergency deployment readiness exercise
SIDPERS	Standard Installation/Division Personnel System

SIF	selective identification feature
SIGSEC	signal security
SIMNET	Simulations Network
SINCGARS	Single Channel Ground and Air Radio System
SIP	standardization instructor pilot
SIPRNET	Secret Internet Protocol Network
SIR	specific information requests
SITMAP	situation map
SITREP	situation report
SITTEMP	situation template
SJA	Staff Judge Advocate
SM	Soldier's manual
SMOS	secondary military occupational specialty
SOF	special operations forces
SOFA	Status of Forces Agreement
SOI	signal operation instructions
SOP	standing operating procedure
SOR	special orders and requests
SOSO	stability operations and support operations
SP	start point
SPINS	special instructions
SPOD	seaport of debarkation
SPOE	seaport of embarkation
SPOTREP	spot report
SQDN	squadron
SQI	skill qualification identifier
STAFFEX	staff exercise
STANAG	standardization agreement (international)
STARTEX	start of exercise
STATREP	status report
STP	Soldier training publication
STRAC	United States Army Standards in Training Commission
STX	situational training exercise
SU	situational understanding
T	trained
T&EO	training and evaluation outlines

TA	table of allowance
TAC	tactical air command
TAC CP	tactical command post
TACAIR	tactical air
TACLAN	tactical local area network
TACOPS	tactical operations
TACP	tactical air control party
TADSIM	tactical simulation
TACSOP	tactical standing operating procedures
TADS	Target Acquisition System and Designation Sight
TADSS	training aids, devices, simulators, and simulations
TAI	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
TBD	to be determined
TC	training circular
TCF	tactical combat force
TDY	temporary duty
TEWT	tactical exercise without troops
TF	task force
TM	technical manual
TNG	training
TOC	tactical operations center
TOCEX	tactical operations center exercise
TOE	table of organization and equipment
TOF	time of flight
TOO	tactical operations officer
TOT	time on target
TRADOC	U.S. Army Training and Doctrine Command
TRANS	transmit (panel nomenclature)
TRM	training resource model
TRTG	tactical radar threat generator
TSP	training support package

TST	tactical support team
TSTT	selected tasks trainer
TTP	tactics, techniques, and procedures
TTT	time on target
TVM	track via missile
T&EO	training and evaluation outline
U	untrained
UA	aviation brigade
UAV	unmanned aerial vehicle
UCMJ	Uniform Code of Military Justice
UE	unit of employment
UHF	ultra-high frequency
UI	unit of issue
UMC	unit movement center
UMO	unit movement officer
UMT	unit ministry team
USAAVNC	United States Army Aviation Center
USAF	U.S. Air Force
USAR	United States Army Reserve
USMTF	United States message text format
USN	United States Navy
USR	unit status report
UTM	universal transverse mercator
UV	ultraviolet
VA	Veterans' Administration
VIS	visual information specialist
VISMOD	visual modification
VMC	visual meteorological conditions
WARNO	warning order
WARSIM	Warfighter Simulation
WCS	weapons control status
WIA	wounded in action
WO	warrant officer
XO	executive officer
1SG	first sergeant

SECTION II
Terms and abbreviations

avn
aviation

cdr
commander

coordinate
To bring into a common action, movement, or condition.

employment
To commit a force in support of an operation.

Indiv
Individual

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.

opns
operations

recon
reconnaissance

stds
standards

volcano
Mine Dispensing System

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