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Training the Mission Command Warfighting Function

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Preface

TC 6-0 is the introductory guide for commanders at battalion through corps levels to use during unit training management and planning. This publication does not address specific training activities; it provides the background information for commanders, leaders, and Soldiers who plan, prepare, execute, and assess training of mission command at battalion, brigade, division, corps, and joint levels. This TC provides the background to the follow-on planned TCs within the TC 6 series:

- TC 6-6, *Training the Mission Command Warfighting Function – Transitioning to a Joint Task Force Headquarters.*

TC 6-0 includes several training audiences: battalion and above commanders, the chiefs of staff, deputy commanding officers, executive officers, and operations officers (S-3 or G-3).

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and in some cases host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

TC 6-0 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which TC 6-0 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which TC 6-0 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

TC 6-0 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

The proponent of TC 6-0 is the U.S. Army Mission Command Center of Excellence. The preparing agency is the Directorate of Training, U.S. Army Mission Command Center of Excellence, Combined Arms Center, Fort Leavenworth, KS. Send comments and recommendations on a DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, U.S. Army Mission Command Center of Excellence, ATTN: DOT MCCOE, Bldg. 472, Room 301, 310 McPherson Ave., Ft. Leavenworth, KS 66027; or submit an electronic DA Form 2028.
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Introduction

The Army defines *mission command* as the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander’s intent to empower agile and adaptive leaders in the conduct of unified land operations (ADP 6-0). Effective commanders use this publication to increase the state of readiness within their headquarters to ensure their units are prepared to conduct unified land operations.

This publication highlights the training pathway for the commander and staff as they implement the mission command system in the rest of the forthcoming TC 6 series. Figure introduction-1 on page vi illustrates this pathway as the exercise of mission command. Unlike most training circulars, this publication does not address specific training activities. Instead, this publication provides the introductory information that commanders, leaders, and Soldiers need to train on mission command. This publication breaks down the mission command system into two sub categories: the command post (including personnel, equipment, processes and procedures) and mission command information system (MCIS) (discussed more fully in the forthcoming TC 6-0.1). This TC briefly discusses the mission command system networks. To assist commanders in building and maintaining their overall mission command and unit readiness, this TC provides mission command training tables (MCTTs) designed to function and be applied like those of typical gunnery tables that commanders use to certify and validate crews throughout the force. The tables are divided into the four distinct categories mentioned above: the commander, the staff, the command post, and digital crews. This TC provides information about the Army’s approach to training the mission command warfighting function and highlights several training considerations and enablers that, when implemented, will improve unit readiness.
**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 in order to integrate the other warfighting functions.

A series of mutually supported tasks...

<table>
<thead>
<tr>
<th>Commander Tasks:</th>
<th>Staff Tasks:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Drive the operations process through the activities of understand, visualize, describe, direct, lead, and assess</td>
<td>- Conduct the operations process (plan, prepare, execute, and assess)</td>
</tr>
<tr>
<td>- Develop teams, both within their own organizations and with unified action partners</td>
<td>- Conduct knowledge management, information management, and foreign disclosure</td>
</tr>
<tr>
<td>- Inform and influence audiences, inside and outside their organizations</td>
<td>- Synchronize information-related capabilities</td>
</tr>
<tr>
<td></td>
<td>- Conduct cyberspace electromagnetic activities</td>
</tr>
</tbody>
</table>

**Additional Tasks:**

- Conduct civil affairs operations
- Conduct airspace control
- Conduct military deception
- Conduct information protection
- Install, operate, and maintain the Department of Defense information network

**Enabled by a system...**

<table>
<thead>
<tr>
<th>Mission Command System:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Personnel</td>
</tr>
<tr>
<td>- Networks</td>
</tr>
<tr>
<td>- Information systems</td>
</tr>
<tr>
<td>- Facilities and equipment</td>
</tr>
<tr>
<td>- Processes and procedures</td>
</tr>
</tbody>
</table>

Together, the mission command philosophy and warfighting function guide, integrate, and synchronize Army forces throughout the conduct of unified land operations.

Figure introduction-1. The exercise of mission command
Chapter 1

Organization of the Headquarters

This chapter discusses the organization of a headquarters at different echelons. Commanders and staffs training in tasks of mission command require knowledge of this organization. This chapter discusses the basic organization of the staff at each echelon. Knowledge of the parts of the headquarters enables commanders to better train, certify, and validate the mission command warfighting function using a standardized, holistic, and comprehensive training model.

OVERVIEW

1-1. To successfully conduct mission command, commanders and staffs need to first clearly understand the organizations. Unit commanders refer to their specific organizational doctrine and the unit’s modified table of organization and equipment (MTOE) for specific information on their organizational construct. This publication aligns with current organizational doctrine. It does not, however, attempt to address every organizational Army unit. FM 6-0 is the authority on commander staff organization and operations.

1-2. The TC 6 series describes the mission command training program in four essential areas: the commander, the staff, the command post, and the digital systems. Commanders exercise mission command. TC 6-0 assists the commander in the background and foundation of training, certifying, and validating the mission command warfighting function using a standardized, holistic, and comprehensive training model. Staffs support the commander in understanding, visualizing, and describing an operational environment; making and articulating decisions; and directing, leading, and assessing military operations. The command post provides the headquarters organized and staffed to carry out activities. The digital systems provide the power behind conducting mission command. The five components of the mission command system are personnel, networks, information systems, processes and procedures, and facilities and equipment.

1-3. The TC 6 series uses mission command training tables (MCTTs) for training, certification, and validation of the commander, their staff, the unit command post, and digital systems. For training purposes, the digital systems are limited to the mission command information system (MCIS)—the information system component of mission command. See table 1-1 page 1-2. There are ten MCTTs. Tables I through VI compose the cell and section based training. Tables VII through IX address staff and augmentee based training. Table X is the formal evaluation of training. In all but Tables IX and X, the commander, staff, command post and digital systems have tasks to perform. For more information about the tables listed below, see the unit echelon specific TC within the TC 6 series.
Table 1-1. Mission command training tables

<table>
<thead>
<tr>
<th>Digital Crew</th>
<th>Command Post</th>
<th>Staff</th>
<th>Commander</th>
</tr>
</thead>
<tbody>
<tr>
<td>Execute basic MCIS operations</td>
<td>Conduct pre-combat inspection</td>
<td>Organize staff &amp; acclimate skills at the section level</td>
<td>Establish the MDMP and develop training strategy</td>
</tr>
<tr>
<td>Integrate command post systems</td>
<td>Establish organizational business rules / develop training strategy</td>
<td></td>
<td>Establish the training environment, operational organization, and develop training</td>
</tr>
<tr>
<td>Develop operational picture</td>
<td>Establish staff or cell process integration and operations</td>
<td>Frame the operation</td>
<td></td>
</tr>
<tr>
<td>Execute battle management</td>
<td>Conduct command post survival or sustainability</td>
<td>Establish Staff or Cell based operations</td>
<td>Prepare the headquarters for operations</td>
</tr>
<tr>
<td>Complete MCIS certification</td>
<td>Conduct command post certification</td>
<td>Complete the MDMP</td>
<td>Assess and certify the headquarters</td>
</tr>
<tr>
<td>Integrate mission command system</td>
<td>Conduct command post operations</td>
<td>Complete mission command system</td>
<td>Direct MCIS integration</td>
</tr>
<tr>
<td>Synchronize operations with unified partners</td>
<td>Sustain the exercise rehearsed</td>
<td>Exercise mission operations with unified partners</td>
<td></td>
</tr>
<tr>
<td>Mission command validation exercise</td>
<td>Mission command validation exercise</td>
<td>Exercise mission operations and the science of control</td>
<td>Exercise mission command through the art of command and the science of control</td>
</tr>
</tbody>
</table>

MCIS mission command information system
MDMP military decisionmaking process
BATTALION HEADQUARTERS ORGANIZATION

1-4. This section describes a battalion headquarters. Although the Army has numerous types of battalions, this publication discusses only two types of battalions as examples: the combined arms battalion as a maneuver example and the brigade support battalion (BSB) as a maneuver support example. The MCTTs for battalion-sized units are located in the forthcoming TC 6-2, Training the Mission Command Warfighting Function for Battalions, Brigades, and Brigade Combat Teams.

SAMPLE MANEUVER BATTALION HEADQUARTERS

1-5. One type of maneuver battalion is a combined arms battalion headquarters. This headquarters consists of the commander, command sergeant major, executive officer, staff officers, battle captains, and additional sustainment staff. Figure 1-1 illustrates the staff of the combined arms battalion headquarters. See ATP 3-90.5 for a more detailed discussion of a combined arms battalion.

Figure 1-1. Combined arms battalion staff organization

1-6. The command post (CP) for a battalion headquarters consists of the personnel that facilitate the exercise of mission command by commanders and their staffs. The combined arms battalion employs as many as four command posts: the main CP, the tactical CP, the combat trains command post, and the field trains command post. CP personnel for a battalion headquarters consist of the operations sergeant major, mechanics, radio transmission operators (RTOs), master gunners (to include digital), security personnel (entry control and area security), signal personnel to set up and maintain the network, and the battle noncommissioned officer (NCO). Collective Task 71-BN-0050, Establish a Battalion Command Post in an Operational Environment, has details to establish a battalion command post.

1-7. For this publication, the MCIS consists of both the mission command warfighting function information systems and the operators of each respective system, as per unit MTOEs. See TC 6-0.1, Mission Command Information Systems Integration Training and Qualification: Digital Crew, for MCIS crew qualifications and standards.
**SAMPLE MANEUVER SUPPORT BATTALION HEADQUARTERS**

1-8. One type of maneuver support battalion is a BSB headquarters. This headquarters consists of the commander, command sergeant major, executive officer, staff officers, battle captains, and additional sustainment staff. Figure 1-2 illustrates the BSB headquarters. Of note, figure 1-2 represents a typical MTOE layout for the BSB. ATP 4-90 discusses the BSB in greater detail.

![BSB headquarters and staff](image)

1-9. The BSB employs two CPs: the main CP and the tactical CP. CP personnel consist of the operations sergeant major, mechanics, RTO, master gunners (to include digital), security personnel (entry control and area security), signal personnel to set up and maintain the network, and the battle NCO. See Collective Task 71-BN-0050, *Establish a Battalion Command Post in an Operational Environment*, for a discussion of establishing a battalion command post.

1-10. For this publication, the MCIS consists of both the mission command warfighting function information systems and the operators of each respective system, as per unit MTOEs. See TC 6-0.1, *Mission Command Information Systems Integration Training and Qualification: Digital Crew*, for MCIS crew qualifications and standards.

**BRIGADE HEADQUARTERS ORGANIZATION**

1-11. This section describes a brigade headquarters. The Army has several types of brigades. This publication discusses only two brigades: the brigade combat team (BCT) to illustrate a maneuver brigade and the maneuver enhancement brigade (MEB) to illustrate a maneuver support brigade. The MCTTs for brigade or regiment sized units are located in TC 6-2, *Training the Mission Command Warfighting Function for Battalions, Brigades, and Brigade Combat Teams*.

**SAMPLE MANEUVER BRIGADE HEADQUARTERS**

1-12. One type of maneuver brigade is a BCT. The BCT headquarters consists of the commander, personal staff, coordinating staff, and special staff. Figure 1-3 illustrates the BCT headquarters staff. Units can augment the BCT staff with additional support personnel as mission requirements vary. FM 3-96 discusses the headquarters of a BCT in greater detail.
1-13. The BCT employs four CPs: the main CP, the tactical CP, the command group, and the early-entry command post. CP personnel typically consist of the operations sergeant major, mechanics, RTO, master gunners (to include digital), security personnel (entry control and area security), signal personnel to set up and maintain the network, and battle NCOs. Collective Task 71-BDE-0050, Establish a Brigade/Group Command Post in an Operational Environment, discusses tasks to establish the brigade command post.

1-14. For this publication, the MCIS consists of both the mission command warfighting function information systems and the operators of each respective system, as per unit MTOEs. See TC 6-0.1, Mission Command Information Systems Integration Training and Qualification: Digital Crew, for MCIS crew qualifications and standards.

**SAMPLE MANEUVER SUPPORT BRIGADE HEADQUARTERS**

1-15. One type of maneuver support brigade is the MEB. The MEB headquarters consists of the commander, personal staff, coordinating staff, and special staff. They include the command sergeant major, executive officer, S-1, S-2, S-3, S-4, S-6, staff judge advocate, brigade surgeon, engineer, and other unit specific support positions. The MEB headquarters is described in greater detail in FM 3-81.

1-16. The CP consists of the personnel that facilitate the conduct of mission command by commanders and their staffs. The MEB employs the main CP and the tactical CP. CP personnel consist of the operations sergeant major, mechanics, RTO, master gunners (to include digital), security personnel (entry control and area security), signal personnel to set up and maintain the network, and the battle NCO. See Collective Task 71-BDE-0050, Establish a Brigade/Group Command Post in an Operational Environment, to establish a brigade command post.
1-17. For this publication, the MCIS consists of both the mission command warfighting function information systems and the operators of each respective system, as per unit MTOEs. See TC 6-0.1, *Mission Command Information Systems Integration Training and Qualification: Digital Crew*, for MCIS crew qualifications and standards.

**DIVISION HEADQUARTERS ORGANIZATION**

1-18. This section discusses the organization of the division headquarters. The division headquarters staff is outlined in figure 1-4. ATP 3-91 and FM 6-0 discuss the division headquarters in greater detail. The MCTTs for divisions are located in TC 6-4, *Training the Mission Command Warfighting Function for Divisions and Corps*.

![Division headquarters organizational diagram](image-url)

**Figure 1-4. Division headquarters organizational diagram**

1-19. The division CP consists of the personnel that facilitate the conduct of mission command by commanders and their staffs. The division employs the main CP, the tactical CP (which can be configured into an early-entry command post), and the mobile command group. CP personnel consist of the operations sergeant major, mechanics, RTOs, master gunners (to include digital), security personnel (entry control and area security), signal personnel to set up and maintain the network, and the battle NCOs. See Collective Task
71-DIV-0050, *Establish a Division Command Post in an Operational Environment*, to establish a division command post.

1-20. For this publication, the MCIS consists of both the mission command warfighting function information systems and the operators of each respective system, as per unit MTOEs. See TC 6-0.1, *Mission Command Information Systems Integration Training and Qualification: Digital Crew*, for MCIS crew qualifications and standards.

**CORPS HEADQUARTERS ORGANIZATION**

1-21. This section discusses the organization of the corps headquarters. The corps headquarters staff is outlined in figure 1-5. ATP 3-92 and FM 6-0 discuss the corps headquarters. The MCTTs for corps are located in TC 6-4, *Training the Mission Command Warfighting Function for Divisions and Corps*.

![Corps headquarters organizational diagram](image)

**Figure 1-5. Corps headquarters organizational diagram**

1-22. The corps CP consists of the personnel that facilitate the conduct of mission command by commanders and their staffs. The corps employs the main CP, the tactical CP, and the command group. The corps commander may establish centers for specific functions (for example, establish a movement control center to perform transportation tasks) with unified action partners. CP personnel consist of the operations sergeant major, mechanics, RTO, master gunners (to include digital), security personnel (entry control and area security), signal personnel to set up and maintain the network, and battle NCOs. See Collective Task 71-
CORP-0050, *Establish a Command Post in an Operational Environment for Corp*, to establish a corps command post.

1-23. For this publication, the MCIS consists of both the mission command warfighting function information systems and the operators of each respective system, as per unit MTOEs. See TC 6-0.1, *Mission Command Information Systems Integration Training and Qualification: Digital Crew*, for MCIS crew qualifications and standards.
Chapter 2
The Operations Process

This chapter discusses the operations process. It provides a systematic approach to apply the principles of mission command to training mission command as a warfighting function. It first discusses the connection between the operations process and exercising mission command. Then the chapter discusses the collective task 5100 series. Leaders, commanders, and Soldiers use the collective task 5100 series to train, certify, and validate units in their mission command tasks.

TRAINING AND EVALUATION OUTLINE

2-1. The Army’s framework for exercising mission command is the operations process: planning, preparing, executing, and continuously assessing the operation. Commanders, supported by their staffs, use the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe their operational environment; make and articulate decisions; and direct, lead, and assess military operations. (See ADRP 5-0 for a detailed discussion of the operations process.) The commander uses the operations process for training, certifying, and validating the staff using an echelon specific mission command training and evaluation outline (T&EO). The training and evaluation outline is a summary document that provides information on individual or collective task training objectives, resource requirements, and evaluation procedures (FM 7-0).

2-2. Commanders and staffs use T&EOs. The commander and staff have important roles in executing the operations process as depicted in figure 2-1.

![Figure 2-1. The operations process](image-url)
2-3. The commander’s role is to drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing operations as depicted in figure 2-2. The staffs assist commanders with understanding situations, making and implementing decisions, controlling operations, and assessing progress. In addition, the staffs assist subordinate units (commanders and staffs) and inform other units and organizations outside the headquarters throughout the conduct of operations.

![Figure 2-2. The commander’s role in the operations process](image)

2-4. The proponent develops T&EOs (collective tasks) that units must accomplish to properly conduct collective training. A single T&EO is not only the rubric with which the command will be assessed for each task, it is also the training mechanism that the command uses to become proficient at that task. Unit training plans ideally center on training for mission-essential tasks derived from the unit’s mission-essential task list (METL). Each mission-essential task has a tailored T&EO required to be trained and evaluated. It consists of major procedures (steps or actions) that a unit or individual must accomplish to perform a task to standard.

2-5. Each T&EO contains the following:
- Task number.
- Task title.
- Distribution restriction.
- Destruction notice.
- Foreign disclosure.
- Supporting references.
- Condition.
- Standard.
- Live fire.
- Notes.
- Performance steps.
- Performance measures.
- Task performance and evaluation summary block.
- Prerequisite collective tasks.
- Supporting collective tasks.

Appendix B of FM 7-0 discusses the parts of a T&EO in detail.
5100 SERIES TASKS

2-6. The Mission Command Center of Excellence published the 71-XX-5100 series of collective T&EOs to assist commanders in training the operations process. Table 2-1 shows each collective task by echelon.

Table 2-1. The 5100 Series

<table>
<thead>
<tr>
<th>Echelon</th>
<th>Commander</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Battalion</td>
<td></td>
<td>71-BN-5100</td>
</tr>
<tr>
<td>Brigade</td>
<td></td>
<td>71-BDE-5100</td>
</tr>
<tr>
<td>Division</td>
<td></td>
<td>71-DIV-5100</td>
</tr>
<tr>
<td>Corps</td>
<td></td>
<td>71-CORP-5100</td>
</tr>
<tr>
<td>Theater army</td>
<td></td>
<td>71-TA-5100</td>
</tr>
<tr>
<td>Joint</td>
<td></td>
<td>71-JNT-5100</td>
</tr>
</tbody>
</table>

2-7. In the 71-XX-5100 series, training for mission command would involve leaders at different levels. Since identification and participation of leaders is essential, the note on the applicable T&EO identifies the key leaders for the task. For example, in Collective Task 71-BN-5100, *Conduct the Mission Command Operations Process for Battalions, leaders* are defined as the commander, executive officer, command sergeant major, battle captain, operations sergeant, commanders of assigned or attached units, different staff officers CBRN officer, signal support NCO, battalion maintenance officer, chaplain, physician assistant, and anyone designated by the commander. Key leaders are required to participate in training. If a key leader fails to participate in training in the 71-XX-5100 series, then the task cannot be evaluated as meeting the standard.

2-8. Collective tasks are evaluated using an objective task evaluation criteria matrix (see figure 2-3 on page 2-4). As appendix B of FM 7-0 explains, unit leaders objectively evaluate unit task proficiency. In training in the 71-XX-5100 series, if a subordinate replaces a key leader in the task (for example, the assistant S-4 stands in for the S-4), then the unit still receives a reduction on key leaders present. Key leaders are those assigned to fill positions listed in the table of organization and equipment (TOE). If the leader position listed on the TOE is not filled, the unit still receives the reduction. For more detailed information on training and using the objective task evaluation criteria matrix, see FM 7-0.
Figure 2-3. Objective task evaluation criteria matrix

2-9. Units do not complete the 5100 series T&EOs independently but when performing another collective task. For example, when the brigade conducts an attack, the commander uses Collective Task 71-BDE-5100, _Conduct the Mission Command Operations Process for Brigades_, to ensure that the brigade completes the operations process in a manner that leads to the desired end state and meets the commander’s intent. See figure 2-4 for how this could apply. Units should see their echelon specific TC in the TC 6 series for more details.
Each T&EO contains numerous tasks that can support the command in executing the operations process. These collective and individual tasks are annotated at the bottom of the T&EO in the “Supporting Collective Tasks” section. For example, a battalion commander is leading the operations process as the battalion prepares for defensive operations. The commander notices that the staff is struggling with processing relevant information and integrating situational understanding through knowledge management. The commander uses the T&EOs (Collective Task 71-BN-5315, Process Relevant Information for Battalions, and Collective Task 71-BN-5330, Integrate Situational Understanding through Knowledge Management for Battalion) listed at the bottom of the 5100 task T&EO to give the staff clear and directed training on those two aspects of mission command.

The 5100 series tasks enhance the execution of collective tasks units conduct in accordance with their designated capabilities and assigned METLs.
Appendix A

Training Support

Army training support consists of three complementary varieties: products, programs, and facilities. These can each function a distinct “stand-alone” enabler such as an ammunition simulator or as part of a combined entity such as a mission training complex where facilities, services, and products work together.

OVERVIEW

A-1. The Army Training Support System is a system of systems that provides the networked, integrated, and interoperable training support necessary to enable an operationally relevant training environment for warfighters, across all three domains (operational, institutional, and self-development) and all three components (the Regular Army, the Army National Guard, and the Army Reserve). The Army Training Support System supports training and education for all levels, from the individual to echelons above corps. This appendix lists some key training support resources that enable learning mission command and that are available to unit leaders. Agile and adaptive leaders use resources to build a robust training environment in which they can master the exercise of mission command.

PRODUCTS

A-2. Products such as training aids, devices, simulators, and simulations (TADSS) can help replicate the operational and mission variables of a complex operational environment. These training support enablers allow leaders flexibility, increased capabilities to conduct demanding and realistic training at home station, time and budget savings, and an accurate assessment of proficiency. By blending live training with one or more of the available training enablers, leaders can expand both the size of the training area and the complexity of an operational environment to maximize training effectiveness.

DIVISION EXERCISE TRAINING AND REVIEW SYSTEM

A-3. Division eXercise Training and Review System (DXTRS) is a low overhead staff trainer for staff officers and NCOs at the battalion through corps levels. It is focused on major combat operations. DXTRS is a constructive simulation being released in a new version known as the brigade/battalion release. This version is designed for use at the advanced course level in the training and doctrine command (known as TRADOC) schools and is also available on the Army’s “Milgaming” Site for use at the unit level. DXTRS has proven to be an outstanding war-gaming tool. It also allows units to train using their organizational real-world mission command equipment. The system provides for the construction of scenarios involving small or major combat operations to train staff officers and NCOs as individuals or in small groups.

JOINT LAND COMPONENT CONSTRUCTIVE TRAINING CAPABILITY–ENTITY RESOLUTION FEDERATION

A-4. Joint land component constructive training capability–entity resolution federation (JLCCTC–ERF) is a federation of simulations, data collection, and after-action review tools. It stimulates mission command networks and systems to facilitate battle staff collective training by requiring staff reaction to incoming digital information while executing the commander’s tactical plan. The targeted training audience is composed of brigade and battalion battle staffs; this training consists of functional CP training and full CP training.
**WARFIGHTER’S SIMULATION SYSTEM**

A-5. The warfighter’s simulation (WARSIM) system—a component of JLCCTC-ERF—uses a software computer-based simulation and associated hardware to support the planning, decision-making and operational execution of unit commanders and their staffs from battalion through theater levels as well as the training events in educational institutions. The WARSIM trains and provides mission-rehearsal capabilities for Army and joint commanders and their staffs during stability operations, peacetime and wartime. Additionally, the WARSIM portrays activities associated with post-employment operations such as war termination and post-conflict operations including restoring order, supplementing civilian government, providing humanitarian assistance, redeployment, reconstitution and demobilization. The simulation accounts for the time and space factors associated with large unit movements as well as the differences between heavy and light units. The simulation allows all units, including warfighting function units, to be committed to combat operations in response to threats in a rear area. The WARSIM enables units worldwide to train using their organizational real-world mission command equipment.

**INTEGRATED TRAINING ENVIRONMENT**

A-6. The integrated training environment is a system of systems that, by design, combines and connects key training enablers in a persistent and consistent manner to accurately stimulate mission command systems to meet the commander's training objectives within an operational environment. In the future, the synthetic training environment will offer a single synthetic environment. This environment will use one world terrain, common authoritative data, and models that will be cloud-enabled through the Army Enterprise Network. Additionally, this environment will be services-based through the common operating environment. Lastly a synthetic training environment will be available for use anywhere a Soldier needs it.

**SERVICES**

A-7. The global simulation capability (sometimes called GSC) provides commanders (division and above) with a high quality constructive multi-resolution federation (MRF)-WARSIM capability to conduct command post exercises at home station. The global simulation capability supports exercises through many simulation support options. It supports a wide range of command post exercise training on an expanding library of terrain options such as areas of Caspian Sea, Middle East, Europe, and Asia as well as decisive action training environments (DATEs). The global simulation capability has exercise planning assistance available in accordance with the desires of the training unit. The global simulation capability provides the following:

- Direct support to the Army’s Mission Command Training Program and other combat training center (CTC) initiatives.
- Direct support to forces command (known as FORSCOM) for exercises for division and above based in the continental United States.
- Sustainment simulation support for exercises worldwide.
- In coordination with 7th Signal Command, facilitate the global simulation capability network in support of distributed training between installations and centers of excellence.
- Support to other regional simulation centers as required and based on available resources to meet mission command training requirements.

**FACILITIES**

A-8. Several training facilities exist for individual and collective training.

**MISSION TRAINING COMPLEX**

A-9. Mission training complexes (MTCs) are facilities available to operational units to support achieving METL-focused training objectives. MTCs are organized and equipped to support collective and individual training. They are resourced through the Mission Command Training Support Program (known as MCTSP) and managed by U.S. Army Combined Arms Center – Training (CAC-T). These complexes are the focal point for simulation or stimulation support for command post exercises and operator instruction for MCISs.
Specific MTC support priorities come from the operational force headquarters that each MTC directly support, but also considers multi-component requirements from their service areas. MCTs are manned, equipped, and organized for area support to the total Army. MTCs provide the following capabilities:

- Operator, leader, staff section, staff, integrated command post, and MCIS training support.
- A live, virtual, constructive-gaming (LVC-G) capability that offers medium fidelity operational environment support to individual and collective training.
- Classrooms equipped with the functional and common systems or servers to enable constructive simulation or stimulation to support command post exercises and train MCIS operators.
- A reconfigurable tactical operations center equipped with MCISs to support battalion and higher-level staff training.
- Exercise support personnel augmentation to operational unit exercise control and opposing force organizations.
- Network connectivity of training enablers that allows integrated vertical and horizontal training and reach such as field training areas, ranges, other MTCs, CTCs, foundry, deployed forces, and centers of excellence or schools.
- Trainers and instructors certified by each MTC director to support individual and collective training. Qualified instructor certification programs are based on appropriate proponent-approved training support packages and centers of excellence or schools.
- Individual and collective MCIS training support.
- Ability to exercise on both lower and upper tactical internet (TI) to provide the transition in systems for the operational picture in support of their companies and brigade headquarters achievement of shared understanding.

COMBAT TRAINING CENTER

A-10. The Army’s CTCs serve as the premier leader development and collective training venues in the world. The CTCs provide a complex, challenging operational environment, highly capable opposing forces, professional observer-controller/trainers who are doctrinal experts, and world class instrumentation to capture cause-and-effect data. CTCs focus on performance-oriented training in a DATE-based scenario assessed against established tasks, conditions, and standards. CTCs include the three “dirt” CTCs—the National Training Center (best known as NTC), the joint readiness training center (called the JRTC), and the joint multinational readiness center—as well as the Mission Command Training Program (MCTP).

A-11. The dirt CTCs serve a dual role in generating unit readiness while also serving as a crucible experience for leader development. Commanders exercise mission command for their units in an environment that replicates their anticipated deployment, while commanders of nondeploying and regionally aligned forces exercise mission command in the DATE. No matter the environment, dirt CTCs support unit readiness by setting the conditions under which BCTs can demonstrate a fully trained mission command warfighting function proficiency. Likewise, they support leader development by increasing the agility and adaptability of leaders from a fire team to BCT in practicing the art of command and science of control.

A-12. The MCTP is the Army’s primary CTC for mission command training using constructive simulations as portrayed by a professional opposing forces. The MCTP supports Army unit readiness, force generation processes, mission preparation progression, and other Army requirements. The MCTP conducts or supports training that simulates unified land operations in various operational environments. The MCTP provides

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1 July-August 2013 Military Review p.16
training events for National Guard BCTs, multifunctional support brigades, functional support brigades, expeditionary support commands, divisions, theater support commands, corps, Army Service component commands, special operations joint task forces, combined joint special operations task force, and joint force land component commands. The MCTP provides training in coordination with the training directorate of a joint staff to commands and staffs designated to serve as a joint task force. The MCTP creates training experiences that enable the Army’s senior mission commanders to develop current, relevant, and campaign-quality, joint and expeditionary mission command instincts and skills.
Appendix B
Training Enablers

This appendix discusses different mission command training enablers. Such enablers refer to the broad set of products that define standards, suggest plans to achieve those standards, provide means to achieve those standards and otherwise support leaders plan, prepare, execute and assess mission command training. Each discussed enabler has an abbreviated listing of resources available to leaders in institutions and in the operational force. For further details and more enablers, please see FM 7-0 or the Army Training Network.

DECISIVE ACTION TRAINING ENVIRONMENT

B-1. The DATE provides a model for Army forces to train its core competencies (combined arms maneuver and wide area security). It presents trainers with a tool to help build scenarios for specific training events but does not provide a complete scenario. The DATE offers discussions of operational environment conditions through the political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT) variables. This environment applies to all U.S. Army units (the Regular Army, the Army National Guard, and the Army Reserve) that participate in an Army or joint training exercises. The DATE is a tool for the training community to use across training events ranging from rotations at the CTCs to individual home station training events. The DATE was developed and designed to allow for flexibility and creativity in its application. Further information on the DATE can be found on the Army Training Network.

COMBINED ARMS TRAINING STRATEGIES

B-2. Unit combined arms training strategies (CATSs) are METL-based training strategies that support the Army sustainable readiness model and can be found on the Army Training Network. They suggest ways for commanders to train their units to perform mission sets. CATS training events propose a sequential training path that enables commanders to select the appropriate level of event difficulty to maintain or improve the unit’s level of proficiency. Unit CATSs provide a strategy from which commanders can develop unit training plans based on their unit’s missions and readiness requirements. Mission command is integral within unit CATSs. All commanders implement CATSs because they train their units on the METL tasks. For example, they train units to attack, defend, and provide stability while supporting the commander’s use of mission command. As units demonstrate proficiency in one METL task, they either move to train on a new task or practice the METL task with different criteria. For example, the unit may train to attack with the executive officer rather than the commander leading.

TRAINING SUPPORT PACKAGES

B-3. A warfighter training support package is a complete, detailed, exportable package integrating training products, materials, and information necessary to support operating force training. Warfighter training support packages provide the actual details for securing the materials, training venues, and other necessary resources identified in each unit CATS training event. This training of designated units supports METLS approved by headquarters of the Department of the Army.

NOTE: Training support packages are also produced for the institutional Army.
MISSION COMMAND TRAINING AND EDUCATION PLAN

B-4. The mission command training and education plan (MCTEP) provides a holistic set of “learning” outcomes to synchronize—

- Mission command.
- Army leadership and the profession.
- Human dimensions.
- Echelon above brigade combined arms training, education, and experience.

These outcomes are synchronized across the institutional, operational, and self-developmental domains to develop leaders capable of exercising mission command. The MCTEP sets expectations for unit leaders for what competencies that incoming Soldiers graduating from professional military education or initial military training have upon arrival. The MCTEP sets goals for those Soldiers when they depart the unit for their next professional military education session. The MCTEP achieves these expectations and goals with horizontal and vertical nesting of education outcomes across Army cohorts, ranks, and echelons with increasing levels of complexity within the newly approved four Army learning areas and fourteen general learning outcomes (see the MCTEP for more information). Education outcomes include the knowledge, skills, and attributes of terminal learning objectives. Education outcomes then link to the associate training tasks as identified in the T&EOs. The MCTEP serves as a roadmap to develop cross-cohort, common core curriculum and training products within the institutional and operational Army to train Soldiers to “be” agile and adaptive leaders capable of leading teams to accomplish assigned missions.

MISSION COMMAND DIGITAL GUNNERY TABLES

B-5. To successfully conduct mission command in any operational environment, crews demonstrate technical competence and tactical proficiency when using their MCISs. Successful Soldiers must develop and sustain technical skills that allow them to process and share information quickly throughout the command post and to both higher and lower echelon units. This combination of technical skill training is essential for shared situational understanding. TC 6-0.1 provides a systematic method for crews to train on MCIS proficiency of all platforms located in battalion and above echelon command posts. It includes an evaluation of digital systems skills during the individual and crew training tables and the application of those skills. It defines the minimum crew proficiency prior to progressing to the next gate within the training strategy. TC 6-0.1 provides the planning, preparation, and requirements for all crew training and culminates in the command post mission command validation exercise.
Glossary

The glossary identifies acronyms and terms used in this publication.

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<td>ADRP</td>
<td>Army doctrine reference publication</td>
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<tr>
<td>ATP</td>
<td>Army techniques publication</td>
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<td>BCT</td>
<td>brigade combat team</td>
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<td>CATS</td>
<td>combined arms training strategy</td>
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<tr>
<td>CP</td>
<td>command post</td>
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<tr>
<td>CTC</td>
<td>combat training center</td>
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<tr>
<td>DA</td>
<td>Department of the Army</td>
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<tr>
<td>DXTRS</td>
<td>Division eXercise Training and Review System</td>
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<tr>
<td>FM</td>
<td>field manual</td>
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<tr>
<td>FORSCOM</td>
<td>United States Army Forces Command</td>
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<tr>
<td>G-3</td>
<td>assistant chief of staff, operations</td>
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<tr>
<td>JLCCTC–ERF</td>
<td>joint land component constructive training capability–entity resolution federation</td>
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<tr>
<td>MCTEP</td>
<td>mission command training and education plan</td>
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<td>MCTP</td>
<td>Mission Command Training Program</td>
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<tr>
<td>MCTT</td>
<td>mission command training table</td>
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<td>MEB</td>
<td>maneuver enhancement brigade</td>
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<td>METL</td>
<td>mission-essential task list</td>
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<td>MRF</td>
<td>multi-resolution federation</td>
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<tr>
<td>MTOE</td>
<td>modified table of organization and equipment</td>
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<tr>
<td>NCO</td>
<td>noncommissioned officer</td>
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<tr>
<td>POI</td>
<td>program of instruction</td>
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<tr>
<td>RTO</td>
<td>radio transmission operator</td>
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<tr>
<td>S-3</td>
<td>battalion or brigade operations staff officer</td>
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<tr>
<td>T&amp;EO</td>
<td>training and evaluation outline</td>
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<tr>
<td>TADSS</td>
<td>training aids, devices, simulators, and simulations</td>
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<td>TC</td>
<td>training circular</td>
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<tr>
<td>TOE</td>
<td>table of organization and equipment</td>
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<td>TRADOC</td>
<td>United States Army Training and Doctrine Command</td>
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<tr>
<td>WARSIM</td>
<td>warfighter’s simulation</td>
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SECTION II – TERMS

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

training and evaluation outline
A summary document that provides information on individual or collective task training objectives,
resource requirements, and evaluation procedures. (FM 7-0)
References

All URLs accessed on 25 October 2017.

REQUIRED PUBLICATIONS
Readers require these publications for fundamental concepts, terms, and definitions.


RELATED PUBLICATIONS
These publications are referenced in this publication.

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21 December 2017
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By Order of the Secretary of the Army:

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