

**U.S. ARMY  
MISSION COMMAND  
ASSESSMENT PLAN  
FY 15-19**



**2015**

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DEPARTMENT OF THE ARMY  
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MEMORANDUM FOR SEE DISTRIBUTION

20150619

SUBJECT: U.S. Army Mission Command Assessment Plan

1. The U.S. Army Mission Command Assessment Plan (AMCAP) establishes measures of effectiveness (MOEs) with associated standards, identifies assessment indicators, and assigns roles and responsibilities to assess the Total Force's progress in achieving the U.S. Army Mission Command Strategy (AMCS) strategic ends and objectives.
2. The AMCAP is the logical sequel to the AMCS signed on 12 June 2013. The CSA charged all Army leaders with implementing mission command and directed that we develop goals and measure progress in reaching our AMCS strategic ends. The goals are to achieve positive results on the seven AMCAP MOEs; progress is measured according to the AMCAP MOE standards.
3. The AMCS and AMCAP stakeholders include all military and civilian leaders, Army Commands, Army Service Component Commands, Direct Reporting Units, the Army National Guard, and the U.S. Army Reserve. Immediate application of AMCAP MOE standards at home station training, combat training centers, professional military education, and the civilian education system are key to accelerating the development of leaders who exercise mission command.
4. The vast majority of assessments of mission command implementation occur at the individual, unit, and school levels by applying MOE standards in training, education, self-development, counseling, coaching, mentoring, and evaluating. The AMCAP is the means by which we can measure optimal human performance through mission command.
5. The Combined Arms Center/Mission Command Center of Excellence points of contact for this action include: BG Willard M. Burleson, at commercial: (913) 684-4275, or email: willard.m.burleson2.mil@mail.mil; Mr. Dick N. Pedersen, at commercial: (913) 684-6371, or email: richard.n.pedersen.civ@mail.mil; and Mr. Kevin Perry, at commercial: (913) 684-6374, or email: william.k.perry10.cov@mail.mil.

Encl

A handwritten signature in black ink, appearing to read "JOSEPH ANDERSON", with a horizontal line extending to the right.

JOSEPH ANDERSON  
Lieutenant General, GS  
Deputy Chief of Staff, G-3/5/7

SUBJECT: U.S. Army Mission Command Assessment Plan

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## Foreword

The Army Mission Command Assessment Plan (AMCAP) moves the Army Operating Concept (AOC) forward. The AOC describes how future Army forces will prevent conflict, shape security environments, and win wars while operating as part of our Joint Force and working with multiple partners. A key facet of this is that Army forces tailored rapidly to the mission will exercise mission command and integrate joint, interorganizational, and multi-national capabilities.

Application of AMCAP MOE standards across all Army training and education venues serves to accelerate the development of leaders who exercise mission command. The AMCAP, as an extension of the Army Mission Command Strategy (AMCS), puts all mission command measures of effectiveness (MOE) standards into one document to better facilitate their application across the Army.

The application of outcome-based standards integrated and synchronized across training, education, and experiences is the foundation for optimizing human performance through mission command. The AMCAP lists seven MOEs, each aligned with an AMCS strategic objective.

- MOE 1-1. Army leaders demonstrate an understanding of the MC philosophy during Professional Military Education and Civilian Education System (PME-CES).
- MOE 1-2. Army leaders demonstrate proficiency in the practice of the MC philosophy during training, operations, garrison, and institutional activities.
- MOE 2-1. Army leaders demonstrate an understanding of MC WfF tasks during PME.
- MOE 2-2: Commanders and staffs demonstrate proficiency in executing MC WfF tasks during training and operations.
- MOE 3-1: MC system information technology effectively enables the exercise of MC during training and operations.
- MOE 3-2-1: Army leaders demonstrate an understanding of the MC system during PME and MC functional training.
- MOE 3-2-2: Army leaders demonstrate proficiency in organizing and employing the MC system during training, operations, and garrison activities.

The Army Mission Command Assessment Plan outlines how we will measure implementation of mission command throughout the Army. All Army leaders now have the tool by which to measure our progress.



JOSEPH ANDERSON  
Lieutenant General, GS  
Deputy Chief of Staff, G-3/5/7

# EXECUTIVE SUMMARY

The U.S. Army Mission Command Assessment Plan (AMCAP) is an extension of the Army Mission Command Strategy (AMCS) that supports the total Army achieving the AMCS strategic end state. The AMCS seeks to achieve unity of effort to effectively integrate and synchronize operational and institutional force roles and responsibilities to implement mission command (MC) across DOTMLPF domains. The AMCS strategic end state is Army-wide understanding and effective practice of the MC philosophy executed through the MC warfighting function (WfF) leading to successful unified land operations in support of the joint force.

The AMCAP establishes measures of effectiveness (MOEs) with standards, identifies assessment indicators, and assigns roles and responsibilities to assess the Army’s progress in achieving the AMCS strategic ends and objectives. People, rather than technology, systems, or processes, remain the center of MC. The AMCAP designates professional leader development (training, education, and experience) as the main effort in implementing MC.

The AMCAP lays the foundation for individual, unit, and Army-level assessments of AMCS implementation. It provides seven MOEs shown below for the assessment of progress in achieving the three AMCS strategic ends and six strategic objectives. These MOEs support MC implementation across the Army and align with doctrine, capabilities documents, and the Training and Evaluation Outline for executing the MC operations process. Each MOE has standards that measure specific aspects of the MC philosophy, MC WfF tasks, and MC system.

## AMCAP provides MOEs with standards to measure achievement of AMCS strategic objectives

| AMCS Strategic Ends (SE) & Strategic Objectives (SO)  | AMCAP MOEs   | Roles and Responsibilities   |   |  |
|---|--|--|---|--|
|   |  | Total Force  | Operational Force   | Institutional Force  |
| <b>SE 1: All Army leaders understand and practice the MC philosophy.</b><br><br><i>SO 1-1: All Army leaders understand the MC philosophy.</i><br><br><i>SO 1-2: All Army leaders are proficient in the practice of the MC philosophy.</i>   | <b>MOE 1-1:</b> Army leaders demonstrate an understanding of the MC Philosophy during PME-CES.   |  |   | PME-CES Evaluations<br>Modernization Processes/Forums  |
|   | <b>MOE 1-2:</b> Army leaders demonstrate proficiency in the practice of the MC philosophy during training, operations, garrison, and institutional activities. | Counseling<br>Coaching<br>Mentoring<br>Experiences<br>Leadership Evaluations<br>Self Development | Cdr & Wf Forums<br>Deployments<br>Exercises<br>Home Station Tng<br>Sustainment Tng                | Assignment Practices<br>Selection Boards<br>Sr Ldr Forums<br><br>CTC Program<br>ARNG XCTC<br>USAR CSTP |
| <b>SE 2: Commanders and staffs effectively execute MC WfF tasks.</b><br><br><i>SO 2-1: Commanders, staffs, and units understand all aspects of the MC WfF.</i><br><br><i>SO 2-2: Commanders, staffs, and units effectively execute MC WfF tasks.</i>  | <b>MOE 2-1:</b> Army leaders demonstrate an understanding of MC WfF tasks during PME.  |  |   | PME Evaluations<br>Modernization Processes/Forums  |
|   | <b>MOE 2-2:</b> Commanders and staffs demonstrate proficiency in executing MC WfF tasks during training and operations.  |  | Cdr & Wf Forums<br>Deployments<br>Exercises<br>Evaluations<br>Home Station Tng<br>Sustainment Tng | Assignment Practices<br>Selection Boards<br>Sr Ldr Forums<br><br>CTC Program<br>ARNG XCTC<br>USAR CSTP |
| <b>SE 3: The MC system enables commanders, staffs, and units to effectively execute the MC WfF.</b><br><br><i>SO 3-1: A MC system enables units to effectively execute MC WfF commander, staff, and additional tasks.</i><br><br><i>SO 3-2: Commanders, staffs, and units are proficient in organizing and employing the MC system.</i> | <b>MOE 3-1:</b> MC system information technology effectively enables the exercise of MC during training and operations.  |  | Cdr & Wf Forums<br>Deployments<br>Exercises<br>Home Station Tng<br>Sustainment Tng                | Modernization Processes/Forums<br>Sr Ldr Forums  |
|   | <b>MOE 3-2-1:</b> Army leaders demonstrate an understanding of the MC system during PME and MC functional training.  |  |   | PME Evaluations<br>MC Functional Tng<br>Modernization Processes/Forums                                 |
|   | <b>MOE 3-2-2:</b> Army leaders demonstrate proficiency in organizing and employing the MC system during training , operations, and garrison activities.        |  | Cdr & Wf Forums<br>Deployments<br>Exercises<br>Evaluations<br>Home Station Tng<br>Sustainment Tng | Assignment Practices<br>Selection Boards<br>Sr Ldr Forums<br><br>CTC Program<br>ARNG XCTC<br>USAR CTSP |

The AMCAP identifies a variety of MOEs and assessment indicators that provide a comprehensive assessment of AMCS implementation across the Total Force. FORSCOM and ASCCs are responsible for maintaining a MC running estimate for the operational force. TRADOC is responsible for maintaining a MC running estimate for the institutional force and coordinates specific MC assessments when requested by senior Army leaders.

# U.S. Army Mission Command Assessment Plan

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# U.S. Army Mission Command Assessment Plan

## PURPOSE

The U.S. Army Mission Command Assessment Plan (AMCAP) establishes measures of effectiveness (MOEs) with associated standards, identifies assessment indicators, and assigns roles and responsibilities to assess the Army's progress in achieving the U.S. Army Mission Command Strategy ([AMCS](#)) strategic ends and objectives. AMCAP stakeholders, in accordance with the Army Total Force Policy, include all military and civilian leaders, Army Commands (ACOM), Army Service Component Commands (ASCC), direct reporting units (DRU), Army National Guard (ARNG), U.S. Army Reserve (USAR), and the Army staff.

## BACKGROUND

The Army Chief of Staff stated in his AMCS forward that all Army leaders are charged with implementing mission command (MC). The AMCAP is an extension of the AMCS that supports the Army achieving the AMCS strategic end state. The AMCS integrates and synchronizes the ends, ways, and means to implement MC throughout the Army. The AMCS seeks to achieve unity of effort to effectively integrate and synchronize operational and institutional forces' roles and responsibilities to implement MC across the doctrine, organizational structures, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains. The strategic end state is Army-wide understanding and effective practice of the MC philosophy executed through the MC warfighting function (WfF) leading to successful unified land operations (ULO) in support of the joint force:

- **Strategic End 1.** All Army leaders understand and practice the MC philosophy.
- **Strategic End 2.** Commanders and staffs effectively execute MC WfF tasks.
- **Strategic End 3.** The MC system enables commanders, staffs, and units to effectively execute the MC WfF.

### Foundational MC Terms Addressed in the AMCS and Doctrine

- *Mission command (philosophy)* is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of ULO. ([ADP 6-0](#))
- The *mission command warfighting function* is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions. (ADP 6-0)
- The *exercise of mission command* encompasses how Army commanders apply the foundational MC philosophy with the MC WfF. Together, the mission command philosophy and WfF guide, integrate, and synchronize Army forces throughout the conduct of ULO. (ADP 6-0)
- A *mission command system* is the arrangement of personnel, networks, information systems, processes, procedures, facilities, and equipment that enable commanders to conduct operations. (ADP 6-0)
- The *operating force* consists of units organized, trained, and equipped to deploy and fight. ([ADP 1](#))
- The *generating or institutional force* mans, equips, trains, deploys, and ensures the readiness of all Army forces and consists of Army organizations not assigned to a combatant commander whose primary mission is to generate and sustain the operating forces of the Army. (ADP 1)

The Army develops leaders to exercise MC through integrated and synchronized training, education, and experiences. The AMCS relationships with the Army Training Strategy ([ATS](#)) and Army Leader Development Strategy ([ALDS](#)) are of utmost importance because the collective output of MC training, education, and experience is the main effort in implementing the AMCS. The ALDS provides vision and guidance on ends, ways, and means for developing leaders of all cohorts that exercise MC while planning, preparing, executing, and assessing ULO to meet the challenges of the 21st century. The ATS provides vision and guidance on ends, ways, and means for training Soldiers, leaders, Army Civilians, and units to sustain readiness to conduct ULO. The Army develops professional leaders, throughout an their careers, to practice the MC philosophy through the MC WfF in order to effectively guide, integrate, and synchronize Army and joint forces throughout the conduct of ULO.

The Army implements MC across the Army in accordance with the strategic ends, objectives, and tasks identified in the AMCS Task List. Developing professional leaders to exercise MC is the main effort (Appendix A). Leader development begins with professional military education (PME) or the civilian education system (CES) and is

integrated and synchronized with leader training and experiences throughout a leader's career. MC experiences include institutional and operational leadership positions that require the practice of the MC philosophy and operational positions that require the exercise of MC. Leaders progress through cycles of education, training, and experience during their careers to meet the needs of each new rank, position, and echelon. MC capability development includes a host of DOTMLPF efforts to enable the capabilities to exercise MC.

All Army leaders across cohorts practice the MC philosophy. DA, ACOMs, ASCCs, DRUs, ARNG, and USAR create opportunities within their organizations that deepen leader understanding of the MC philosophy through leadership and self-development experiences, counseling, coaching, mentoring, and evaluations. TRADOC PME and functional training teach the MC philosophy, MC WfF tasks, and how to organize, and employ the MC system. TRADOC CES teaches the MC philosophy. TRADOC also develops MC DOTMLPF products, services, and equipment. FORSCOM and ASCC operational units continue to build on leaders' MC skills through home station training (HST), combat training center (CTC) rotations, and operational deployment experiences. Army Materiel Command (AMC) conducts life cycle management of the MC system technology components and conducts research and development of MC materiel requirements and emerging solutions. TRADOC, DA staff, ASA-ALT, FORSCOM, AMC, and ATEC partner to develop, test, and modernize MC system information technology. ASA-ALT acquires and fields MC materiel solutions. IMCOM provides MC training support and facilities at selected CONUS Army installations. ARCYBER and NETCOM provide the operational and strategic network infrastructure that enables MC system information technology. The ARNG and USAR also maintain facilities to provide support to their respective forces.

## ASSESSMENT CONCEPT

The AMCAP lays the foundation for individual, unit, and Army-level assessments of AMCS implementation. The MC assessment priority is to AMCS strategic end 1 (MC Philosophy), strategic end 2 (MC WfF), and strategic end 3 (MC system), in order. The AMCAP provides seven measures of effectiveness for the assessment of progress toward the three AMCS strategic ends and six strategic objectives. Each MOE has standards that measure specific aspects of the MC philosophy, MC WfF tasks, and MC system. MC MOE standards are applied during developmental activities such as PME and training as well as individual and collective assessments and evaluations. These MOEs support MC implementation across the Army and align with doctrine, capabilities documents, and the Training and Evaluation Outline (T&EO) for executing the MC operations process.

**Army-level Assessments.** All ACOMs, ASCCs, and DRUs assess the practice of the MC philosophy during training, operations, garrison, and institutional activities, as appropriate. FORSCOM, ASCCs, and their subordinates assess the execution of the MC WfF tasks and the effectiveness of MC system information technology during training and operations. TRADOC assesses MC PME-CES and uses CASAL surveys and Center for Army Lessons Learned (CALL) lessons and best practices to assess specific MC aspects. TRADOC ICW FORSCOM and USAREUR assess all MC aspects based on related trends, lessons, and best practices resulting from CTC rotations. ARNG assesses MC through TAFT and MCTSP trends. USAR assesses MC through CSTP and Training Command MC trends. IG inspections tailored to MC assess specified MC aspects. NIE outcomes inform the future of MC system information technology. FORSCOM and ASCCs maintain a MC running estimate for the operational force. TRADOC maintains a MC running estimate for the institutional force and coordinates across the Army for specific MC assessments when requested by Army senior leaders.

**Individual-Level Assessments.** Individual-level assessments are made through counseling, coaching, mentoring, Soldier surveys, assessed PME-CES events relevant to MC, as well as MC-related comments on personnel evaluation reports. Individual leaders receive direct assessments from self-development learning and MSAF 360 surveys.

**Unit-Level Assessments.** Unit-level assessments are made using the T&EO for executing the MC operations process along with its supporting collective and individual tasks; live for brigade and below, constructive for division and above. AMCAP MOE standards are derived from T&EOs so that AMCAP assessments align with existing training and education standards within the TDC database. Units also employ MC-tailored command climate surveys to support specific MC assessments.

## AMCAP MEASURES OF EFFECTIVENESS (MOE)

**Execute the MC Operations Process.** All MC-related tasks support execution of the MC operations process within the context of a mission such as attack, defend, etc. The commander drives the MC operations process by understanding, visualizing, describing, directing, leading, and assessing operations. The commander, based on commander and staff running estimates, gains an understanding of the operational environment, frames the problem, visualizes the desired end state, develops an operational approach, and guides detailed planning and execution. Throughout the MC operations process, the commander applies leadership by being present at key moments, providing guidance, making decisions, building shared understanding, and synchronizing forces and warfighting functions to accomplish the mission. The commander personally provides planning guidance, develops the commander's intent, and focuses on the mission statement and concept of operations. (#150-718-5100)

**Assessment Indicators.** The AMCAP identifies a variety of assessment indicators in the form of reports from subordinates, surveys, and information requirements. Assessment indicators collectively inform the current status of a particular MOE. Details of each assessment indicator are described in Appendix B.

### **AMCAP Assessment Indicators (Appendix B)**

- ARNG Exportable Combat Training Capability (XCTC) MC Trends
- ARNG Mission Command Training Support Program (MCTSP) MC Trends
- ARNG Training Analysis Feedback Team (TAFT) MC Trends
- Assessed Professional Military Education (PME) events relevant to MC
- Assessed Civilian Education System (CES) events relevant to MC
- CAL Annual Survey of Army Leadership (CASAL) relevant to MC
- CALL Lessons and best practices relevant to MC.
- CAPE Survey of the Army Profession relevant to MC
- Combat Training Center (CTC) MC Trends
- Command Climate Surveys relevant to MC
- Counseling, Coaching, and Mentoring relevant to MC
- Home Station Training (HST) assessments relative to MC
- Inspector General (IG) Inspections relevant to MC
- Knowledge Management Maturity Model
- Mission Essential Task List (METL) Assessments
- Multi-Source Assessment and Feedback (MSAF) 360 Surveys relevant to MC
- Network Integration Evaluation (NIE) relevant to MC
- Personnel Evaluations (OER, NCOER, CER, and AER) relevant to MC
- Soldier Surveys relevant to MC
- USAR Combat Support Training Program (CSTP) MC Trends
- USAR Training Command MC Trends
- Unit Status Reporting (USR)

**AMCS Strategic End 1. All Army leaders understand and practice the MC philosophy.** Army leaders attain an understanding of the MC philosophy during PME-CES and then practice the MC philosophy during training, operations, garrison, and institutional activities.

- **AMCS Strategic Objective 1-1.** All Army leaders understand the MC philosophy.

#### **MOE 1-1: Army leaders demonstrate an understanding of the MC philosophy during PME-CES.**

- *TRADOC develops leaders to understand the MC philosophy in PME-CES courses at all levels and academically assesses student proficiency*
- *Assessment indicators: CASAL, assessed PME-CES events, and AERs*
- *Army-level Assessment: TRADOC*

- **AMCS Strategic Objective 1-2.** All Army leaders are proficient in the practice of the MC philosophy.

**MOE 1-2: Army leaders demonstrate proficiency in the practice of the MC philosophy during training, operations, garrison, and institutional activities.**

- *ACOMs, ASCCs, DRUs and subordinates develop leaders to practice the MC philosophy in training, operations, garrison, and institutional venues, and assess leader proficiency*
- *Assessment indicators: MC CTC trends, HST, CASAL, Soldier Surveys, CALL lessons/best practices, XCTC/TAFT/MCTSP, CTSP trends, OER/NCOER/CER, METL assessments, USR*
- *Army-level Assessment: DA, ACOMs, ASCCs, DRUs*

- **MC Philosophy MOE Standards.** Apply to MOEs 1-1 and 1-2.

**MC Philosophy MOE Standards (Appendix C)**

- MC Standard 1-1/2.1:** Develop a cohesive team through mutual trust (#71-5-5004)
- MC Standard 1-1/2.2:** Create a shared understanding (#150-718-5007)
- MC Standard 1-1/2.3:** Provide the commander's intent (#150-718-5004)
- MC Standard 1-1/2.4:** Exercise disciplined initiative (#150-718-5006)
- MC Standard 1-1/2.5:** Use the mission orders technique (#150-718-5003)
- MC Standard 1-1/2.6:** Accept prudent risk (#150-718-5002)

**AMCS Strategic End 2. Commanders and staffs effectively execute MC WfF tasks.** Army leaders attain an understanding of MC WfF tasks during PME and then execute MC WfF tasks during training and operations.

- **AMCS Strategic Objective 2-1.** Commanders, staffs, and units understand all aspects of the MC WfF.

**MOE 2-1: Army leaders demonstrate an understanding of MC WfF tasks during PME.**

- *TRADOC develops leaders to understand the MC WfF in PME courses at all levels and academically assesses student proficiency*
- *Assessment indicators: CASAL, assessed PME events, and AERs*
- *Army-level Assessment: TRADOC*

- **AMCS Strategic Objective 2-2.** Commanders, staffs, and units effectively execute MC WfF tasks.

**MOE 2-2: Commanders and staffs demonstrate proficiency in executing MC WfF tasks during training and operations.**

- *FORSCOM, ASCCs, and their subordinate units develop commanders and staffs to execute the MC WfF in appropriate training and operational venues and assess leader proficiency.*
- *Assessment indicators: MC CTC trends, HST, CASAL, Soldier Surveys, CALL lessons/best practices, XCTC/TAFT/MCTSP, CTSP trends, OER/NCOERs, METL assessments, and USR.*
- *Army-level Assessment: FORSCOM, ASCCs*

- **MC WfF Task MOE Standards.** Apply to MOEs 2-1 and 2-2.

**MC WfF Commander Task MOE Standards (Appendix D)**

- MC Standard 2-1/2.1:** Drive the mission command operations process (#150-718-5100)
- MC Standard 2-1/2.2:** Develop a cohesive team through mutual trust (#71-5-5004)
- MC Standard 2-1/2.3:** Inform and influence relevant audiences (#150-718-5005)

**MC WfF Staff Task MOE Standards (Appendix E)**

**MC Standard 2-1/2.4: Execute the mission command operations process (#71-8-5100)**

**MC Standard 2-1/2.5: Conduct Army Design Methodology (#71-8-5001)**

**MC Standard 2-1/2.6: Conduct the Military Decision-Making Process (#71-8-5111)**

**MC Standard 2-1/2.7: Conduct Troop Leading Procedures (#150-718-5012)**

**MC Standard 2-1/2.8: Prepare an Operations Order (#150-718-5119)**

**MC Standard 2-1/2.9: Prepare for Tactical Operation (#71-8-5120)**

**MC Standard 2-1/2.10: Perform a Rehearsal (#71-8-5122)**

**MC Standard 2-1/2.11: Execute Tactical Operations (#71-8-5131)**

**MC Standard 2-1/2.12: Conduct an Operations Synchronization Meeting (#71-8-5135)**

**MC Standard 2-1/2.13: Coordinate Actions to Produce Max Effective Military Power (#71-8-5134)**

**MC Standard 2-1/2.14: Conduct Rapid Decision and Synchronization Process (#71-8-5002)**

**MC Standard 2-1/2.15: Assess Tactical Situation and Operation (#71-8-5130)**

**MC Standard 2-1/2.16: Integrate Situational Understanding thru KM (#71-8-5330)**

**MC Standard 2-1/2.17: Synchronize Information-Related Capabilities (#71-8-5320)**

**MC Standard 2-1/2.18: Conduct Soldier-Leader Engagements (#71-8-5311)**

**MC Standard 2-1/2.19: Integrate Designated Information-Related Capabilities (#71-8-0015)**

**MC Standard 2-1/2.20: Coordinate Public Affairs Operations (#71-8-5334)**

**MC Standard 2-1/2.21: Plan for Information Operations (#71-8-1119)**

**MC Standard 2-1/2.22: Coordinate Cyber/Electromagnetic Activities (#71-8-5900)**

**MC WfF Additional Task MOE Standards (Appendix F)**

**MC Standard 2-1/2.23: Plan Military Deception Operations (#71-8-5127)**

**MC Standard 2-1/2.24: Control Tactical Airspace (#71-8-5715)**

**MC Standard 2-1/2.25: Conduct Civil Affairs Operations (#71-8-5400)**

**MC Standard 2-1/2.26: Maintain continuity of MC (#71-8-5250)**

**AMCS Strategic End 3. The MC system enables commanders, staffs, and units to effectively execute the MC WfF.** Army leaders attain an understanding of the MC system during PME and then employ the MC system to effectively execute MC WfF tasks during training, operations, and garrison activities.

- **AMCS Strategic Objective 3-1.** A MC system enables units to effectively execute MC WfF commander, staff, and additional tasks.

**MOE 3-1: MC system information technology effectively enables the exercise of MC during training and operations.** FORSCOM, ASCCs, and their subordinate units develop commanders and staffs to organize and employ the MC system and assess its technological sufficiency.

- *Assessment indicators: MC CTC trends, HST, CALL lessons/best practices, XCTC/TAFT/MCTSP, CTSP trends, and NIE.*
- *Army-level Assessment: FORSCOM and ASCCs supported by TRADOC.*

**MC System Information Technology MOE Standards (Appendix G)**

**MC Standard 3-1.1: Provide a Robust Network Capability w Converged Voice, Data, Imagery, & Video**

**MC Standard 3-1.2: Provide Operational Control of Network Resources (NW operations)**

**MC Standard 3-1.3: Provide a Standard and Sharable Geospatial Foundation**

**MC Standard 3-1.4: Display and Share Relevant Information**

**MC Standard 3-1.5: Enable Multi-Form Collaboration**

**MC Standard 3-1.6: Creates, Communicates, and Rehearses Orders**

**MC Standard 3-1.7: Provide Mission Command on-the-Move Capabilities**

**MC Standard 3-1.8: Provide Tailorable Running Estimates for all Warfighting Functions**

**MC Standard 3-1.9: Provide Unified Action Partner Interoperability**

**MC Standard 3-1.10: Provide Integrated Training Environment for Training & Education support**

- **AMCS Strategic Objective 3-2.** Commanders, staffs, and units are proficient in organizing and employing the MC system.

**MOE 3-2-1: Army leaders demonstrate an understanding of the MC system during PME and MC functional training.**

- TRADOC develops leaders to understand how to organize and employ the MC system in PME and functional training courses and academically assesses student proficiency.
- Assessment indicators include: assessed PME events, and AERs.
- Army-level Assessment: TRADOC

**MOE 3-2-2: Army leaders demonstrate proficiency in organizing and employing the MC system during training, operations, and garrison activities.**

- FORSCOM, ASCCs, and their subordinates develop leaders to be proficient in organizing and employing the MC system during training, operational, and garrison venues and assess proficiency.
- Assessment indicators: MC CTC trends, HST, CALL lessons/best practices, XCTC/TAFT/MCTSP, CTSP trends METL assessments, and USR
- Army-level Assessment: FORSCOM, ASCCs

- **MC System MOE Standards.** Apply to MOEs 3-2-1 and 3-2-2.

**MC System WfF Staff Task MOE Standards (Appendix E)**

**MC Standard 3-2-1/2.1:** Conduct Command Post Operations (#71-8-5200)

**MC Standard 3-2-1/2.2:** Conduct Information Assurance (#71-8-6300)

**MC Standard 3-2-1/2.3:** Manage Information and Data (#71-8-5310)

**MC Standard 3-2-1/2.4:** Display a Common Operational Picture (#71-8-5316)

**MC System Additional Task MOE Standards (Appendix F)**

**MC Standard 3-2-1/2.5:** Conduct information protection (#71-8-5010)

**MC Standard 3-2-1/2.6:** Operate a Mission Command network (#71-8-5003)

**MC Standard 3-2-1/2.7:** Process Relevant Information (#71-8-5315)

**MC Standard 3-2-1/2.8:** Integrate Space Capabilities (#71-8-5116)

## ROLES AND RESPONSIBILITIES

### **The Total Army (ACOMs, ASCCs, DRUs, and DA Staff)**

1. Make comments in the narrative section of evaluation reports regarding leaders' performance in practicing the MC philosophy (MOE 1-2). See Appendix A for example comments.
2. Be prepared to provide an assessment of MOE 1-2 (practice the MC philosophy) at a time and forum TBD.

### **THE OPERATIONAL FORCE (FORSCOM AND ASCCs):**

1. Maintain a running estimate of MC implementation from an operational force perspective and identify issues affecting implementation through USR, METL assessments, and CTC rotations.
2. As required, coordinate with TRADOC to develop overall Army assessment of MC implementation and address implementation issues.
3. Support TRADOC's assessment of MOEs 1-2, 2-2, and 3-2-1 resulting from CTC rotations, as appropriate.
4. Be prepared to provide an assessment of MOE 2-2 (execute MC WfF tasks) at a time and forum TBD.
5. Be prepared, ICW AMC, to provide an assessment of MOE 3-1 (MC system information technology sufficiency) at a time and forum TBD.
6. Be prepared to provide an assessment of MOE 3-2-2 (MC system proficiency) at a time and forum TBD.

### **THE INSTITUTIONAL FORCE (TRADOC):**

1. Maintain a running estimate of MC implementation from an institutional force perspective and identify issues affecting implementation.

2. Conduct a holistic analysis of MC content at all PME-CES levels across cohorts to ensure accomplishment of MOEs 1-1, 2-1, and 3-2-1; refine lesson plans as appropriate.
3. Coordinate and integrate MC training and education solutions throughout all COEs and schools (MOEs 1-1, 2-1, and 3-2-1).
4. Create, update, and maintain MC training development products including MC Training & Evaluation Outlines and manage MC training support products, programs, and services.
5. Conduct MC Critical Task Site Selection Boards (CTSSBs) and make recommendations for further refinements to MC Mission Essential Task 5.0 (MOEs 1-1, 2-1, 3-2-1).
6. Validate and verify (V&V) Training Support Packages, Programs of Instruction, New Equipment Training, and Training and Evaluation Outlines provided by materiel developers for MC system materiel programs of record (MOEs 3-1, 3-2-1).
7. Conduct Digital Master Gunner (DMG) courses for all MC system information technology components (MOE 3-2-1).
8. Assess MC implementation through Center of Army Leadership Survey of Army Leadership (CASAL) (MOEs 1-1, 2-1).
9. As required, coordinate across the Army for overall assessment of AMCS implementation.
10. Support FORSCOM and ASCC assessments of MOE 3-1 (MC system information technology effectiveness).
11. Be prepared to provide an assessment of MOE 1-1 (understand MC Philosophy) at a time and forum TBD.
12. ICW FORSCOM and USAREUR, be prepared to provide assessments resulting from CTC rotations for MOE 1-2 (practice the MC philosophy), MOE 2-2 (execute MC WfF tasks) and MOE 3-2-2 (MC system proficiency).
13. Be prepared to provide an assessment of MOE 2-1 (understand MC WfF tasks) at a time and forum TBD.
14. Be prepared to provide an assessment of MOE 3-2-1 (understand MC system) at a time and forum TBD.

## SUMMARY AND CONCLUSIONS

People, rather than technology, systems, or processes, remain the center of MC. Professional leader development is the main effort in implementing MC. The MC assessment priority is to AMCS strategic end 1 (MC Philosophy), strategic end 2 (MC WfF), and strategic end 3 (MC system), in order. The AMCAP specifies a variety of assessment indicators to provide a comprehensive assessment of AMCS implementation across the Army. The AMCAP is an extension of the AMCS that—

1. Lays the foundation for individual, unit, and Army-level assessments of Total Force AMCS implementation;
2. Provides MOEs to assess progress toward AMCS strategic objectives and MOE standards to measure specific aspects of the MC philosophy, MC WfF tasks, and MC system;
3. Establishes Total Force roles and responsibilities for applying MC means to accomplish the AMCS strategic end state and for assessing progress;
4. Enables assessment of AMCS strategic ends and objectives that can be applied at all levels and modes of training, education, and experiences;
5. Links the existing execute the MC operations process T&EO with supporting collective individual tasks in order to provide clarity and standards for the leader's role in the MC philosophy, MC WfF commander, staff, and additional tasks;
6. Leverages Unit Status Reports and essential task list assessments to assess MOEs relative to MC.
7. Establishes a common MC linkage between the AMCS, ALDS, and ATS to support the requirement to develop and educate future leaders to exercise MC.

The CSA's AMCS Memo states, "We will further develop goals and objectives and measure progress to reach our AMCS strategic end state and strategic ends." The AMCAP establishes MOEs with associated standards, identifies assessment indicators, and assigns roles and responsibilities to assess the Total Force's progress in achieving the AMCS strategic ends and objectives. FORSCOM and ASCCs maintain a MC running estimate for the operational force. TRADOC maintains a MC running estimate for the institutional force and coordinates specific MC assessments when requested by senior Army leaders.

## Appendix A

### Developing Professional Army Leaders to Exercise Mission Command

The U.S. Army implements MC across the Total Force in accordance with the strategic ends, objectives, and tasks identified in the AMCS Task List. Developing professional leaders to exercise MC is the main effort. Leader development begins with PME or CES and is integrated and synchronized with leader training and experiences throughout a leader's career. MC experiences include institutional and operational leadership positions that require the practice of the MC philosophy and operational positions that require the exercise of MC. Leaders progress through cycles of education, training, and experience during their careers to meet the needs of each new rank, position, and echelon. MC capability development includes a host of DOTMLPF efforts to enable the capabilities to exercise MC.

All Army leaders across cohorts practice the MC philosophy. DA, ACOMs, ASCCs, DRUs, ARNG, and USAR create opportunities within their organizations that deepen leader understanding of the MC philosophy through experiences, counseling, coaching, mentoring, and evaluations. TRADOC PME and functional training teach the MC philosophy, MC WfF tasks, and how to operate, organize, and employ the enabling MC system. TRADOC CES teaches the MC philosophy. TRADOC also develops MC DOTMLPF products, services, and equipment. FORSCOM and ASCC operational units then continue to build on leaders' MC skills through home station training (HST), combat training center (CTC) rotations, and operational deployment experiences. AMC conducts life cycle management of technological aspects of the MC system while conducting research and development of MC requirements and emerging solutions. TRADOC, DA staff, ASA-ALT, FORSCOM, AMC, and ATEC partner to develop, test, and modernize MC system information technology. ASA-ALT acquires and fields MC materiel solutions. IMCOM provides MC training support and facilities at selected CONUS Army installations.

The AMCS relationship with the ATS and ALDS is of utmost importance because MC training, education, experience activities implement the AMCS. The ALDS provides vision and guidance on ends, ways, and means for developing leaders of all cohorts that exercise MC while planning, preparing, executing, and assessing ULO to meet the challenges of the 21st century. The ATS provides vision and guidance on ends, ways, and means for training Soldiers, leaders, Army Civilians, and units to sustain readiness to conduct ULO. Training focuses on the effective application of MC to tasks and requirements of decisive action. The Army develops leaders to exercise MC through integrated and synchronized training, education, and experiences.

#### Training

MC training incorporates a cyclical process that enables commanders and staffs to manage unit training and to build and maintain proficiency on key collective tasks as determined by unit commanders through mission analysis. This analysis is based on the "execute the MC operations process T&EO." In the short-term, MC training builds unit readiness, individual proficiency on MC tasks, and prevents atrophy of MC skills. In the long-term, MC training provides leaders of all cohorts the opportunity to gain experience on executing the MC operations process at their assigned command echelon. MC training in units builds on what leaders of all cohorts learned at each PME level. MC functional training and self-development help to mitigate gaps between PME and unit training. In addition, MC training in units helps to increase communications, mitigate effects of high turnover, and reduce the gap between current and incoming leadership.

DA G-3/5/7 manages the Army training functional process. FORSCOM, ASCCs, and subordinates conduct pertinent MC training to gain proficiency on executing the MC operations process. TRADOC manages Army training development, training support, and functional training. CAC is the Army lead for the CTC Program and also leads the Army's MC-related efforts in training development, training support, and functional training.

#### Education

Education for MC, a component of "L" (Leadership and Education) in the DOTMLPF domain, focuses on developing the knowledge, skills, abilities, and other Army leadership characteristics that enable leaders to understand and practice the MC philosophy, execute the MC WfF tasks, and organize and employ the MC system. Developing leaders to exercise MC is a career-long process that includes general learning outcomes (GLO) for

each cohort and grade level. Each level of PME and CES builds on experience gained in previous assignments and prepares leaders to practice the MC philosophy or exercise MC at their next level of assignment.

DA G-3/5/7 manages the leadership and education functional processes. TRADOC CG, the Senior Responsible Official, manages the Army Leader Development Program (ALDP) and PME. ACOMS, ASCCs, and DRUs develop and employ leader development plans and in conjunction with DAG1, implement assignment policies and practices that ensure leaders across cohorts receive the appropriate PME at each phase of a leader's career.

## **Experience**

MC experience is fundamentally a function of "P" (Personnel) in the DOTMLPF domain. The Army develops leaders to exercise MC through integrated and synchronized training, leadership and education, and experiences. MC personnel include all Army leaders in command and staff positions. All Army leaders benefit from a variety of experiences throughout their careers that build and sharpen their understanding of MC. The totality of a career from PME/CES to a range of developmental assignments, guided by assignment and career development policies, provide the opportunity to mature in the exercise of MC. Duty performance in command and staff positions affords leaders experience in exercising MC. Assignment policies and practices balance unit readiness with PME and other assignment considerations. The focal point of integrating and synchronizing MC education, training, and experiences is unit readiness where leaders are assigned to practice the MC philosophy and lead their units towards proficiency on executing the MC operations process and supporting individual and collective tasks. The desired outcomes of leader development are leaders who practice the MC philosophy and are able to exercise MC at each successive echelon.

DA G1 manages the Army leader personnel functional process. TRADOC is the Army's executive agent for the Army Leader Development Program and for establishing GLOs for all cohorts and command echelons. CAC leads the Army Learning Coordination Council (ALCC). All ACOMs, ASCCs, and DRUs implement assignment policies and practices that develop leaders who exercise MC.

## **Applying Army Leadership Attributes and Competencies to Practice the MC Philosophy**

MC is integral to the Army Profession. Understanding and practicing the MC philosophy applies to all Army leaders, including staff leaders. The MC philosophy espouses that commanders issue clear intent, use mission orders and become comfortable with decentralizing control to foster initiative and adaptation by allowing subordinates the greatest freedom of action in determining how best to accomplish the mission. The first step to the successful exercise of MC is for leaders to demonstrate the character, competence, attributes, and commitment to strengthen team cohesion and reinforce mutual trust.

Exercising MC moves beyond basic leadership attributes and competencies to practice the MC philosophy at all times, but especially while executing MC WfF tasks. The exercise of MC requires continual focus on developing leaders throughout their careers in order to provide ever-growing understanding for applying the six MC philosophy principles at each successive echelon. Counseling, coaching, mentoring, and evaluation reports address how the Army's leadership attributes and competencies are used to practice the MC philosophy. The chart below shows how Army leadership attributes and competencies support the practice of the MC philosophy through its six principles. The information describes how the Army leadership attributes and competencies manifest during the practice of the MC philosophy. This is not prescriptive but serves as an example of how leaders can further develop their own ideas on the matter.

## Applying Leadership Attributes and Competencies to Practice the MC Philosophy

| Attributes and Competencies<br>MC Philosophy Principles | <b>Character</b><br><i>Army values LDRSHIP<br/>Empathy<br/>Warrior ethos<br/>Service ethos<br/>Discipline</i>                        | <b>Presence</b><br><i>Military bearing<br/>Professional bearing<br/>Fitness<br/>Confidence<br/>Resilience</i>                               | <b>Intellect</b><br><i>Mental agility<br/>Sound judgment<br/>Innovation<br/>Interpersonal tact<br/>Expertise</i>                                   | <b>Leads</b><br><i>Leads others<br/>Builds trust<br/>Extends influence beyond unit<br/>Leads by example<br/>Communicates</i>                         | <b>Develops</b><br><i>Creates positive environment<br/>Fosters esprit de corps<br/>Prepares self<br/>Develops others<br/>Stewards the profession</i> | <b>Achieves</b><br><i>Gets results</i>  |
|---|--|---|--|--|--|---|
| <b>Build cohesive teams through mutual trust</b>        | While rallying teams, recognizes the duty to maintain integrity, serve causes greater than self, and respect other people's outlooks | While rallying teams, displays professional military bearing and fitness that inspires teammates to freely contribute to the causes at hand | While rallying teams, displays interpersonal tact when building the relationships that serve as building blocks for teams focused on common goals  | While rallying teams, leads and influences others to bond by building and nurturing mutual trust, both inside the organization and with stakeholders | While rallying teams, creates a positive environment that fosters loyalty, enthusiasm, and devotion to the Army                                      | Rallies teams, achieves positive results, and learns through execution  |
| <b>Create shared understanding</b>                      | Displays the self discipline, empathy, and patience to ensure all teammates are afforded a common situational understanding          | Possesses the confidence in self and subordinates to bring about a common situational understanding   | Has the expertise to collaboratively frame complex problems and the mental agility to create common understanding amongst stakeholders             | Has the ability to simplify complex issues and communicate them in clear, easy to understand language  | Creates a positive environment where information and knowledge are effectively understood and shared with stakeholders                               | Continually assesses operational execution to ensure an accurate and common situational understanding amongst the team    |
| <b>Provide clear commander's intent</b>                 | Displays the self discipline to develop concise yet comprehensive articulation of operational purpose, key tasks, and endstate.      | Professionally articulates clear commander's intent   | Possesses the professional expertise and sound judgment to effectively visualize a desired endstate and how to achieve it                          | Describes operational purpose, key tasks, and endstate and leads others towards accomplishing in clear and easy to understand language               | Prepares self to be able to provide clear commander's intent and contributes to developing this capability in others                                 | Provides commander's intent that is clearly understood by subordinates and stakeholders                                   |
| <b>Exercise disciplined initiative</b>                  | Demonstrates the moral courage to act in the absence of orders and the discipline to act only when appropriate                       | Possesses the physical courage and confidence to seize the initiative provided by unforeseen opportunities                                  | Has the expertise to identify opportunities and the mental agility to rapidly formulate innovative solutions based on sound judgment and expertise | Leads by example in seizing the initiative within the commander's intent whenever the opportunity presents itself                                    | Creates a positive environment where subordinates are developed to exercise disciplined initiative   | Exercises disciplined initiative and is successful in the endeavor  |
| <b>Use mission orders</b>                               | Disciplines self and subordinates to produce clear, concise yet comprehensive operational instructions                               | Develops and transmits professionally concise yet comprehensive orders that reflect self confidence and trust in subordinates               | Has the expertise and sound judgment to determine the right balance between comprehensive and concise operational instructions                     | Leads planning that focuses on what must be done while imposing only minimum necessary control measures  | Prepares self and subordinates to execute mission orders through training, rehearsals, counseling and coaching                                       | Directs subordinates with clear and concise descriptions and then holds them accountable for accomplishing assigned tasks |
| <b>Accept prudent risk</b>                              | Demonstrates the personal courage to accept risk and the discipline to act only when prudent   | Has the confidence to accept prudent risk and the resilience to recover when things don't go well   | Has the expertise and sound judgment to identify prudent risk and implement mitigation measures  | Personally accepts prudent risk and encourages subordinates to do so   | Creates a positive environment where subordinates are developed to accept prudent risk   | Accepts prudent risk and achieves positive results  |

## Appendix B

### AMCAP Assessment Indicators

**ARNG eXportable Combat Training Capability (XCTC) MC Trends.** The ARNG XCTC program trains combat and functional ARNG brigades at or near their home stations. This scalable live-training program has proven effective for pre-mobilization forces, in accordance with the Force Generation model. Specific after-action report focus with respect to MC is included to support assessment of MC implementation.

**ARNG Mission Command Training Support Program (MCTSP) MC Trends.** The ARNG Mission Command Training Support Program (MCTSP) provides individual and collective training support using live, virtual, constructive, and gaming (LVC-G) training, distributed learning, and distributed exercises at the MTCs or the unit's preferred training location. This support encompasses individual and collective LVC-G training from battalions through division level in both digital and non-digital environments based on the Commander's Training Plan and other pre-mobilization requirements. Specific after-action report focus with respect to MC is included to support assessment of MC implementation.

**ARNG Training Analysis Feedback Team (TAFT) Lessons and Best Practices.** TAFT is an ARNG organization/assessment tool that identifies and analyzes training trends across the Army National Guard (ARNG), and provides lessons learned, tactics, techniques, and procedures (TTP), and task performance aids from battle staff training events to ARNG Soldiers and units to assist them to prepare for unified land operations in a joint, interagency, intergovernmental, and/or multinational environment. After-action reports include to assessment of MC implementation.

**Assessed Professional Military Education (PME) and Civilian Education System (CES) Events.** PME-CES MC graded events includes all MC course assessments of students learning such as examinations, papers, briefings, simulations, and exercises.

**CALL Lessons and Best Practices.** The Center for Army Lessons Learned (CALL) collects, analyzes, disseminates, and archives observations and lessons, TTP and operational records in order to facilitate adaptation initiatives and conduct focused knowledge sharing and transfer that informs the Army and enables operationally based decision-making, integration, and innovation throughout the Army and with unified action partners. Specific lessons and best practices with respect to MC are included to support assessment of MC implementation.

**CASAL Survey.** The Center for Army Leadership (CAL) Survey of Army Leadership (CASAL) provides feedback from Army leaders with rank of SGT–COL and Army Civilians on Army leader quality and developmental processes.

**CAPE Survey.** The Center for Army Professional Ethic conducts a survey on the State of the Army Profession.

**CES Academic Evaluation Reports.** Evaluations students receive as part of CES courses. Specific narrative comments relative to the understanding of MC should be included to support assessment of MC implementation.

**Command Climate Survey.** Army Directive 29-2013 & Army Regulation 600-20 Army Command Policy direct that every command will have a command climate survey conducted within 90 days of a change of command and then annually thereafter. These surveys are conducted by the Equal Opportunity Office and have 15 questions that can be tailored to address specific issues of interest to the command. Command climate survey questions address command issues that relate to trust and an environment where MC can be exercised successfully.

**Combat Training Center (CTC) MC Trends.** Each CTC maintains a running list of MC-related trends and best practices. The MCCoE will coordinate with CAC-T (CTCD), the Center for Army Lessons Learned (CALL) and the CTCs to develop a sustainable method for distributing CTC trends and develop and implement solutions to improve negative trends.

**Counseling, Coaching, and Mentoring.** Leaders at all levels use counseling, coaching, and mentoring to provide MC individual assessment, feedback, and guidance.

**Home Station Training (HST)** The AMCS identifies HST as one of the principle ways available to the operational force to achieve the AMCS strategic end state. HST assessments relative MC include any and all such training events where executing the MC operations process is offered. All MC AMCAP MOE standards are congruent with T&EOs.

**IG Inspections Relevant to MC.** The DA IG is already including MC issues as part of their current Leader Development Inspection. The MC portion of this inspection focuses on measures of performance from certain tasks in the AMCS. Commanding Generals are free to focus their IG inspection plans on MC, as appropriate.

**Knowledge Management Maturity Model.** The Knowledge Management Maturity Model is a non-digital tool initially developed by the Army War College that provides an assessment of an organization's level of knowledge management. The model measures the organization's KM strategy, leadership behaviors, networking, learning, and ability to capture knowledge. This model has been used for assessments for several years but is not institutionalized at this point. As the use of this model continues to develop, it shows potential value as an assessment indicator in the future.

**Mission Essential Task List (METL) Assessments.** Periodic assessments of proficiency on executing the MC operations process. These include supporting individual tasks for the MC philosophy and MC WfF commander and staff tasks.

**Multi-Source Assessment and Feedback (MSAF) 360 Surveys.** The Multi-Source Assessment and Feedback (MSAF) Program provides feedback for individual leader development. The program also provides the opportunity to conduct targeted surveys to individuals on pertinent MC issues. MSAF does not provide the same collective level of assessment as several of the other tools.

**Network Integration Evaluation (NIE):** Selected iterations of NIEs gain DOTMLPF insights as to the ability of the MC system technology aspects to enable the exercise of MC. These are normally documented in NIE Findings and Recommendations.

**Personnel Evaluation Reports.** Specific narrative comments on Officer, NCO, Civilian, and academic evaluation reports relative to MC are included to support assessment of MC implementation.

**Soldier Survey.** Maneuver Center of Excellence survey that is designed to assess current field support, recommend improvements, and inform future modernization efforts across doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF). This survey was previously known as the Post-Combat Survey but targets units and Soldiers who have recently completed combat or training experiences. The survey currently collects valuable insights into mission command system lessons, best practices and TTPs.

**USAR Combat Support Training Program (CSTP).** The USAR's CSTP conducts six multi-echelon, live/constructive CSTP events per fiscal year with an average of ten battalion and above headquarters at each event. All battalion and above headquarters have observer/controller/trainer (OC/T) coverage and receive a formal AAR. Specific After-Action Report focus with respect to MC is included to support assessment of MC implementation.

**USAR Training Command MC Trends.** The USAR's Training Command provides MC and staff training and unit collective training using live, virtual, constructive, and gaming means. The training is focused on battalion and higher headquarters units. The training command also provides collective training support to all reserve component battalions and larger units during post mobilization training.

**Unit Status Reports (USR).** Executing the MC operations process is an essential task on Army-directed unit essential task lists. Units are required to comment monthly on their unit's MC readiness IAW this T&EO.

## Appendix C

### MC Philosophy MOE Standards

|  |  |
|--|--|
| <b>MOE 1-1: Army leaders demonstrate an understanding of the MC philosophy during PME-CES.</b> TRADOC develops leaders to understand the MC philosophy in appropriate PME courses and academically assesses student proficiency. | <b>MOE 1-2: Army leaders demonstrate proficiency in the practice of the MC philosophy during training, operations, garrison, and institutional activities.</b> ACOMs, ASCCs, and DRUs and their subordinate units develop leaders to practice the MC philosophy in appropriate training, operations, garrison, and institutional venues and assess leader proficiency. |
|--|--|

The following six MC philosophy standards apply to both MOE 1-1 and MOE 1-2 (1-1/2) as indicated:

**MC Standard 1-1/2.1: Develop a Cohesive Team Through Mutual Trust.** The team develops confidence in the character, integrity, professional competence, commitment, and abilities of each other while engaging in the first principle of mission command, build cohesive teams through mutual trust. Team members give of their own resources and expertise to achieve shared understanding and common goals. Team leader(s) develop shared confidence by consistently employing interpersonal tact to foster effective open communication. The team, led by the team leader, completes its assigned or designated end-state with all team members contributing in their designated roles and responsibilities to the entire team effort. (#71-5-5004)

**MC Standard 1-1/2.2: Create a Shared Understanding.** The leader builds and maintains a shared understanding through deliberate actions within the force and with unified action partners while leading the MC operations process. The leader establishes continuous collaboration within the force and unified action partners by developing a clear commander's intent, sharing information, questioning assumptions, exchanging ideas, resolving potential misunderstandings, and assessing progress. The leader verifies the understanding of the commander's intent, desired end state, and concept of operations using the leader's dialogue, backbriefs, rehearsals, and other means. The leader confirms the staff uses the MC system and SOPs to cultivate shared understanding by identifying critical information and fostering understanding laterally and horizontally amongst other staffs. (#150-718-5007)

**MC Standard 1-1/2.3: Provide Clear Commander's Intent.** The commander, with input from the staff as needed, develops and communicates the commander's intent as a clear and concise expression of the purpose of the operation, key tasks, and the desired military end state within a maximum of 3-5 sentences. The commander's intent aligns with higher headquarters' intent, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. (#150-718-5004)

**MC Standard 1-1/2.4: Exercise Disciplined Initiative.** The Soldier exercises disciplined initiative within the commander's intent by taking action in the absence of orders to develop an unforeseen situation, gain, maintain, or exploit a position of relative advantage, or make progress to achieve the desired end state. Soldiers exercising disciplined initiative inform their immediate superior as soon as possible. (#150-718-5006)

**MC Standard 1-1/2.5: Use the Mission Orders Technique.** The leader provides orders using the mission order technique within the military decision making process to direct operations and guide detailed planning of an operations order. The leader uses the mission order technique aligned with running estimates, unit standard operating procedures, and understanding of the operational environment to ensure subordinates understand the operational task and purpose and to communicate the control measures necessary to integrate and synchronize the operation, while allowing subordinates to exercise initiative in seizing opportunities and/or to react effectively to unforeseen enemy actions and changes to the environment. (#150-718-5003)

**MC Standard 1-1/2.6: Accept Prudent Risk.** The leader accepts prudent risk during military operations to maximize the operational effects and take advantage of opportunities while minimizing potential loss of life and resources. The leader identifies advantages and costs to determine whether the deliberate exposure of the force or elements to potential injury or loss is worth the advantage of the action. The leader identifies the risks, decides

what risks to accept, and mitigates the accepted risk. The leader communicates risk decisions to the force and continuously manages risk through the operation. (#150-718-5002)

*Alternative hyperlinks to the listed tasks are available through the Central Army Registry (CAR) at <https://rdl.train.army.mil/catalog/catalog/search.html> (insert task # in search engine) or at the Army Training Network (ATN) at <https://atn.army.mil/> (select task # as search criteria then enter the task number in search term). Tasks are often deleted as they are updated. If the link shows the task has been deleted, simply type in the task number in the CAR or ATN search engine and hit the search button.*

## Appendix D

# MC WfF Commander Task MOE Standards

|  |   |
|--|---|
| <b>MOE 2-1: Army leaders demonstrate understanding of MC WfF tasks during PME.</b><br>TRADOC develops leaders to understand the MC WfF in appropriate PME courses and academically assesses student proficiency. | <b>MOE 2-1: Commanders and staffs demonstrate proficiency in executing MC WfF tasks during training and operations.</b> FORSCOM, ASCCs, and their subordinate units develop commanders and staffs to execute the MC WfF in appropriate training and operational venues and assess leader proficiency. |
|--|---|

The following three MC WfF Commander Task standards apply to both MOE 2-1 and MOE 2-1 (2-1/2) as indicated:

**MC Standard 2-1/2.1: Drive the MC Operations Process.** The commander drives the MC operations process by understanding, visualizing, describing, directing, leading, and assessing operations. The commander, based on commander and staff running estimates, gains an understanding of the operational environment, frames the problem, visualizes the desired end state, develops an operational approach, and guides detailed planning and execution. Throughout the MC operations process, the commander applies leadership by being present at key moments, providing guidance, making decisions, building shared understanding, and synchronizing forces and warfighting functions to accomplish the mission. The commander personally provides planning guidance, develops the commander's intent, and focuses on the mission statement and concept of operations. ([#150-718-5100](#))

**MC Standard 2-1/2.2: Develop a Cohesive Team Through Mutual Trust.** The team develops confidence in the character, integrity, professional competence, and abilities of each other while engaging in the first principle of mission command, build cohesive teams through mutual trust. Team members give of their own resources and expertise to achieve shared understanding and common goals. Team leader(s) develop shared confidence by consistently employing interpersonal tact to foster effective open communication. The team, led by the team leader, completes their assigned or designated end-state with all parties of the team contributing in their designated roles and responsibilities to the entire team effort. ([#71-5-5004](#))

**MC Standard 2-1/2.3: Inform and Influence relevant Audiences.** The commander establishes a narrative that is consistent with intent, concept of operations, and desired end state. The commander engages domestic and global audiences to provide information about the command's operations. The commander engages audiences and key communicators to inform and influence decision-making by foreign audiences, including enemies, adversaries, neutral parties, and populations that may influence the operation. The commander uses themes to synchronize messages and tactical actions to meet the commander's intent. ([#150-718-5005](#))

*Alternative hyperlinks to the listed tasks are available through the Central Army Registry (CAR) at <https://rdl.train.army.mil/catalog/catalog/search.html> (insert task # in search engine) or at the Army Training Network (ATN) at <https://atn.army.mil/> (select task # as search criteria then enter the task number in search term). Tasks are often deleted as they are updated. If the link shows the task has been deleted, simply type in the task number in the CAR or ATN search engine and hit the search button.*

## Appendix E

### MC WfF Staff Task MOE Standards

|  |   |
|--|---|
| <b>MOE 2-1: Army leaders demonstrate understanding of MC WfF tasks during PME.</b><br>TRADOC develops leaders to understand the MC WfF in appropriate PME courses and academically assesses student proficiency. | <b>MOE 2-2: Commanders and staffs demonstrate proficiency in executing MC WfF tasks during training and operations.</b> FORSCOM, ASCCs, and their subordinate units develop commanders and staffs to execute the MC WfF in appropriate training and operational venues and assess leader proficiency. |
|--|---|

The following nineteen MC WfF Staff Task standards apply to both MOE 2-1 and MOE 2-1 (2-1/2) as indicated:

**MC Standard 2-1/2.4: Execute the Mission Command Operations Process.** The staff executes the MC operations process to assist the commander in planning, preparing, executing, and continuously assessing operations conducted in accordance with the commander's intent. ([#71-8-5100](#))

**MC Standard 2-1/2.5: Conduct Army Design Methodology.** The commander and staff conduct the Army design methodology upon receipt or in anticipation of a mission. The commander and staff establish a planning or design team, prepare to conduct Army Design Methodology, frame the operational environment, frame the problem, develop an operational approach, and reframe the problem, as needed, in accordance with the operational timeline. ([#71-8-5001](#))

**MC Standard 2-1/2.6: Conduct the Military Decision-Making Process.** The staff uses the seven step military decision-making process to assist the commander in understanding the situation and mission, making decisions, and synchronizing those decisions into a fully developed plan or order in accordance with the operational timeline, the desired end state, and the commander's intent. ([#71-8-5111](#))

**MC Standard 2-1/2.7: Conduct Troop Leading Procedures.** The leader conducts troop leading procedures as a framework for planning and preparing for operations. The leader uses the eight step troop leading procedures to maximize available planning time while developing plans and preparing his/her unit for an operation. The leader begins troop leading procedures when the initial warning order or a new mission is received. The leader modifies the sequence steps to meet the mission, situation, and available time. The leader modifies the assessments, updates tentative plans, and continues to supervise and assess preparation as each subsequent order arrives. ([#150-718-5012](#))

**MC Standard 2-1/2.8: Prepare an Operations Order.** The staff officer analyzes information from the military decision making process, running estimates, and the operational environment to provide the commander all information needed to guide the operations order process. The staff officer prepares a clear and concise five paragraph operations order in accordance with the commander's guidance, the approved course of action, and the unit's standard operating procedure. The order institutes control measures necessary to integrate and synchronize the operation while allowing subordinates to exercise disciplined initiative within the commander's intent. ([#150-718-5119](#))

**MC Standard 2-1/2.9: Prepare for Tactical Operations.** The staff prepares the unit for tactical operations in order to execute operations that meet the commander's intent and in accordance with timelines established in the mission order. The staff synchronizes and coordinates unit activities with higher, lower, adjacent, supporting, and supported units. ([#71-8-5120](#))

**MC Standard 2-1/2.10: Perform a Rehearsal.** The unit, in accordance with the unit's standard operating procedures, plans, prepares, executes, and follows up a rehearsal. During the rehearsal, the unit practices expected actions to be performed during execution, ensures staffs and subordinates understand the concept of operations and commander's intent, and practices synchronizing operations at times and places critical to mission accomplishment. ([#71-8-5122](#))

**MC Standard 2-1/2.11: Execute Tactical Operations.** The staff executes tactical operations by implementing the commander's plan/order and placing it into action through the application of combat power to accomplish the mission. The staff uses situational understanding to assess progress of the operation and in assisting the commander with making execution and adjustment decisions. The staff focuses on concerted actions to seize, retain, and exploit the initiative and to dictate the tempo throughout the operations. (#71-8-5131)

**MC Standard 2-1/2.12: Conduct an Operations Synchronization Meeting.** The staff conducts an operations synchronization meeting to align military actions in time, space, and purpose and to prevent uncoordinated actions among commands, staff sections and unified partners that could cause disruption or delay of unit operations, or could affect others actions. (#71-8-5135)

**MC Standard 2-1/2.13: Coordinate Actions to Produce Maximum Effective Application of Military Power.** The staff coordinates actions to produce maximum effective application of military power at the decisive place and time to achieve the commander's desired end state. The staff accomplishes this by coordinating the actions that synchronize activities across warfighting functions in time, space, and purpose, and masses the effects of combat power to overwhelm the enemy, resulting in accomplishment of the mission. (#71-8-5134)

**MC Standard 2-1/2.14: Conduct the Rapid Decision and Synchronization Process.** The staff assists the commander during the conduct of the rapid decision-making and synchronization process to develop a timely and effective course of action within the commander's intent. The commander, with the assistance of the staff, identifies changes in the situation, assesses the impact of those changes, determines whether to make an execution decision or an adjustment decision, develops and refines a course of action, and implements the decision. (#71-8-5002)

**MC Standard 2-1/2.15: Assess Tactical Situation and Operations.** The staff, in accordance with standard operating procedures and the commander's intent, continuously monitors the current situation, the progress of the operation, and assesses the situation or operation against measures of effectiveness. The staff provides the commander with timely information to make decisions or necessary adjustments to the operation. The assessment precedes and guides every activity in the MC operations process and concludes each operation or phase of an operation. (#71-8-5130)

**MC Standard 2-1/2.16: Integrate Situational Understanding through Knowledge Management.** The staff, led by the Knowledge Management section, integrates, applies, and transfers knowledge to facilitate situational understanding and enhance decision-making. The staff verifies knowledge management, supports organizational learning, innovation, and performance to ensure knowledge products and services are relevant, accurate, timely, and useable for commanders and staff sections. (#71-8-5330)

**MC Standard 2-1/2.17: Synchronize Information-Related Capabilities.** The staff synchronizes information-related capabilities (IRC), to include integrating IRC into operations and supporting information operations, throughout the MC operations process in order to diminish the effectiveness of threat and adversary decision-making, to shield friendly decision-making from threat and adversary information operation, and to influence complex operational environments. (#71-8-5320)

**MC Standard 2-1/2.18: Conduct Soldier and Leader Engagement.** The staff conducts Soldier and leader engagement with face-to-face interaction by military leaders, Soldiers, Army Civilians, and U.S. contractors. The purpose is to inform and influence the local leaders and local populace in order to amplify positive actions, counter threat propaganda, and increase goodwill and support for the friendly mission. All Soldier and leader engagement is consistent with the approved Military Information Support Operations (MISO) plans as well as the approved communication themes. (#71-8-5311)

**MC Standard 2-1/2.19: Integrate Designated Information-Related Capabilities.** The staff follows the commander's intent and standard operating procedures and integrates information related capabilities into plans and orders to accomplish operational objectives. (#71-8-0015)

**MC Standard 2-1/2.20: Coordinate Public Affairs Operations.** The staff coordinates the public affairs plan and provides advice to the commander on public affairs operations to develop information strategies and programs and to facilitate media and public engagement, public affairs training, and community relations programs within the area of operations that support the commander's intent and contributes to mission accomplishment. (#71-8-5334)

**MC Standard 2-1/2.21: Plan for Information Operations in the Operational Environment.** The staff plans operations using the military decision making process and incorporates information operations into course of action development in accordance with the commanders intent, operational requirements, orders from higher headquarters, and standard operating procedures.. (#71-8-1119)

**MC Standard 2-1/2.22: Coordinate CEMA.** The staff, with the Cyber Electromagnetic Activities (CEMA) element, coordinates CEMA in order to seize, retain, and exploit advantages over threats in both cyberspace and across the electromagnetic spectrum while MC system. (#71-8-5900)

|   |   |
|---|---|
| <p><b>MOE 3-2-1: Army leaders demonstrate an understanding of the MC system during PME and MC functional training.</b> TRADOC develops leaders to understand how to organize and employ the MC system in appropriate PME and functional training courses and academically assesses student proficiency.</p> | <p><b>MOE 3-2-2: Army leaders demonstrate proficiency in organizing and employing the MC system during training, operations, and garrison activities.</b> FORSCOM, ASCCs, and their subordinate units develop leaders who are proficient in organizing and employing the MC system in appropriate training, operational, and garrison venues and assess leader proficiency.</p> |
|---|---|

The following six MC WfF Staff Task standards apply to both MOE 3-2-1 and MOE 3-2-1 (3-2-1/2) as indicated:

**MC Standard 3-2-1/2.1: Conduct Command Post Operations.** The staff conducts command post operations to maintain a common operational picture and assist the commander’s decision making The staff follows the commander’s guidance and uses standard operating procedures, battle rhythm, meetings, and working groups to assist the commander in effectively conducting mission command.(#71-8-5200)

**MC Standard 3-2-1/2.2: Conduct Information Assurance.** The staff, led by the NETOPS Element, conducts information assurance through active and passive measures of information assurance, physical security, computer network defense, electronic protection, and information management to ensure the network is secure with no compromise of information. The NETOPS Element, coordinating with the staff, ensures timely, accurate, and relevant friendly information, denies threats the opportunity to exploit friendly information and information systems for the threat's own purposes by correctly implementing electronic protection measures prior to establishing communications, and maintaining them with 100% accuracy. (#71-8-6300)

**MC Standard 3-2-1/2.3: Manage Information and Data.** The staff establishes a common operational picture to provide increased situational awareness through the use of standard and sharable geospatial foundation (SSGF) data, operational overlays, and other warfighting function specific products. Each staff section, using MC networks and information systems, tailors overlays to the unit’s needs. (#71-8-5310)

**MC Standard 3-2-1/2.4: Display a Common Operational Picture.** The staff presents a common operational picture to provide increased situational awareness through the use of operational overlays and other warfighting function products. Each staff section uses mission command networks and information systems to tailor overlays to the units needs. The staff follows the commander’s guidance and standard operating procedures. (#71-8-5316)

*Alternative hyperlinks to the listed tasks are available through the Central Army Registry (CAR) at <https://rdl.train.army.mil/catalog/catalog/search.html> (insert task # in search engine) or at the Army Training Network (ATN) at <https://atn.army.mil/> (select task # as search criteria then enter the task number in search term). Tasks are often deleted as they are updated. If the link shows the task has been deleted, simply type in the task number in the CAR or ATN search engine and hit the search button.*

## Appendix F

### MC Additional Tasks MOE Standards

|  |   |
|--|---|
| <b>MOE 2-1: Army leaders demonstrate understanding of MC WfF tasks during PME.</b><br>TRADOC develops leaders to understand the MC WfF in appropriate PME courses and academically assesses student proficiency. | <b>MOE 2-2: Commanders and staffs demonstrate proficiency in executing MC WfF tasks during training and operations.</b> FORSCOM, ASCCs, and their subordinate units develop commanders and staffs to execute the MC WfF in appropriate training and operational venues and assess leader proficiency. |
|--|---|

The following four additional MC Task standards apply to both MOE 2-1 and MOE 2-2 (2-1/2) as indicated:

**MC Standard 2-1/2.23: Plan Military Deception Operations.** The plans section plans military deception operations in order to deliberately mislead enemy decision makers as to friendly military capabilities, intentions, and operations, thereby causing an enemy to take specific actions or inactions that contribute to accomplishing the friendly mission. ([#71-8-5127](#))

**MC Standard 2-1/2.24: Control Tactical Airspace.** The staff, led by the Airspace Element, prepares and implements the tactical airspace control plan and provides all associated airspace control measures within the AO. The tactical airspace control plan prevents fratricide, enhances air and missile defense operations, and permits flexible use of airspace during tactical operations. ([#71-8-5715](#))

**MC Standard 2-1/2.25: Conduct Civil Affairs Operations.** The G9/S9 or civil affairs section prepares and publishes the civil affairs plan/appendix to the operations plan or operations order after participation in the military decisionmaking process. The civil affairs plan/appendix supports the mission and the commander's intent for civil affairs. ([#71-8-5400](#))

**MC Standard 2-1/2.26: Maintain Continuity of Mission Command.** The staff assists the commander in maintaining continuity of mission command throughout operations permitting the successful accomplishment of the mission through the succession of command and maintaining the functions and duties of the commander as well as the supporting functions and duties performed by the staff and others acting under the authority and direction of the commander. ([#71-8-5250](#))

|  |  |
|--|--|
| <b>MOE 3-2-1: Army leaders demonstrate an understanding of the MC system during PME and MC functional training.</b> TRADOC develops leaders to understand how to organize and employ the MC system in appropriate PME and functional training courses and academically assesses student proficiency. | <b>MOE 3-2-2: Army leaders demonstrate proficiency in organizing and employing the MC system during training, operations, and garrison activities.</b> FORSCOM, ASCCs, and their subordinate units develop leaders who are proficient in organizing and employing the MC system in appropriate training, operational, and garrison venues and assess leader proficiency. |
|--|--|

The following four additional MC Task standards apply to both MOE 3-2-1 and MOE 3-2-1 (3-2-1/2) as indicated:

**MC Standard 3-2-1/2.5: Conduct Information Protection.** The staff protects information using operations security, information assurance, computer network defense, and electronic protection to safeguard and defend friendly information and information systems. The staff protects information regardless of media, telephonic, on paper, on digital devices, or traversing networks and residing on information systems. The staff protects information from time collected until utilized by the users and decision makers and in accordance with the commander's intent. ([#71-8-5010](#))

**MC Standard 3-2-1/2.6: Operate the Mission Command Network.** Operate the Mission Command Network. Led by the S6/G6, the staff establishes, operates, and maintains the MC network within the Theater Network Capability and in accordance with unit standard operating procedures to enable information sharing,

collaborative planning, execution, and assessment that promote shared understanding and enable MC in the force and with unified action partners. ([#71-8-5003](#))

**MC Standard 3-2-1/2.7: Process Relevant Information.** The Staff processes relevant information to help the commanders build and maintain their situational understanding. The staff manages and evaluates relevant information to effectively create the common operational picture to better communicate relevant information and identify information gaps to the commander. ([#71-8-5315](#))

**MC Standard 3-2-1/2.8: Integrate Space Capabilities.** The staff, in coordination with the space support element, integrates space capabilities and vulnerabilities in accordance with the commander's intent and standard operating procedures. ([#71-8-5116](#))

*Alternative hyperlinks to the listed tasks are available through the Central Army Registry (CAR) at <https://rdl.train.army.mil/catalog/catalog/search.html> (insert task # in search engine) or at the Army Training Network (ATN) at <https://atn.army.mil/> (select task # as search criteria then enter the task number in search term). Tasks are often deleted as they are updated. If the link shows the task has been deleted, simply type in the task number in the CAR or ATN search engine and hit the search button.*

## Appendix G

# MC System Information Technology MOE Standards

**MOE 3-1: MC system information technology effectively enables the exercise of MC during training and operations.**

**MC Standard 3-1.1: Provides a robust network capability with converged voice, data, imagery, and video leveraging line-of-sight and beyond-line-of-sight means.** The network capability is a converged voice, data, imagery, and video leveraging line-of-sight and beyond-line-of-sight means that are reliable, protected, layered, and secure and defended in a cyberspace and electronic warfare environment. The network employs common policies and standards, identity management, and provides assured information and services.

**MC Standard 3-1.2: Provides operational control of network resources (cyberspace operations).** Information technology aspects of the MC system provide operational control of network resources, in accordance with command priorities, to meet mission requirements (i.e., rapidly changing task organization).

**MC Standard 3-1.3: Provides a standard and sharable geospatial foundation.** Information technology aspects of the MC system provides a standard and sharable geospatial foundation for a consistent, coordinated, and synchronized COP that enables all elements of the force to operate on the same map and support real-time coordination and collaboration.

**MC Standard 3-1.4: Displays and shares relevant information.** Information technology aspects of the MC system enable the receipt and dissemination of essential information for display on the COP from dismounted Soldier to all higher echelon CPs.

**MC Standard 3-1.5: Enables multi-form collaboration.** Information technology aspects of the MC system provide a common suite of tools and means that enable multi-form collaboration within the tactical, operational, and/or strategic community of interest.

**MC Standard 3-1.6: Creates, communicates, and rehearses orders.** Information technology aspects of the MC system enable the ability to collaboratively create, change, distribute, and rehearse mission orders (voice, written, and graphical) between CPs, platforms, dismounted leaders, and Soldiers.

**MC Standard 3-1.7: Provides Mission Command on-the-Move capabilities.** Information technology aspects of the MC system provide commanders the ability to monitor the COP to maintain SA and communications when away from the CP and while moving on the ground or in the air.

**MC Standard 3-1.8: Provides tailor-able running estimates for all warfighting functions.** Information technology aspects of the MC system support the running estimates for all warfighting functions in the tailor-able COP in accordance with commander's critical information requirements by continuously gathering, tracking and fusing logistic and intelligence and operational information to support tactical decision-making and continuous assessments (including conclusions and recommendations) of the unit's ability to conduct current and future operations.

**MC Standard 3-1.9: Provides unified action partner interoperability.** Information technology aspects of the MC system provide capability to coordinate and collaborate with authenticated unified action partners to exchange relevant intelligence and operational information.

**MC Standard 3-1.10: Provides Integrated Training Environment (ITE) for training and education support.** Information technology aspects of the MC system provide an ITE that supports live-virtual-constructive-gaming training environments and serves to enhance mission rehearsals. The system supports individual training and education, unit/collective training, and provides training and educational enablers.

*Derived from references: AROC-approved Mission Command Essential Capabilities (MCEC); Network-enabled Initial Capabilities Document (ICD); LandWarNet ICD; and Training & Education ICD.*

## Glossary

### SECTION I—ACRONYMS AND ABBREVIATIONS

|                |   |
|----------------|---|
| <b>ACOM</b>    | Army command  |
| <b>ADP</b>     | Army doctrine publication   |
| <b>AEAS</b>    | Army Enterprise Accreditation Standard  |
| <b>ALDS</b>    | Army Leader Development Strategy  |
| <b>AER</b>     | Academic Evaluation Report  |
| <b>AMC</b>     | U.S. Army Materiel Command  |
| <b>AMCS</b>    | Army Mission Command Strategy   |
| <b>AMCAP</b>   | U.S. Army Mission Command Strategy Assessment Plan  |
| <b>ARNG</b>    | U.S. Army National Guard  |
| <b>ASA-ALT</b> | Assistant Secretary of the Army for Acquisition, Logistics, and Technology                      |
| <b>ASCC</b>    | U.S. Army Service Component Command   |
| <b>ATEC</b>    | U.S. Army Test and Evaluation Command   |
| <b>ATN</b>     | Army Training Network   |
| <b>ATS</b>     | Army Training Strategy  |
| <b>BDE</b>     | Brigade   |
| <b>BN</b>      | Battalion   |
| <b>CAL</b>     | Center for Army Leadership  |
| <b>CALL</b>    | Center for Army Lessons Learned   |
| <b>CAR</b>     | Central Army Registry   |
| <b>CASAL</b>   | CAL Annual Survey of Army Leadership  |
| <b>Cdr</b>     | Commander   |
| <b>CEMA</b>    | cyber electromagnetic activities  |
| <b>CER</b>     | civilian evaluation report  |
| <b>CES</b>     | civilian education system   |
| <b>CONUS</b>   | continental United States   |
| <b>CP</b>      | command post  |
| <b>CoE</b>     | center of excellence  |
| <b>COP</b>     | common operational picture  |
| <b>CSA</b>     | Chief of Staff, Army  |
| <b>CSTP</b>    | USAR Combat Support Training Program  |
| <b>CTC</b>     | combat training center  |
| <b>DA</b>      | Department of the Army  |
| <b>DOTMLPF</b> | doctrine, organization, training, materiel, leadership and education, personnel, and facilities |
| <b>DRU</b>     | direct reporting unit   |
| <b>FORSCOM</b> | U. S. Army Forces Command   |
| <b>FY</b>      | fiscal year   |
| <b>GLO</b>     | general learning outcomes   |

|                 |   |
|-----------------|---|
| <b>HQDA</b>     | Headquarters, Department of the Army      |
| <b>HST</b>      | home station training                     |
| <b>ICD</b>      | initial capabilities document             |
| <b>IG</b>       | inspector general                         |
| <b>IMCOM</b>    | Installation Management Command           |
| <b>ITE</b>      | Integrated Training Environment           |
| <b>JTF</b>      | joint task force                          |
| <b>KM</b>       | knowledge management                      |
| <b>MC</b>       | mission command                           |
| <b>MC CoE</b>   | Mission Command Center of Excellence      |
| <b>MC MET</b>   | mission command mission essential task    |
| <b>MCTP</b>     | Mission Command Training Program          |
| <b>MCTSP</b>    | Mission Command Training Support Program  |
| <b>METL</b>     | mission essential task list               |
| <b>MSAF</b>     | Multi-Source Assessment and Feedback      |
| <b>MOE</b>      | measure of effectiveness                  |
| <b>MOP</b>      | measure of performance                    |
| <b>NCOER</b>    | noncommissioned officer evaluation report |
| <b>NETOPS</b>   | network operations                        |
| <b>NIE</b>      | Network Integration Evaluation            |
| <b>OBJ</b>      | Objective                                 |
| <b>OER</b>      | officer evaluation report                 |
| <b>OIL</b>      | observation, insight, lesson              |
| <b>PA</b>       | public affairs                            |
| <b>PME</b>      | professional military education           |
| <b>RC</b>       | Reserve Component                         |
| <b>SO</b>       | strategic objective                       |
| <b>SOP</b>      | standard operating procedure              |
| <b>T&amp;EO</b> | training and evaluation outlines          |
| <b>TAFT</b>     | Training Analysis Feedback Team           |
| <b>TBD</b>      | to be determined                          |
| <b>TBP</b>      | to be published                           |
| <b>TRADOC</b>   | U.S. Army Training and Doctrine Command   |
| <b>TSP</b>      | Training Support Program (USAR)           |
| <b>ULO</b>      | unified land operations                   |
| <b>USAEUR</b>   | U.S. Army, Europe                         |
| <b>USAR</b>     | U.S. Army Reserve                         |
| <b>USR</b>      | unit status report                        |
| <b>V&amp;V</b>  | validate and verify                       |
| <b>WfF</b>      | warfighting function                      |
| <b>WFX</b>      | warfighting exercise                      |

**SECTION II—TERMS****air domain**

The atmosphere, beginning at the earth's surface extending to the altitude where its effects upon operations become negligible. (JP1-02)

**Army Profession**

A vocation comprised of experts certified in the ethical design, generation, support, and application of land combat power, serving under civilian authority, entrusted to defend the Constitution and the rights and interests of the American people. (ADRP 1)

**civilian education system**

Is the foundation of the Army's leader development program for all Army Civilians, providing progressive and sequential education courses throughout their careers.

**collective training**

Training either in institutions or units that prepares cohesive teams and units to accomplish their missions on the battlefield and in operations other than war. (TR 350-1)

**command**

The authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. (JP 1-02)

**commander's intent**

A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. (ADP 6-0)

**competency**

A competency is a cluster of related knowledge and skills that affect a major part of one's job (a role or responsibility), that correlates with performance on the job, that can be measured against accepted standards and that can be improved via training and development.

**control**

The regulation of forces and warfighting functions to accomplish the mission in accordance with the commander's intent. (ADP 6-0)

**cyber electromagnetic activities**

Activities leveraged to seize, retain, and exploit an advantage over adversaries and enemies in both cyberspace and the electromagnetic spectrum, while simultaneously denying and degrading adversary and enemy use of the same and protecting the mission command system. (ADP 6-0)

**cyber space**

A global domain within the information environment consisting of the interdependent network of information technology infrastructures and resident data, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers (JP1-02)

**doctrine**

Doctrine, the "D" in the DOTMLPF domain, is fundamental principles by which the military forces, or elements thereof, guide their actions in support of national objectives. Principal MC-related doctrinal resources are ADPs 3-0, 5-0, 6-0, 6-22, and 7-0, their associated ADRPs, field manuals (FM), and ATPs. Every MC-related doctrine product or service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

**education**

Instruction with increased knowledge, skill, and/or experience as the desired outcome for the student. This is in contrast to training, where a task or performance basis is used and specific conditions and standards are used to assess individual and unit proficiency.

**facilities**

Facilities include real property consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land. Principal MC-related facilities include all real property and infrastructure supporting MC training, education, and experiences (i.e. mission training complexes). The Every MC-related facility helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

**functional training**

Training designed to qualify leaders, Soldiers, and Army Civilians for assignment to duty positions that require specific functional skills and knowledge. (TR 350-1)

**indicator**

In the context of assessment, an item of information that provides insight into a measure of effectiveness or measure of performance (ADRP 5-0)

**institutional (generating) force**

The institutional force mans, trains, equips, deploys, and ensures the readiness of all Army forces and consists of Army organizations not assigned to a combatant commander whose primary mission is to generate and sustain the operating forces of the Army. (ADP-1)

**integration**

The process of comprehensive analysis, design, and assessment of requirements, concepts, and resources to combine and arrange DOTMLPF requirements and solutions to unify and improve warfighting capabilities. (TR 71-20)

**knowledge management**

The process of enabling knowledge flow to enhance shared understanding, learning and decisionmaking.

**land domain**

The area of the earth's surface ending at the high watermark and overlapping with the maritime domain in the landward segment of the littorals. (JP1-02)

**leader development**

The deliberate, continuous, sequential and progressive process, grounded in Army values, that grows Soldiers and Army Civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the lifelong synthesis of the knowledge, skills, and experiences gained through the developmental domains of institutional training and education, operational assignments, and self-development. (AR 350-1)

**leadership and education**

Leadership and education, the "L" in the DOTMLPF domain, defines leadership as the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. Education is continuous and progressive instruction and other programmed activity designed to develop knowledge, skills, and abilities. MC provides the framework for applying leadership at all levels and across all cohorts for maximum effect in the conduct of ULO. Every MC-related leadership and education product or service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

**maritime domain**

The oceans, seas, bays, estuaries, islands, coastal areas, and the airspace above these, including the littorals. (JP1-02)

**materiel**

Materiel, the “M” component of the DOTMLPF domain, encompasses all items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. Principal MC-related materiel resources include Soldier and leader dismounted equipment, platforms, command posts, transport, applications, software, power generation and other enablers, simulation equipment, infrastructures, and network services. Every MC related material product and service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

**measure of effectiveness**

A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. (JP 3-0)

**measure of performance**

A criterion used to assess friendly actions that is tied to measuring task accomplishment. (JP 3-0)

**mission command (philosophy)**

The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander’s intent to empower agile and adaptive leaders in the conduct of unified land operations. (ADP 6-0)

**mission command system**

The arrangement of personnel, networks, information systems, processes, procedures, facilities, and equipment that enable commanders to conduct operations. (ADP 6-0)

**mission command warfighting function**

The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control to integrate the other warfighting functions. (ADP 6-0)

**mission orders**

Directives that emphasize to subordinates the results to be attained, not how they are to achieve them. (ADP 6-0)

**operational force**

The operational force includes forces whose primary missions are to participate in combat and the integral supporting elements thereof. (ADP 1)

**organization**

Organization, the “O” component of the DOTMLPF domain, encompasses units with varied functions enabled by a structure where individuals cooperate systematically to accomplish a common mission and directly provide or support warfighting capabilities. Principal MC-related organizational resources are outlined in TOE, MTOE, tables of distribution and allowances (TDA), and associated contractor support. Every MC related organization product and service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

**personnel**

Personnel, the “P” component of the DOTMLPF domain, encompasses development of manpower and personnel plans, programs, and policies necessary to man, support and sustain the Army. Principal MC-related personnel resources include aspects of personnel manpower plans, programs, and policies that govern assignments, career development, evaluations, promotions, and command selection. MC personnel broadly includes all Army leaders and Functional Areas designed to support mission command tasks (i.e. FA-29, electronic warfare; FA-30, information operations). Every MC related program or policy and service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

**prudent risk**

A deliberate exposure to potential injury or loss when the commander judges the outcome in terms of mission accomplishment as worth the cost. (ADP 6-0)

**space environment**

The environment corresponding to the space domain, where electromagnetic radiation, charged particles, and electric and magnetic fields are the dominant physical influences, and that encompasses the earth's ionosphere and magnetosphere, interplanetary space, and the solar atmosphere. (JP1-02)

**standard**

The AMCAP uses the term standard in a manner synonymous with the TRADOC Pamphlet 350-70-1, *Training Development In Support of the Operational Domain*, definition of task standard. The task standard provides the criteria for determining the minimum acceptable level of task performance under operating conditions. The same definition is used so there would be only one set of standards in the AMCAP and in the T&EOs (available on ATN or the CAR) that are used across the force on a daily basis. (TRADOC Pamphlet 350-70-1)

**surveys**

The intent of surveys is to conduct focus group sessions and interviews with Army Professionals (e.g., during CTC outbriefs and after action reports) in order to give interpretations of survey findings, recommendations for remediation of findings that require attention, and perceptions of the state of mission command and the Army Profession.

**synchronization**

The process of coordinating the timing of the delivery of capabilities, often involving different initiatives, to ensure the evolutionary nature of these deliveries satisfies the capabilities needed at the specified time that they are needed. Synchronization is particularly critical when the method of achieving these capabilities involves a family of systems or system of systems approach. (CJCSI 3170.01G)

**training**

An organized, structured process based on sound principles of learning designed to increase capabilities to perform specific military functions and associated individual and collective tasks. Training increases the ability to perform in known situations with emphasis on competency, physical and mental skills, knowledge, and concepts. Principal MC-related training resources include: training areas; ranges; combat training centers; conduct the MC operations process T&EO and associated individual and collective task lists; mission training complexes; installation as a docking station; TADSS; training support packages (TSP); Integrated Training Environment (ITE); and Army Training Network (ATN). Every MC related training product and service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

**training aids, devices, simulators, and simulations**

A general term that includes combat training center and training range instrumentation, tactical engagement simulations, battle simulations (live, virtual, constructive, & gaming within integrated training environment), targetry, training-unique ammunition, and dummy, drill, and inert munitions. All of these are subject to the public laws and regulatory guidance governing the acquisition of materiel. (TR 350-1)

**unity of command**

The operation of all forces under a single responsible Commander who has the requisite authority to direct and employ those forces in pursuit of a common purpose. (JP 3-0)

**warfighting function**

A group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and train objectives. The warfighting functions serve as an intellectual organization for common critical functions. There are six warfighting functions in Army doctrine: mission command, movement and maneuver, intelligence, fires, sustainment and protection. (ADP 3-0)