The Army Universal Task List

1. Change 7 to FM 7-15, 27 February 2009, updates the tasks with civil affairs and other collective tasks, and the recent publication of updated field manuals, including FM 3-0 and 5-0.

2. Replaces chapter 5 (Conduct Mission Command).

3. A Greek letter psi (ψ) marks new material.

4. FM 7-15, 27 February 2009, is changed as follows:

Remove Old Pages	Insert New Pages
pages i through viii	pages i through viii
pages 5-1 through 5-83	pages 5-1 through 5-78

5. File this transmittal sheet in front of the publication for reference purposes.

By order of the Secretary of the Army:

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Field Manual
No. 7-15

The Army Universal Task List

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*This publication supersedes FM 7-15, 31 August 2003.

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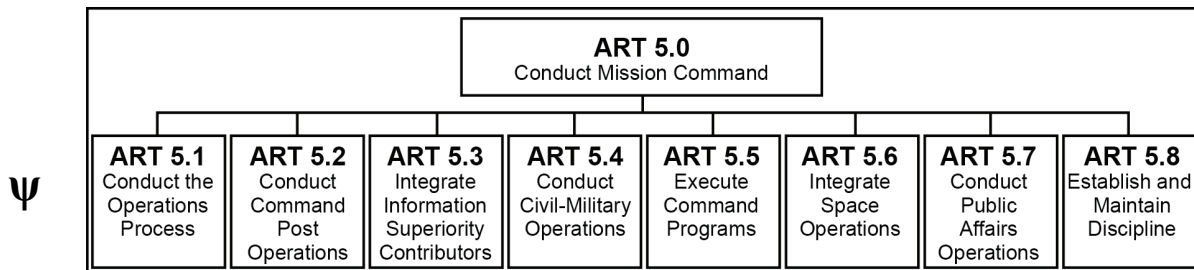
ψ *Mission command* is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of full spectrum operations. It is commander-led and blends the art of command and the science of control to integrate the warfighting functions to accomplish the mission. (FM 3-0) (USACAC)

Mission command is the warfighting function that develops and integrates those activities enabling a commander to balance the art of command and the science of control. It is an adaptation that captures what we've the Army has learned in a decade of war, including—

- The changing roles and responsibilities of leaders in distributed and increasingly decentralized operations.

- The requirement for leaders at every echelon to co-create the context for operations.,

- The importance of teaming and collaborating with joint, interagency, intergovernmental, and multinational partners.

- The need for leaders to anticipate and manage transitions during the course of a campaign.

SECTION I – ART 5.1: CONDUCT THE OPERATIONS PROCESS

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5-1. Ψ The *operations process* consists of the major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation. The commander drives the operations process through leadership. The activities of the operations process may be sequential or simultaneous. They are usually not discrete; they overlap and recur as circumstances demand. Commanders use the operations process to help them decide when and where to make decisions, control operations, and provide command presence. (FM 3-0) (USACAC)

Ψ ART 5.1.1 PLAN OPERATIONS

5-2. *Planning* is the process by which commanders and the staff translate the commander's visualization into a specific course of action for preparation and execution, focusing on the expected results. Planning begins with analysis and assessment of the conditions in the operational environment, and involves understanding and framing the problem and envisioning the set of conditions that represent the desired end state. Design and the military decisionmaking process enable commanders and staffs to plan conceptually. Planning includes formulating one or more supportable courses of action to accomplish the mission. Good plans foster initiative, account for uncertainty and friction, and mitigate risks. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Tactical planning produced a commander's decision, communicated an effective methodology, and facilitated mission accomplishment.
02	Yes/No	Subordinate unit staffs were able to understand the order produced by the military decisionmaking process (MDMP).
03	Yes/No	Time was available for plan rehearsal and refinement.

ART 5.1.1.1 CONDUCT THE MILITARY DECISIONMAKING PROCESS

5-3. Employ the logic and techniques of a prescribed analytical process, the military decisionmaking process (MDMP), to determine a unit's restated mission. Develop courses of action (COAs) to accomplish the mission. Recommend the most effective COA. Prepare orders and plans to communicate the selected COA, commander's intent, and decisions to subordinates and coalition forces, focusing on the expected results. (FM 5-0) (USACAC)

Note: See FM 5-0 for a complete discussion of the MDMP.

No.	Scale	Measure
01	Yes/No	Prescribed analytic process produced effective decision and order to guide execution.
02	Yes/No	Milestone criteria for plan development met.
03	Yes/No	Environmental considerations planning and procedures were present and being followed.
04	Percent	Of completed planning documents passed to subordinates to allow parallel planning.
05	Percent	Of troop leading procedures or the MDMP completed correctly.

ART 5.1.1.1.1 Receive the Mission

5-4. To be given a mission by higher headquarters or deduce a need for a change in the current mission. This task involves preparing for mission analysis, to include collecting materials for analysis, receiving the commander's preliminary guidance, determining requirements and time available, and sending warning orders to subordinates. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander and staff understood all of the specified and implied tasks contained within their mission.
02	Yes/No	Commander provided adequate initial guidance.
03	Time	After receipt of mission, to issued initial planning guidance.
04	Time	To alert staff of receipt of new mission.
05	Time	To issue warning order.

ART 5.1.1.1.2 Perform Mission Analysis

5-5. Analyze the received mission to define the tactical problem and begin to determine solutions through the identification of specified and implied tasks. It results in a restated mission, the commander's guidance, commander's intent, initial commander's critical information requirement (CCIR), planned use of available time, and a warning order. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit developed mission analysis briefing for presentation to the commander.
02	Yes/No	Unit developed and approved restated mission, commander's guidance, commander's intent, CCIRs, use of available time, and warning order.
03	Yes/No	Mission statement included who, what, when, where, and why of the mission.

No.	Scale	Measure
04	Yes/No	Unit performed time or distance analysis.
05	Yes/No	Unit developed assumptions to replace missing or unknown facts that are necessary for continued planning.
06	Yes/No	Commander issued planning guidance to staff and subordinate commands.
07	Yes/No	Staff developed and maintained running estimate pertaining to their area of expertise.
08	Time	To initiate preliminary movement.
09	Time	To update operational timeline.
10	Percent	Of critical information and running estimates reviewed before mission analysis.
11	Percent	Of major topics within the intelligence preparation of the battlefield for which assessments are completed.
12	Percent	Of assumptions that proved to be either invalid or unrealistic and significantly affected the operation.
13	Percent	Of constraints identified that affect the operation significantly.
14	Percent	Of specified tasks derived in mission analysis and carried into planning.
15	Percent	Of implied tasks derived in mission analysis and carried into planning.
16	Percent	Of essential tasks derived in mission analysis and carried into planning.
17	Percent	Of specified and implied tasks that are identified as essential tasks and included in the mission statement, commander's intent, or concept of operations paragraphs of the operation order.
18	Percent	Of forces identified as required to perform the essential tasks.
19	Percent	Completeness of commander's guidance (coverage of functional responsibilities).
20	Percent	Of planning time used to issue guidance.
21	Percent	Of rules of engagement (ROE) clearly understood.
22	Percent	Of subordinates accepting commander's intent without requests for clarification.
23	Number	Of amendments issued to planning guidance (due to requests for clarification).
24	Number	Of requests for clarification of planning guidance received from subordinate headquarters.
25	Number	Of misunderstood ROE.
26	Number	Of revisions to commander's intent.

ART 5.1.1.1.3 Develop Courses of Action

5-6.   Design a course of action (COA) for analysis, evaluation, and selection as the one to accomplish the mission most effectively. It includes analyzing relative combat power, generating options, arraying initial forces, developing schemes of maneuver, assigning headquarters, and preparing COA statements and sketches. The commander has the option of directing a specific course of action because of time available, staff proficiency, or other reasons. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Distinguishable and complete COAs developed in terms of feasibility, suitability, and acceptability for mission accomplishment if executed.
02	Time	To provide the commander with suitable, feasible, and acceptable COAs after receipt of operation order or warning order.
03	Time	To prepare complete COA statements and sketches.
04	Percent	Of COAs that are complete.
05	Percent	Of nonselected COAs considered for military deception.
06	Percent	Of COAs suitable—solves the problem and is legal and ethical.
07	Percent	Of COAs feasible—fits within available resources.

No.	Scale	Measure
08	Percent	Of COAs acceptable—worth the cost or risk.
09	Percent	Of COAs distinguishable—differs significantly from other solutions.
10	Percent	Of COAs presented to commander that were suitable, feasible, acceptable, and distinct from one another.
11	Number	Of COAs developed, as per commander's guidance.

ART 5.1.1.1.4 Analyze Courses of Action

5-7. Develop criteria for success and examine each course of action (COA) for its advantages and disadvantages with respect to those criteria. This task normally includes the technique of war gaming as described in FM 5-0. Visualize each COA objectively; focus intelligence preparation of the battlefield requirements; identify coordination requirements; anticipate critical operational events determine conditions and resources required for success; and assess suitability, feasibility, acceptability, and operational risk of the COA. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit identified advantages and disadvantages of COAs and criteria of success for evaluation.
02	Yes/No	Unit reviewed and revised commander's critical information requirements, as necessary, during the war-gaming process.
03	Yes/No	Composite risk management plan developed for COA analysis.
04	Yes/No	Unit applied evaluation criteria (measures of effectiveness or measures of performance) to the war-gaming analysis.
05	Yes/No	Methods applied during war-gaming analysis included belt, box, or avenue in depth.
06	Yes/No	Synchronization matrix or sketch note worksheet used during war-gaming analysis.
07	Time	To complete COA analysis (war-gaming).
08	Percent	Of completeness of COAs (war-gaming).
09	Percent	Of conformance of analysis (war-gaming) to doctrine.
10	Percent	Of branches and sequels experienced identified in COAs.
11	Percent	Of capabilities ultimately required identified in COA analysis (war-gaming).
12	Percent	Of COAs analyzed against potential enemy COAs.
13	Number	Of limitations (ultimately identified during execution) identified during analysis.
14	Number	Of criteria of comparison and success identified during COA analysis (war-gaming).
15	Number	Of decision points and critical events identified and applied to commander's critical information requirement during war gaming.

ART 5.1.1.1.5 Compare Courses of Action

5-8. Evaluate courses of action (COAs) against each other and against criteria of success to determine the most effective one for mission accomplishment. Recommend it for selection. This comparison also considers risk, positioning for future operations, flexibility, and subordinate exercise of initiative. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Selected comparison criteria allowed for definitive comparison of COAs.
02	Yes/No	Unit developed composite risk management plan used during COA comparison.
03	Percent	Of comparison criteria eliminated before comparison.
04	Percent	Of comparison criteria eventually used, defined, and weighted before comparison began.

ART 5.1.1.1.6 Approve Course of Action

5-9. Decide and approve a course of action (COA) that is most advantageous to mission accomplishment and is within the higher commander's intent. Refine commander's intent and commander's critical information requirement to support selected COAs. Issue any additional guidance to subordinate commanders and staff. Prepare and issue warning order. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	COA brief developed and presented to commander.
02	Yes/No	Commander evaluated COAs, selected a COA, and modified or rejected all presented COAs.
03	Yes/No	Modified COA or new COA created a new war game to consider products deriving from that COA.
04	Yes/No	Revised commander's intent adequately addressed key tasks for force as whole, wider purpose. It is expressed in four to five sentences or bullets.
05	Yes/No	Commander decided level of risk to accomplish the mission and approved control measures.
06	Time	To issue warning orders.

ART 5.1.1.1.7 Produce Plan or Order

5-10. Prepare a plan or order to implement the selected course of action per the commander's decision by turning it into a clear, concise concept of operations and required support. The plan includes annexes and overlays as necessary to implement the plan. The plan or order accurately conveys information that governs actions to be taken and is completed in the correct format. This includes the establishment of graphic control measures, including fire support coordination measures. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Orders or plans accomplished the mission and commander's intent. They were completed with sufficient time for the force to complete required preparatory actions before execution and communicated effectively.
02	Yes/No	Commander's intent refined and adequately addressed key tasks for force as whole, wider purpose; it was expressed in four to five sentences.
03	Time	To issue warning orders, as required.
04	Time	Before execution to reissue commander's concept and intent.
05	Time	To prepare plans and orders (after deciding on mission concept and commander's intent).
06	Time	To obtain approval of plans and orders.
07	Time	To issue plan or order (after approved).
08	Percent	Of functional responsibilities covered in operation plan.
09	Percent	Of accurate information in plans and orders issued and disseminated to subordinate units.
10	Percent	Of accurate information in operation order or plan to meet established objectives.
11	Number	Of instances where the operation plan or order conflicts with standards under conduct effects of war and international convention.

ART 5.1.1.2 INTEGRATE REQUIREMENTS AND CAPABILITIES

5-11. Combine and coordinate capabilities of forces and warfighting functions in effective combinations to meet requirements for mission accomplishment established by planning. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit established measures of performance.
02	Yes/No	Combinations and timings of forces and warfighting functions contributed to mission accomplishment.
03	Yes/No	Unit integrated information superiority contributors to enhance rapid and accurate situational understanding that initiate or govern actions to accomplish tactical missions.
04	Yes/No	Unit leveraged information superiority contributors that support making more precise and timely decisions than the enemy does.
05	Yes/No	Unit integrated, operations security, military deception, and/or information engagement causing the enemy to make inappropriate, untimely, or irrelevant decisions.
06	Yes/No	Unit planned transition operations.
07	Yes/No	Monitoring planned.
08	Time	Delay in initiating phase of operation.
09	Time	Before execution for force to execute matrix with sequence and timing of each subordinate task throughout the operation.
10	Time	To modify plans and actions due to operational contingencies.
11	Percent	Of assigned and supporting forces coordinated to synchronize operation in right place at right time.
12	Number	Of potential cross-boundary fratricides identified and eliminated by force headquarters.
13	Number	Of uncoordinated element or activity actions causing disruption or delay of U.S. or multinational plans and objectives.

ART 5.1.1.3 DEVELOP COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

5-12. Analyze information requirements against a mission and commander's intent. Identify, prepare, and recommend for designation by the commander those information requirements critical to facilitating timely decisionmaking. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Answering the developed commander's critical information requirements (CCIRs) provided the commander with the information needed to make decisions.
02	Time	Since last CCIRs update.
03	Time	To promulgate CCIRs for collection.
04	Time	To look at future CCIRs (depends on scale of operation and level of headquarters).
05	Percent	Of answered CCIRs.
06	Percent	Of CCIRs initiated by commander.
07	Percent	Of CCIRs initiated by staff.
08	Percent	Of information (pieces or types) commander needs to make decision listed as CCIRs.
09	Number	Of active CCIRs.

Ψ ART 5.1.1.4 CONDUCT FIRES PLANNING

5-13. Plan, coordinate, and integrate fires capabilities and products to support the military decisionmaking process and conduct of operations. Coordinate across all staff elements to identify required fire support. Determine essential, specified, and implied fires tasks. Develop fire support input to intelligence preparation of the battlefield and other staff estimates. Provide fire support options, products that support the concept of operations development, and fire support products that support course of action analysis and statements in course of action development. Develop the fires running estimate. Coordinate for additional fire support assets to support mission requirements. Provide fire support input to event templates, synchronization matrix, decision support template, and communications and sustainment estimates. (FM 6-20) (USAFAS)

No.	Scale	Measure
01	Yes/No	Unit analyzed higher headquarters orders from a fire support perspective.
02	Yes/No	Unit recommended specified, implied, and essential tasks to fire support.
03	Yes/No	Unit identified fire support assets available to support the mission.
04	Yes/No	Unit identified fire support environmental impacts on the mission.
05	Yes/No	Unit integrated available Army indirect fires and joint fires throughout the targeting process into planning.
06	Yes/No	Unit initiated coordination and synchronization for required fire support.
07	Yes/No	Unit planned and coordinated naval surface fires.
08	Yes/No	Unit planned and coordinated air-to-surface fires.
09	Yes/No	Unit planned and coordinated counterfire operations.
10	Yes/No	Unit provided initial fire support input to intelligence preparation of the battlefield.
11	Yes/No	Unit identified fire control and fire support coordination measures required to support the operation.
12	Yes/No	Target priorities supported the accomplishment of the mission.
13	Yes/No	Unit coordinated with other staff sections to identify fire support assets available to assist.
14	Yes/No	Unit developed and maintained fire support running estimate.
15	Yes/No	Unit incorporated fire support running estimate into mission analysis.
16	Yes/No	Unit provided fire support input to mission analysis.
17	Yes/No	Unit recommended fire support priority intelligence requirements to the intelligence officer.
18	Yes/No	Unit provided fire support input to unit course of action development.
19	Yes/No	Unit finalized fire support input to the warning and operation orders.
20	Yes/No	Unit identified high-pay off targets.
21	Yes/No	Unit established target priorities.
22	Yes/No	Unit prepared fires annex to operation plan and operation order.
23	Yes/No	Unit engaged targets in prescribed priority.

ART 5.1.1.5 INTEGRATE SPACE CAPABILITIES

5-14. Plan, coordinate, and integrate space-based capabilities and products (national, military, and commercial) to support tactical planning and execution (the military decisionmaking process and conduct of operations) to effectively meet requirements established for mission accomplishment. Coordinate across all staff elements to identify space-based asset support. Determine essential, specified, and implied tasks from a space perspective in mission analysis. Develop space input to intelligence preparation of the battlefield and other staff estimates Provide space-based support options, space-based products that support concept of operations development, and space-based products that support course of action analysis and statements in course of action development Develop space running estimate. Coordinate for additional operational space capabilities to support mission requirements space-based input to event templates, synchronization matrix, decision support template, and communications and sustainment estimates. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit analyzed higher headquarters orders from a space perspective.
02	Yes/No	Unit recommended space-specific specified, implied, and essential tasks.
03	Yes/No	Unit identified space assets available to support mission requirements.
04	Yes/No	Unit identified space and terrestrial environmental impacts on mission.
05	Yes/No	Unit integrated available Army space support team and space support element into planning.
06	Yes/No	Unit initiated coordination for required operational space capabilities.

No.	Scale	Measure
07	Yes/No	Unit provided initial space input to intelligence preparation of the battlefield .
08	Yes/No	Unit identified space control and force protection measures required to maintain space superiority.
09	Yes/No	Unit coordinated with other staff sections to identify space assets available to assist.
10	Yes/No	Unit developed and maintained running space estimate.
11	Yes/No	Unit incorporated space estimate into mission analysis.
12	Yes/No	Unit provided space input to mission analysis.
13	Yes/No	Unit recommended space-specific priority intelligence requirement to the intelligence officer.
14	Yes/No	Unit provided space input to unit course of action development.
15	Yes/No	Unit finalized space input to the warning and operation orders.
16	Yes/No	Unit prepared space operations annex to operation plan and order.

Ψ ART 5.1.2 PREPARE FOR TACTICAL OPERATIONS

5-15. *Preparation* consists of activities performed by units to improve their ability to execute an operation. Preparation includes, but is not limited to, plan refinement; rehearsals; intelligence, surveillance, and reconnaissance; coordination; inspections; and movement. Preparation creates conditions that improve friendly forces' opportunities for success. It facilitates and sustains transitions, including those to branches and sequels. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Preparatory activities prepared the unit to accomplish its mission.
02	Time	For subordinate forces to complete required preparations.
03	Time	For force to complete required staff, unit, and individual preparations.
04	Time	Available to prepare before execution.
05	Percent	Of required preparations completed by execution time.
06	Percent	Of completed preparations that improved force capability to accomplish the mission.

ART 5.1.2.1 ESTABLISH COORDINATION AND LIAISON

5-16. Exchange information to inform, integrate, and deconflict actions by forces and warfighting functions during operations to reduce duplication, confusion, and problems. Liaison, included in coordination, involves maintaining physical contact and communication between elements of military forces to ensure mutual understanding and unity of purpose and action. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Coordination of plans and synchronization of actions between organizations contributed to mission accomplishment.
02	Time	Between receiving alert order and establishing liaison structure.
03	Time	For liaison officers to communicate new orders or information to multinational elements of force.
04	Time	Since liaison officers attached to force headquarters last received situation update from their own units.
05	Time	For force headquarters liaison officers to contact force headquarters on behalf of unit to which they were sent.
06	Time	For force staff sections to contact liaison officer attached to force headquarters.
07	Time	For parent unit to contact its liaison officer.
08	Percent	Of adjacent units or agencies with liaison to force.

No.	Scale	Measure
09	Percent	Of liaison personnel with required security clearances and identification credentials.
10	Percent	Of units or agencies with missing or late information.
11	Number	Of instances when friendly forces orders or taskings were significantly delayed.

ART 5.1.2.2 PERFORM REHEARSALS

5-17. Practice an action or operation before actual performance of that action. Rehearsals allow participants to become familiar with and translate the tactical plan into a visual impression that orients them to both their operational environment and other units during execution of the operation. They also imprint a mental picture of the sequence of key actions within the operation and provide a forum for subordinate leaders and units to coordinate. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit placed rehearsals on the operational timeline as part of the operation order.
02	Yes/No	Rehearsal improved all participants' familiarity with the tactical plan, their roles within that plan, and coordination.
03	Yes/No	Unit specified type of rehearsal.
04	Yes/No	Unit specified technique of rehearsal.
05	Yes/No	Unit specified roles and responsibilities of participants.
06	Yes/No	Unit identified and prioritized events to be rehearsed.
07	Yes/No	Subordinates reviewed their mission, commander's intent, and concept of operations in relationship to time (such as by timelines or phases).
08	Yes/No	Subordinates discussed and resolved warfighting functions coordination issues.
09	Yes/No	Unit made major changes to the existing plan.
10	Time	To document and distribute results of the rehearsal.
11	Percent	Of the operation's phases or objectives rehearsed.
12	Percent	Of developed branch (or contingency) plans reviewed.

ART 5.1.2.3 TASK-ORGANIZE FOR OPERATIONS

5-18. Transfer available resources and establish command and support relationships per the plan or order to carry out the operation. Organizing for operations includes moving the unit's location as required, exchanging standing operating procedures, establishing communications and liaison, and leading briefings and rehearsals. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Units conducting operations properly transferred necessary resources per established command and supported relationships to accomplish their mission.
02	Yes/No	Units closed on new assembly areas before execution.
03	Time	For force to transition to or from tactical battle formation.
04	Time	From planned execution time force transitions to or from tactical battle formation.
05	Time	To move forces into locations to facilitate tactical commanders' plans for implementing subordinate plan.
06	Time	To complete force movement to new assembly areas (from which to maneuver).
07	Time	To assign subordinate forces to new tactical formations.
08	Time	Until subordinate units are prepared to send and receive data and do parallel planning with new headquarters.
09	Percent	Of force moved into position to facilitate tactical commander's plans.
10	Percent	Of required logistics in place on schedule.

No.	Scale	Measure
11	Percent	Of allocated forces in place at operation execution.
12	Percent	Of required logistics stockpiled or positioned before operation D-day or H-hour.
13	Percent	Of designated forces massed in designated assembly area at specified time.
14	Percent	Of force postured physically to execute plan's tactical maneuver.

ART 5.1.2.4 REVISE THE PLAN

5-19. Adjust the plan based upon updated relevant information or further analysis of the plan, if necessary. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Revision and refinements of plan contributed to accomplishing the mission.
02	Yes/No	Unit revised and refined the plan after receipt of updated relevant information, such as answered commander' critical information requests.
03	Time	To adjust plan after receipt of updated relevant information.
04	Time	To revise original plan after recognizing planning assumptions invalid or information updated.
05	Percent	Of plan adjusted with each revision.
06	Percent	Of accurate adjustments by execution.

ART 5.1.2.5 CONDUCT PREOPERATIONS CHECKS AND INSPECTIONS

5-20. Inspect and check unit and individual preparations for operations to ensure units, Soldiers, and systems are fully capable and ready to accomplish the mission. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Inspections and corrections of deficiencies found unit, Soldiers, and systems improved their capabilities and readiness to accomplish the mission.
02	Yes/No	Environmental considerations planning and procedures were present and being followed.
03	Time	To perform checks and inspections.
04	Time	To correct deficiencies found during inspection.
05	Percent	Of units, individuals, and materiel not ready for operation.
06	Percent	Of deficiencies corrected before operation.

ART 5.1.2.6 INTEGRATE NEW UNITS AND SOLDIERS INTO THE FORCE

5-21. Assimilate new units and Soldiers into the force in a posture that allows them to contribute effectively to mission accomplishment during an operation. This includes receiving and introducing them to the force and the operational environment; orienting them on their place and role in the force and the operation; establishing command relationships, sustainment, and communications within the force; and training them in the unit standing operating procedures and mission-essential task list for the operation. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Integration of new units and Soldiers made them contribute more effectively to mission accomplishment.
02	Time	To receive individuals into new organizations.
03	Time	To introduce individuals to the operational environment and the operation.
04	Time	To receive new organizations into the force.
05	Time	To introduce new organizations to the operational environment and the operation.

No.	Scale	Measure
06	Time	To train new organizations and individuals for the operation.
07	Percent	Of individuals successfully integrated into new organizations.
08	Percent	Of organizations successfully integrated into force.
09	Percent	Of new Soldiers within the unit who must be assimilated.
10	Number	Of new Soldiers within the unit who must be assimilated.

Ψ ART 5.1.3 EXECUTE TACTICAL OPERATIONS

5-22. *Execution* is putting a plan into action by applying combat power to accomplish the mission and using situational understanding to assess progress and make execution and adjustment decisions. It focuses on concerted action to seize, retain, and exploit the initiative. Army forces seize the initiative immediately and dictate tempo throughout all operations. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Mission accomplished per higher commander's intent.
02	Yes/No	Mission accomplished per specified timeline.
03	Yes/No	Mission accomplishment did not detract from unit's capability of continuing or being assigned future missions and operations.
04	Yes/No	Mission accomplished without excessive expenditure of resources.
05	Yes/No	Actions synchronized using the rapid decisionmaking and synchronization process.
06	Time	To accomplish mission.
07	Percent	Of enemy actions successfully countered.
08	Number	Of opportunities for success exploited.
09	Ratio	Of friendly versus enemy casualties (Soldiers and weapon systems) to accomplish mission.

ART 5.1.3.1 PERFORM ONGOING FUNCTIONS

5-23. Perform routine tasks during execution essential to satisfactory mission accomplishment. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit performed routine management tasks as necessary to accomplish the mission without the need to take extraordinary efforts to ensure correct performance.
02	Percent	Of all functions performed adequately during operations.
03	Percent	Of individual functions performed adequately during operations.
04	Number	Of friendly missions affected by failure to perform one or more functions.

ART 5.1.3.1.1 Focus Assets on Decisive Operation

5-24. Continuously survey all assets and ensure that they are in position and tasked to support the decisive operation or main effort for a phase of an operation or that they are moving to a position where they can provide that support. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit allocation of combat power regularly supported the decisive operation necessary to accomplish the mission.
02	Percent	Of combat power assets directed to decisive operation.
03	Number	Of incidents of excessive combat power used to execute shaping operations.
04	Number	Of incidents of combat power resources improperly positioned to support decisive operation.

ART 5.1.3.1.2 Adjust Commander's Critical Information Requirements and Essential Elements of Friendly Information

5-25. Continuously update commander's critical information requirements (CCIRs) and essential elements of friendly information (EEFI) during operations with routine review by the commander and staff. Analyze information requirements against changing operational circumstances and designate information requirements that affect decisionmaking and the success of the mission and decisive operation. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit continuously adjusted CCIRs and EEFI during operations with review by commander and staff.
02	Time	Of lag between changing information and update of CCIRs and EEFI.
03	Number	Of CCIRs and EEFI requirements not updated or changed.

ART 5.1.3.1.3 Adjust Graphic Control Measures

5-26. Change graphic control measures, including fire support coordination measures, any time there is significant movement of forces or special operations force activity in the area of operations. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Adjustment of graphic control measures reflected changes in the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations and was timely and effective.
02	Time	Between operations and update of graphic control measures.
03	Percent	Of graphic control measures requiring amendment to facilitate operations.
04	Number	Of graphic control measures not updated.
05	Number	Of significant movement of forces compared to the number and timeliness of graphic changes.

ART 5.1.3.1.4 Manage Sustainment Force Positioning

5-27. Move or cause sustainment forces to be moved and positioned where they can contribute the maximum support to the operation. Determine where the sustainment forces are and where they must be to continuously provide effective support. Allow adequate planning and execution time to support mission requirements. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander repositioned sustainment units and activities as necessary to respond to tactical operations without negative effects on friendly operations.
02	Time	To produce essential sustainment repositioning without negative effects on friendly operations.
03	Time	Between identification of need for repositioning and commencement of repositioning.
04	Percent	To which friendly operations affected by failures in sustainment positioning.
05	Number	Of friendly operations adversely affected by failure in positioning.

ART 5.1.3.1.5 Manage Use and Assignment of Terrain

5-28. Ensure that adequate space, including the use of routes, is available at the right time to support critical activities, especially the decisive operation in the area of operations. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Adequate maneuver space and routes supported the decisive operation.
02	Time	Since last check of terrain management status.

No.	Scale	Measure
03	Number	Of friendly unit operations affected by lack of terrain management.
04	Number	Of incidents where friendly units dispute assignment of terrain or routes.

ART 5.1.3.1.6 Maintain Synchronization

5-29. Take actions to preserve the arrangement of military actions in time, space, and purpose to produce maximum relative military power at a decisive place and time. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Combat power was available at the decisive place and time to accomplish the mission.
02	Percent	Of assigned and supporting forces executed operation with right people, in right place, and at right time.
03	Percent	Of force or subordinate missions and support carried out as planned.
04	Percent	Of friendly forces actively contributing to conduct of operation.
05	Percent	Of support requirements met at time and as required.
06	Percent	Of policies and procedures for establishment and coordination of logistics, maintenance, transportation, and other support completed.
07	Number	Of missions accomplished without appropriate coordination.

ART 5.1.3.1.7 Control Tactical Airspace

5-30. Maximize the combat effectiveness of all tactical airspace users to include aerial systems in support of the operation. Prevent fratricide, enhance air defense operations, and permit greater flexibility of tactical operations. Prepare and implement the tactical airspace control plan and associated airspace control measures. (FM 3-52) (USACAC)

No.	Scale	Measure
01	Yes/No	The control of tactical airspace allowed airspace users to support tactical operations while preventing fratricide.
02	Yes/No	The control of tactical airspace enhanced the conduct of air operations.
03	Yes/No	The control of tactical airspace enhanced the conduct of air defense operations.
04	Time	To confirm identity of unidentified friendly target.
05	Time	Since last publication of airspace control orders.
06	Percent	Of friendly aircraft destroyed by friendly air defense.
07	Percent	Of friendly aircraft destroyed by friendly fire.
08	Percent	Of positive identification false negatives (friendly identified as enemy).
09	Percent	Of positive identification false positives (enemy identified as friendly).
10	Percent	Of fixed-wing sorties receive clearances needed to accomplish the mission.
11	Percent	Of rotary-wing sorties receive clearances needed to accomplish the mission.
12	Percent	Of air defense operations that did not interfere with other operations.
13	Number	Of attacks by enemy air forces and the time that they occur.
14	Number	Of air-to-air mishaps in the area of operations.

ART 5.1.3.1.8 Control a Tactical Insertion of Forces

5-31. C ontrol an Army tactical insertion in support of campaign objectives. The insertion force may employ organic aviation assets or assets from other Services for transport to the objective area. (FM 3-52) (USACAC)

No.	Scale	Measure
01	Yes/No	Mission accomplished per higher commander's intent.
02	Yes/No	Mission accomplished per timeline.
03	Yes/No	Risk assessment conducted during planning phase.
04	Yes/No	Army personnel recovery included in plan.
05	Yes/No	Rehearsals conducted.
06	Yes/No	En route communications maintained between forcible entry force and controlling headquarters.
07	Yes/No	Liaison established with supporting movement element prior to H-hour.
08	Yes/No	Preassault fires executed prior to H-hour.
09	Percent	Of friendly casualties occurring during forcible entry operation.

ART 5.1.3.2 PERFORM PLANNED ACTIONS, SEQUELS, AND BRANCHES

5-32. Implement actions anticipated by and outlined in the plan of operations based upon evaluation of progress as within the criteria of success in the plan. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit executed planned actions, sequels, and branches based upon the evaluation of progress.
02	Time	To refine planned branch or sequel for use by force.
03	Percent	Of planned branches and sequels meeting requirements of current operation.

ART 5.1.3.3 ADJUST RESOURCES, CONCEPT OF OPERATIONS, OR MISSION

5-33. Take actions to modify the operation (or major activities) to exploit opportunities or resolve progress problems as a result of evaluation of the progress of the operation against the criteria of success. (FM 6-0) (USACAC

No.	Scale	Measure
01	Yes/No	Commander adjusted unit plan to exploit opportunities or resolve problems occurring during execution.
02	Time	To adjust original plan after assessing progress and recognizing threat or opportunity.
03	Number	Of adjustments effective in seizing opportunity or countering threat.

ART 5.1.3.4 SYNCHRONIZE ACTIONS TO PRODUCE MAXIMUM EFFECTIVE APPLICATION OF MILITARY POWER

5-34. Arrange military actions by forces and warfighting functions in time, space, and purpose to produce maximum relative military power at a decisive place and time. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander synchronized unit actions to accomplish the mission.
02	Time	To resynchronize warfighting functions after execution or adjustment decision.
03	Percent	Of required resynchronization accomplished in time available.
04	Percent	Of assigned and supporting forces coordinated to synchronize operation in right place at right time.
05	Number	Of friendly actions.
06	Number	Of uncoordinated element or activity actions causing disruption or delay of U.S. or multinational plans and objectives.

ART 5.1.3.4.1 Coordinate Actions Within a Staff Section

5-35. Exchange information and arrange actions to inform, integrate, and deconflict actions within a staff section during operations to reduce duplication, confusion, and problems. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit deconflicted actions within a staff section.
02	Time	Spent to coordinate within staff section.
03	Percent	Of actions coordinated within staff section before disseminating further.
04	Incidents	Of actions uncoordinated within staff section causing disruption or delay of operation.
05	Incidents	Of actions uncoordinated within staff section affecting others' actions.

ART 5.1.3.4.2 Synchronize Actions Among Staff Sections (Coordinating, Special, and Personal)

5-36. Coordinate actions among staff sections in arranging military actions in time, space, and purpose by warfighting functions to produce the maximum relative military power at a decisive place and time. This includes informing of, integrating, and deconflicting actions undertaken by or directed by staff sections during operations to reduce duplication, confusion, and problems among the staff sections. (FM 6-0) (USACAC)

Note: ART 5.1.3.4.2 includes the targeting process outlined in JP 3-60 and FM 6-20-10.

No.	Scale	Measure
01	Yes/No	Staff section cooperated in arranging military actions in time, space, and purpose.
02	Time	Spent to coordinate among staff sections.
03	Percent	Of actions coordinated among staff sections before disseminating further.
04	Number	Of uncoordinated actions between staff sections causing disruption or delay of unit operations.
05	Number	Of actions uncoordinated among staff section affecting others' actions.

ART 5.1.3.4.3 Review Orders of Subordinate Organizations

5-37. Ensure that all relevant information and factors issued in subordinate orders contribute to vertical warfighting function synchronization. ART 5.1.3.4.3 informs the staff about whom they will have to coordinate. It reveals potential conflicts and problems among subordinate forces, higher headquarters, adjacent, and other units that might affect or be affected by the subordinate plan and the headquarters' plan. It resolves conflicts and problems among forces before they affect preparations or operations, or resolves the damage. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander resolved conflicts and problems between subordinates before they affected preparations or operations.
02	Percent	Of subordinate organization orders reviewed.
03	Number	Of discrepancies between subordinates organizations' orders and unit order force order that could have affected operation.

ART 5.1.3.4.4 Synchronize Force Operations

5-38. Arrange military actions by subordinate forces and the force as a whole in time, space, and purpose to produce maximum relative military power at a decisive place and time. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Synchronized force operations allowed the unit to accomplish its mission.
02	Percent	Of assigned and supporting forces participating in operation in right place at right time.
03	Number	Of uncoordinated element or activity actions causing disruption or delay of operation.

+ ART 5.1.3.4.5 Advise the Command

5-39. Staffs contribute to achieving the commander's intent by fulfilling their functional responsibilities within the authority the commander delegates to them. Effective staffs and staff members provide commanders with timely relevant information and well-analyzed recommendations. Staff members inform and advise the commander and other staff members concerning matters pertaining to their respective and related functional responsibilities and assigned duties. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Staff section provided quality and timely information in support of decision making processes.
02	Yes/No	Staff assisted the commander minimize unnecessary risks by assessing hazards within their respective and related functional responsibilities and duties.
03	Yes/No	Staff informed and advised the commander and other staff members concerning all matters in their individual functional responsibilities.
04	Yes/No	Staff informed and advised the commander and other staff members concerning capabilities, limitations, requirements, availability, and employment of resources.
05	Yes/No	Staff informed and advised the commander and other staff members concerning capabilities, limitations, requirements, availability, and employment of supporting forces.
06	Yes/No	Staff informed and advised the commander and other staff members concerning directives and policy guidance from higher headquarters.
07	Yes/No	Staff functions are synchronized by the Chief of Staff or Executive Officer to provide a singular product that is not a series of individual staff estimates.
08	Yes/No	Staff coordinated with supporting units and higher headquarters for operational needs beyond unit capability.
09	Time	To evaluate, update, and disseminate new information with higher, lower, adjacent, supported and supporting organizations, which facilitate collaborative planning, rapid execution of commander's orders, and a shared situational understanding of the operational environment.

ART 5.1.3.5 CONDUCT TRANSITIONS

5-40. Transitions mark intervals between the ongoing operation and full execution of branches and sequels. Transitions often mark the change from one dominant type of operation, such as offense, to another such as stability. Commanders at all levels must possess the mental agility to rapidly transition from one type of operation to another. For example, at lower echelons, transitions occur when one formation passes through another, or when units must breach an obstacle belt. Links between phases and the requirement to transition between phases are critically important. Commanders establish clear conditions for how and when these transitions occur during planning. Although phases are distinguishable to friendly forces, the operational design conceals these distinctions from opponents through concurrent and complementary joint and Army actions. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit conducted transition from one phase to another and maintained seamless continuity of operations.
02	Yes/No	Commander provided new graphic control measures.
03	Yes/No	Commander adopted new task organization, if required.

No.	Scale	Measure
04	Yes/No	Commander issued new priorities.
05	Yes/No	Commander issued new rules of engagement.
06	Yes/No	Commander determined possible branches or sequels for likely next phase.

ART 5.1.3.6 RECONSTITUTE TACTICAL FORCES

5-41. Reconstitution is the extraordinary action taken by commanders to restore units to a desired level of combat effectiveness, commensurate with mission requirements and available resources. The major elements of reconstitution are reorganization, assessment, and regeneration. Reconstitution requires a decision by the commander having control of the required resources. (FM 100-9) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit conducted reconstitution and maintained seamless continuity of operations.
02	Yes/No	Commander provided new graphic control measures.
03	Yes/No	Commander adopted new task organization, if required.

ART 5.1.3.6.1 Reorganize Units as Part of a Reconstitution Effort

5-42. Reorganization is action to shift resources within a degraded unit to increase its combat effectiveness. Commanders of all types of units at each echelon conduct reorganization. They reorganize before considering regeneration. Reorganization may be immediate or deliberate. (FM 100-9) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit reorganized and maintained seamless continuity of operations.
02	Yes/No	Commander provided new graphic control measures.
03	Yes/No	Commander adopted new task organization, if required.

ART 5.1.3.6.2 Regenerate Units and Organizations as Part of a Reconstitution Effort

5-43. Regeneration is the rebuilding of a unit, involving large-scale replacement of personnel, equipment, and supplies. This is a higher level of reorganization than the unit can do during normal reorganization without major personnel resources. (FM 100-9) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit regenerated and maintained seamless continuity of operations.
02	Yes/No	Commander provided new graphic control measures.
03	Yes/No	Commander adopted new task organization, if required.

Ψ ART 5.1.4 ASSESS TACTICAL SITUATIONS AND OPERATIONS

5-44. *Assessment* refers to the continuous monitoring and evaluation of the current situation, particularly the enemy, and progress of an operation. Assessment precedes and guides every activity in the operations process and concludes each operation or phase of an operation. It involves a comparison of forecasted outcomes to actual events. (FM 3-0) (USACAC)

Note: Assessment entails three tasks: continuously assessing the enemy's reactions and vulnerabilities; continuously monitoring the situation and progress of the operation towards the commander's desired end state; and continuously evaluating the operation against measures of effectiveness and measures of performance.

No.	Scale	Measure
01	Yes/No	Assessment supported decisionmaking and adjustments during the operations process.
02	Time	To compare situation against criteria of success.
03	Time	For commander to assess progress.
04	Percent	Of enemy actions or operations forecast.
05	Percent	Of time event of interest occurs without options available.
06	Percent	Of accuracy of commander's assessment of progress.

ART 5.1.4.1 MONITOR SITUATION OR PROGRESS OF OPERATIONS

5-45. Collect relevant information on the situation or operation to evaluate the actual situation or progress of the operation and support decisionmaking. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Relevant information collected accurately reflected the situation or progress of the operation and supported decision making.
02	Time	Of lag in currency of information on adjacent military forces or non-Department of Defense agencies.
03	Time	To obtain information on changes to tactical situation.
04	Time	Since update of force situation.
05	Time	To access current situation.
06	Percent	Of time that commander learns of emerging tactical event from staff.
07	Number	Of incidents in which the commander was surprised (not briefed) by critical or emerging event.
08	Number	Of instances when commanders learn of emerging events from sources outside their staff.

ART 5.1.4.2 EVALUATE SITUATION OR OPERATION

5-46. Analyze and compare the actual situation or progress of the operation against criteria of success. Highlight variances between the planned situation at that time in the operation and the current situation, and forecast the degree of mission accomplishment. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Evaluation reflected reality of the degree of mission accomplishment and forecasted the degree of mission accomplishment.
02	Time	To evaluate progress or situation and determine type of decision.
03	Time	To complete evaluation of situation or progress.
04	Percent	Of accuracy of evaluation of situation or progress.
05	Percent	Of accurate friendly evaluations.
06	Number	Of opportunities or threats recognized.

ART 5.1.4.2.1 Develop Running Estimates

5-47. Use the running estimate procedure—consisting of significant facts, events, and conclusions based on analysis—as the staff element's means of assessing within their functional field. Running estimates consider both quantifiable and intangible aspects of military operations. They are as thorough as time permits and updated regularly as part of an ongoing process. They support assessing throughout the operations process. Running estimates also support the commander's visualization of the operation. (FM 6-0) (USACAC)

Note: The intelligence running estimate is the product of intelligence preparation of the battlefield. See ART 2.2.1 (Perform Intelligence Preparation of the Battlefield).

No.	Scale	Measure
01	Yes/No	Running estimates were accurate and supported the commander's visualization of the operation.
02	Time	Into future that planning branches have been developed.
03	Time	From receipt of information to complete or update running estimate.
04	Percent	Of decision points that have branches.
05	Percent	Of enemy actions or operations affected course of battle, but not forecast.
06	Percent	Of forecast branches appeared at execution.

ART 5.1.4.2.2 Evaluate Progress

5-48. Conclude whether the variances from the criteria of success of the current situation or progress of the operation are significant enough to affect accomplishing the mission or meeting the commander's intent and warrant adjustment. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Mission command networks and systems effectively concluded when the force met the commander's intent or needed to adjust its course of action.
02	Time	For commander or staff to forecast degree of mission accomplishment based on variance.
03	Time	From receipt of information to complete evaluation of progress.
04	Percent	Of accurate evaluation of variances.
05	Percent	Of accurate forecast of progress and meaning of forecast.

ART 5.1.4.3 PROVIDE COMBAT ASSESSMENT

5-49. Determine the overall effectiveness of firepower employment during military operations. Firepower employed can be lethal and nonlethal in nature and delivered by direct and indirect fire systems. The objective of combat assessment is to identify recommendations for maneuver operations. Combat assessment is the overarching concept that consists of battle damage and munitions effects assessments while providing reattack recommendations. (FM 2-0) (USAIC&FH)

No.	Scale	Measure
01	Yes/No	The commander determined the overall damage inflicted on the enemy by those direct and indirect fires employed during the conduct of operations.
02	Time	To commence subsequent operations or restrike while awaiting combat assessment.
03	Time	To complete combat assessment.
04	Time	To provide full assessment of attacks to force commander.
05	Time	To provide initial combat assessment of attacks to force commander.
06	Time	To perform the combat assessment functions of battle damage assessment, mission assessment, and munitions effectiveness assessment based on commander's guidance or objectives.
07	Percent	Of high-payoff targets assessed as killed later assessed as being mission capable.
08	Percent	Difference between higher-level and force assessment of effectiveness.
09	Percent	Of targets with combat assessment data available.
10	Percent	Of targets unnecessarily reattacked.

ART 5.1.4.3.1 Perform Battle Damage Assessment

5-50. Provide a timely and accurate estimate of damage resulting from the application of military force, either lethal or nonlethal, against a target. Battle damage assessment provides commanders with a timely and accurate snapshot of their effect on the enemy. This helps commanders determine when or if their targeting effort is meeting their objectives. This task also includes determining if the application of military force results in the release of hazardous material. (FM 6-20) (USAFAS)

Note: This task is supported by the ART 2.4.3 (Provide Intelligence Support to Combat Assessment). It is also associated with the decide, detect, deliver, and assess (D3A) process.

No.	Scale	Measure
01	Yes/No	The commander accurately determined the damage to the enemy from the overall effects of firepower employed during the conduct of military operations.
02	Time	To commence subsequent operations or reattack (following receipt of assessment).
03	Time	To complete full assessment of attacks after time on target.
04	Time	To make initial assessment of attacks after time on target.
05	Time	To provide full assessment of attacks to force commander.
06	Time	To provide initial battle damage assessment of attacks to force commander.
07	Percent	Of high-payoff targets assessed as killed later assessed as being mission capable.
08	Percent	Of targets have battle damage assessment based on more than one type of system.
09	Percent	Of targets unnecessarily reattacked.
10	Percent	Of difference between higher-level and force assessment of effectiveness.

ART 5.1.4.3.2 Perform Munitions Effects Assessment

5-51. Assess the military force in terms of the lethal and nonlethal weapon systems and munitions effectiveness. This assessment is used as the basis of recommendation for changes to increase the effectiveness of methodology, tactics, weapon system, munitions, and weapon delivery parameters. Munitions effects assessment takes place concurrently and interactively with battle damage assessment. This assessment is primarily the responsibility of operations and fire support personnel, with input from the intelligence warfighting functions. (FM 6-20-10) (USAFAS)

No.	Scale	Measure
01	Yes/No	The commander accurately determined the overall effects of munitions and weapon systems employed against specific types of targets during the conduct of military operations.
02	Time	To commence subsequent operations or reattack (following receipt of munitions effects assessment).
03	Time	To complete munitions effects assessment after attack.
04	Time	To provide full assessment of attacks to force commander.
05	Time	To provide initial munitions effects assessment of attacks to force commander.
06	Percent	Of high-payoff targets assessed as killed later assessed as being mission capable.
07	Percent	Of high-payoff targets that require reattack.
08	Percent	Of high-payoff targets successfully attacked.
09	Percent	Difference between higher level and force assessment of munitions effectiveness.
10	Percent	Of targets unnecessarily reattacked.

ART 5.1.4.3.3 Provide Reattack Recommendation

5-52. Make recommendations to the commander, considering the level to which operational objectives have been met regarding reattack and other recommendations that address operational objectives relative to target, target critical elements, target systems, and enemy combat strengths. (FM 6-20-10) (USAFAS)

No.	Scale	Measure
01	Yes/No	Reattack recommendations were effective and efficient.
02	Time	To commence subsequent operations or execute other options.
03	Time	To provide full assessment of attacks to joint force commander.
04	Time	To assess reattack requirement (after attack).
05	Time	To provide initial reattack assessment of attacks to force commander.
06	Percent	Of high-payoff target attacks unsuccessful.
07	Percent	Of high-payoff targets assessed as killed later assessed as being mission capable.
08	Percent	Of high-payoff targets that require reattack.
09	Percent	Of high-payoff targets successfully attacked.
10	Percent	Of difference between higher level and force assessment of reattack requirement.
11	Percent	Of targets unnecessarily reattacked.

SECTION II – ART 5.2: CONDUCT COMMAND POST OPERATIONS
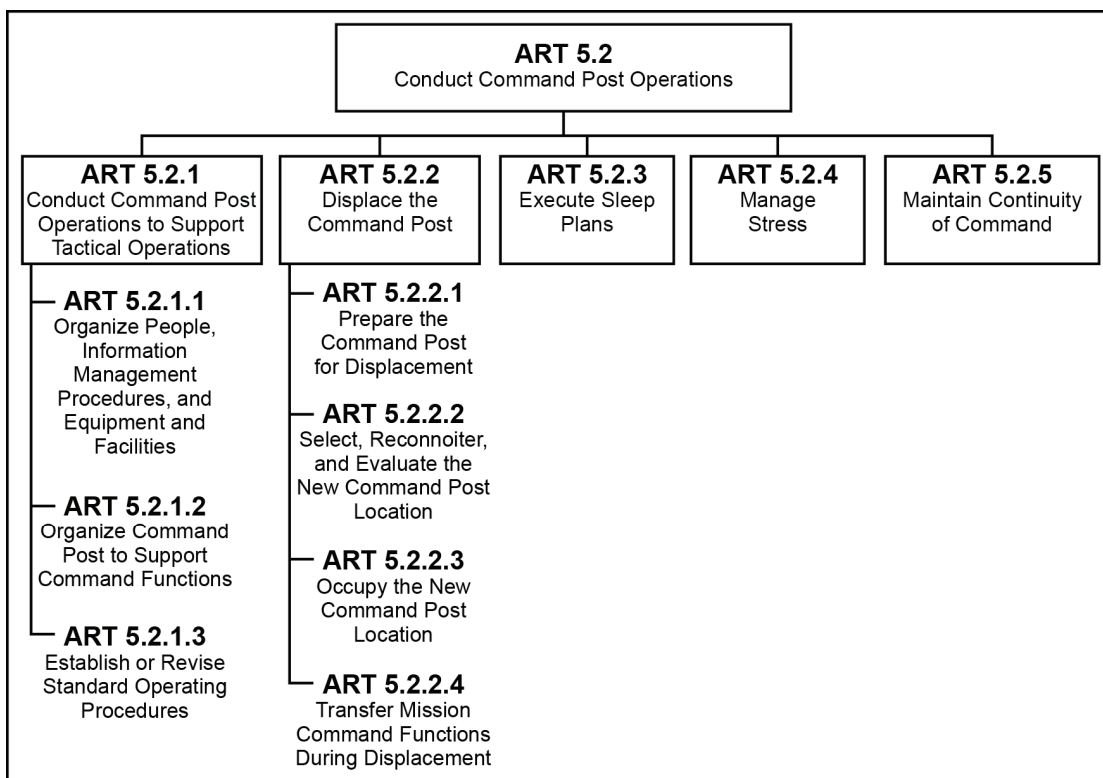
5-53. Organize, create or erect, operate, and move the principal facility used by the commander to exercise mission command of tactical operations. The command post performs the mission command warfighting functions discussed in succeeding subtasks. (FM 6-0) (USACAC)

Note: ART 6.5.3 (Establish Local Security) and ART 6.11.1 (Conduct Operations Security) address tasks inherently associated with conduct of command post operations. The measures of performance for those tasks are not included with the measures of performance of any of the tasks in this chapter since they are separate tasks.

No.	Scale	Measure
01	Yes/No	Command post supported commanders in exercising mission command of their units to accomplish the mission within the time and parameters specified by the higher commander and as stated in the operation order.
02	Time	To form command post from fully operational headquarters.
03	Time	To determine command post structure.
04	Time	To accomplish missions.
05	Percent	Of tactical actions or operations able to be executed.
06	Percent	Of missions accomplished.

ART 5.2.1 CONDUCT COMMAND POST OPERATIONS TO SUPPORT TACTICAL OPERATIONS

5-54. Organize, create or erect, and operate the command post in a manner that allows it to perform staff functions effectively for a particular operation. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Command post supported commanders in exercising mission command of their units to accomplish the mission within the time the operation order specifies.
02	Yes/No	Command post could communicate critical information with higher and subordinate headquarters, adjacent headquarters, and supported headquarters in near-real time.
03	Time	To establish command post for operations.
04	Percent	Of mission command functions performed to standard.
05	Percent	Of mission command nodes that possess required communications capabilities.
06	Percent	Of essential mission command, communications, and computer systems accessible from all subordinate locations.
07	Percent	Of required staff positions and materiel filled.
08	Number	Of times that subordinate commanders are unable to communicate with force headquarters.

ART 5.2.1.1 ORGANIZE PEOPLE, INFORMATION MANAGEMENT PROCEDURES, AND EQUIPMENT AND FACILITIES

5-55. Establish relationships among the personnel, information management, procedures, and equipment and facilities essential for using and communicating the common operational picture and execution information to achieve situational understanding and to direct the conduct (planning, preparing for, executing, and assessing) of operations. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Appendix AOrganization and level of resources met mission command networks and systems requirements.
02	Time	To submit host-nation supportability requests.
03	Time	To obtain host-nation supportability approval.
04	Time	To form force staff (from activation order).
05	Time	To staff and equip mission command networks and systems .
06	Time	To establish and approve mission command networks and systems architecture.

No.	Scale	Measure
07	Number	Of required mission command networks and systems resources identified.
08	Percent	Of required mission command networks and systems resources provided.

Ψ ART 5.2.1.2 ORGANIZE COMMAND POST TO SUPPORT COMMAND FUNCTIONS

5-56. Arrange command post equipment and facilities in a manner that effectively supports the personnel performing command functions for a specific operation or situation. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Command post organization facilitated performing command functions for a specific operation.
02	Time	After constitution of command post to establish "daily battle rhythm."
03	Percent	Of normal operations covered by procedures.
04	Number	Of incidents of friendly forces orders or taskings significantly delayed because of unclear relationships within headquarters.
05	Number	Of incidents of friendly forces orders or taskings significantly delayed.

Ψ ART 5.2.1.3 ESTABLISH OR REVISE STANDARD OPERATING PROCEDURES

5-57. Create or modify a set of instructions covering those tasks and functions that lend themselves to a definite or standard procedure without a loss of effectiveness; the standard operating procedures is effective unless ordered otherwise to meet altered conditions. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit's standard operating procedures or its revisions facilitated mission accomplishment and warfighting functions integration.
02	Yes/No	Commands had policies and procedures for operation and maintenance of information systems.
03	Yes/No	Commands had restoration plans for critical failures.
04	Percent	Of procedures revised during operations.
05	Percent	Of total "down" time for operational mission command networks and systems attributed to failure to follow established policies and procedures.

ART 5.2.2 DISPLACE THE COMMAND POST

5-58. Move or transfer the principal facility used by the commander to exercise mission command of tactical operations of a specific operation. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Command post displaced when necessary and resumes supporting the commander within the time the operation order specifies.
02	Time	To displace and establish command post in new location.
03	Time	To resume full operations in new location.
04	Number	Of incidents of degraded mission command effectiveness during displacement.
05	Number	Of incidents of operations affected negatively by displacement.

ART 5.2.2.1 PREPARE THE COMMAND POST FOR DISPLACEMENT

5-59. Execute activities before movement to facilitate the command post move. These activities include, but are not limited to, dismantling information systems and associated networks, dismantling the facilities and equipment, and packing elements of the command post per load plans. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Command post prepared for displacement within the time either the unit standing operating procedures or operation order specifies.
02	Yes/No	Unit planned for continuous communications during command post displacement.
03	Time	Before displacement to publish plan.
04	Time	To dismantle information systems and networks, facilities, and equipment.
05	Time	To pack for displacement.
06	Percent	Of command post packed per loading plans or standing operating procedures.

ART 5.2.2.2 SELECT, RECONNOITER, AND EVALUATE THE NEW COMMAND POST LOCATION

5-60. Decide and confirm the suitability of the location to which the command post should displace, including the time of and for movement. (FM 6-0) (USACAC)

Note: ART 1.3 (Conduct Tactical Troop Movements) covers movement of command posts.

No.	Scale	Measure
01	Yes/No	Selection, reconnaissance, and evaluation of the new command post location resulted in a new location that effectively supports the exercise of mission command.
02	Time	To form reconnaissance party.
03	Time	For reconnaissance party to decide and confirm suitability of new location.
04	Time	For reconnaissance party to communicate findings to command post.
05	Percent	Of decisions of reconnaissance party valid for command post functions.

ART 5.2.2.3 OCCUPY THE NEW COMMAND POST LOCATION

5-61. Execute activities following a tactical or administrative movement to establish and conduct command post operations. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Occupation of the new command post location allowed the command post to support the commander effectively in the exercise of mission command and within the time the unit standing operating procedures or operation order specifies.
02	Yes/No	Location of new command post met security requirements.
03	Time	To account for 100 percent of personnel and equipment after last arrival at final destination.
04	Time	To unpack equipment from transport.
05	Time	To set up facilities and information systems and networks for operation.
06	Time	To reestablish communications links after arrival.
07	Percent	Of mission command functions performed effectively after arrival.

ART 5.2.2.4 TRANSFER MISSION COMMAND FUNCTIONS DURING DISPLACEMENT

5-62. Reassign mission command functions from the old location to the new location. Maintain mission command functions during the move without disrupting performance of mission command functions for the force. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Mission command functions transfer allowed the unit mission command networks and systems to maintain mission command functions without disruption.
02	Time	To transfer mission command to alternate command post.
03	Percent	Of effectiveness of alternate command post.
04	Percent	Of communications with subordinate headquarters during displacement.
05	Percent	Of effectiveness of mission command functions during displacement.
06	Percent	Of mission command functions not performed during displacement.

ART 5.2.3 EXECUTE SLEEP PLANS

5-63. Identify, counter, and minimize the degrading effects of night operations and sleep loss on units as they execute continuous operations. (FM 6-22.5) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Unit sleep plan provided adequate rest for effective performance over time.
02	Yes/No	Unit prepared sleep plan.
03	Yes/No	Unit complied with sleep plan during operations.
04	Percent	Of Soldiers obtaining sleep within the parameters of FM 6-22.5.
05	Number	Of Soldiers unable to perform due to lack of sleep.

ART 5.2.4 MANAGE STRESS

5-64. Identify, counter, and minimize the degrading effects of stress on units as they execute continuous operations. (FM 6-22.5) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Unit identified, countered, and minimized effects of stress on Soldiers to avoid degrading unit performance and mission accomplishment.
02	Number	Of misbehavior incidents due to effects of stress.
03	Number	Of decisions degraded by stress.

ART 5.2.5 MAINTAIN CONTINUITY OF COMMAND

5-65. Ensure—through succession of command and the ability of the commander to exercise command continuously from any point in the area of operations—continuity in the exercise of the authority of command and continuity in the performance of functions, tasks, or duties necessary to accomplish a military operation or mission. ART 5.2.5 includes 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. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit maintained continuity of command throughout the mission.
02	Time	That commander was not available for command functions.
03	Time	Of communications loss with subordinates.
04	Time	To restore commander's understanding of current situation.
05	Time	To transfer command from one commander to another.
06	Number	Of times communications with the commander were lost.
07	Number	Of times the commander lost communications with subordinates.

SECTION III – ART 5.3: INTEGRATE INFORMATION SUPERIORITY CONTRIBUTORS
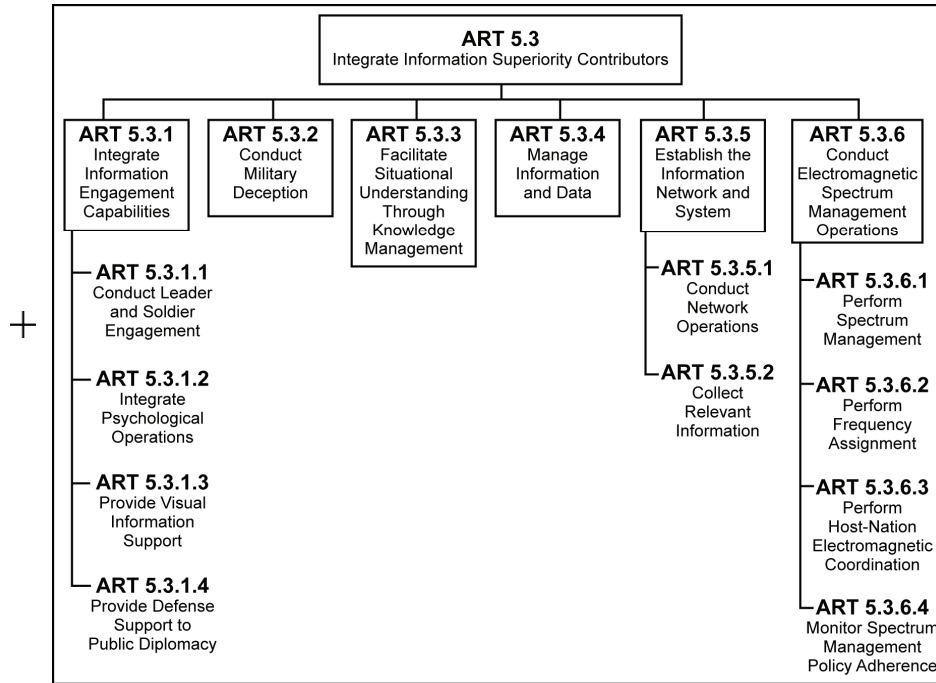
5-66. Commanders integrate four contributors to achieve information superiority during full spectrum operations. The four contributors are Army information tasks; intelligence, surveillance, and reconnaissance (ISR); knowledge management; and information management. ISR Army tasks are defined in ART 2.0 (The Intelligence Warfighting Function). (FM 3-0) (USACAC)

> *Note:* The Army information tasks are defined within the appropriate warfighting functions. Information engagement and military deception are included in this chapter.
>
> Information protection and operations security are included in ART 6.0 (The Protection Warfighting Function).

ART 5.3.1 INTEGRATE INFORMATION ENGAGEMENT CAPABILITIES

5-67. *Information engagement* is the integrated employment of public affairs to inform U.S. and friendly audiences; military information support operations, combat camera, U.S. Government strategic communication and defense support to public diplomacy, and other means necessary to influence foreign audiences; and, leader and Soldier engagements to support both efforts. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit identified information requirements in support of information engagement.
02	Yes/No	Unit developed information engagement objectives nested with commander's intent and strategic communications themes.
03	Yes/No	Unit developed information engagement measures of performance and measures of effectiveness.
04	Yes/No	Unit determined information engagement role in achieving an operational advantage.

No.	Scale	Measure
05	Yes/No	Unit participated in measures of performance and effects working groups.
06	Time	To integrate the analysis of socio-cultural, cognitive, physical, cyber, and electronic factors in the operational environment in support of information engagement operations.
07	Time	To provide input to base order for information engagement concept and prepare its annex with appendices.
08	Time	To integrate information engagement activities into the targeting process.
09	Time	To participate in the military decisionmaking process.
10	Time	To develop information engagement matrix and integrate with the target synchronization matrix.
11	Time	To maintain battle tracking and information engagement input to the common operational picture.
12	Time	To assess and analyze impact of information engagement activities in support of full spectrum operations.
13	Time	To assess measures of performance and measures of effectiveness.
14	Percent	Of information engagement activities not coordinated across staffs.
15	Percent	Of information engagement activities not coordinated with operations security, information protection, and military deception.
16	Percent	Of information engagement working groups held to integrate information engagement in the operations process and synchronize information engagement activities.

ART 5.3.1.1 CONDUCT LEADER AND SOLDIER ENGAGEMENT

5-68. Face-to-face interaction by military leaders, Soldiers, Army civilians, and U.S. contractor personnel strongly influences the perceptions of the local populace. Carried out with discipline and professionalism, day-to-day interaction of Soldiers with the local populace among whom they operate has positive effects. Such interaction amplifies positive actions, counters enemy propaganda, and increases goodwill and support for the friendly mission. Likewise, meetings conducted by leaders with key communicators, civilian leaders, or others whose perceptions, decisions, and actions will affect mission accomplishment can be critical to mission success. These meetings provide the most convincing venue for conveying positive information, assuaging fears, and refuting rumors, lies, and misinformation. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit commander prepared to conduct engagement and was familiar with the unit narrative, commander's scope of expertise, media personality profile and regulations concerning interviews.
02	Yes/No	Soldiers, Army civilians, and U.S. contractor personnel advised of the inevitability of media presence during military operations.
03	Yes/No	Soldiers, Army civilians, and U.S. contractor personnel briefed and acknowledged scope of information during interview.
04	Yes/No	Soldiers, Army civilians, and U.S. contractor personnel encouraged to represent themselves as soldiers and to speak about the jobs they perform for the Army.
05	Yes/No	Commander ensured media received maximum unrestricted disclosure of unclassified information in accordance with operational security guidance.
06	Yes/No	Units constructed and maintained media personality profiles to anticipate media objectives and were prepared to support those objectives
07	Yes/No	Unit assessed outcomes of military leaders, Soldiers, Army civilians, and U.S. contractor personnel engagements and consolidated into some form of directive to conduct after action reviews.
08	Percent	Of local national actors and publics identified by unit.

No.	Scale	Measure
09	Percent	Of military leaders, Soldiers, Army civilians, and U.S. contractor personnel engagements coordinated across staffs.
10	Percent	Of local national actors and publics engaged by leaders and Soldiers.
11	Percent	Of military leaders, Soldiers, Army civilians, and U.S. contractor personnel engagements that successfully deliver unit narrative.
12	Time	Taken to issue friendly messages in response to crisis communications needs vs. adversary's propaganda timeline.

ART 5.3.1.2 INTEGRATE PSYCHOLOGICAL OPERATIONS

5-69. The Office of the Secretary of Defense reviews and approves all psychological operations (PSYOP) plans and programs. These include, at a minimum, PSYOP objectives, themes to stress and avoid, dissemination means and conduits, concept of operations, target audiences, and funding sources. Once PSYOP programs are approved, PSYOP planning occurs with the development of supporting PSYOP objectives, potential target audiences, and initial assessment criteria. PSYOP staff planners provide input to the military decisionmaking process, and incorporate PSYOP into the operation plan and order. (FM 3-05.30) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit reviewed U.S. laws, policies, regulations, and international treaties regarding the execution of PSYOP.
02	Yes/No	Unit reviewed approved PSYOP Office of the Secretary of Defense programs including PSYOP objectives, supporting PSYOP objectives, potential target audience lists, and initial assessment criteria.
03	Yes/No	Unit established approval authorities for PSYOP Series.
04	Yes/No	Unit obtained appropriate authorizations for the dissemination of PSYOP.
05	Yes/No	Unit incorporated programs approved by the Office of the Secretary of Defense into its operation plan and order.

ART 5.3.1.3 PROVIDE VISUAL INFORMATION SUPPORT

5-70. Create a record of unit activities. Still and motion video recordings include friendly forces, equipment, and positions before, during, and after engagements; terrain features in current or projected operational areas; battle damage to friendly, enemy, or host-nation property; any essential element of friendly information that assists a commander in conducting (planning, preparing, executing, and assessing) operations. (FM 6-02.40) (USASC&FG)

No.	Scale	Measure
01	Yes/No	Visual information support assisted the commander with the operations process.
02	Time	To provide combat camera detachment commander when determined necessary.
03	Time	To process media and produce imagery for short-notice tasking.
04	Time	To provide finished imagery products to customers.
05	Time	To provide finished imagery products to customers in the United States.
06	Time	To respond to and be on scene for short notice tasking.
07	Time	To review selected combat camera materials (for release, until release, including products to be released by public affairs representatives, before delivery to the releasing agency).
08	Percent	Of photographic images and electronic documentation available.
09	Percent	Of presented coverage deemed suitable by customer (such as audience attention and share).
10	Percent	Of subject coverage requests filled.

ART 5.3.1.4 PROVIDE DEFENSE SUPPORT TO PUBLIC DIPLOMACY

5-71. Defense support to public diplomacy is those activities and measures taken by the Department of Defense components to support and facilitate public diplomacy efforts of the U.S. Government. Defense support to public diplomacy is the military's role in supporting the U.S. Government's strategic communication program. It includes peacetime military engagement activities conducted as part of combatant commanders' theater security cooperation plans. (FM 3-0) (USACAC)

ART 5.3.2 CONDUCT MILITARY DECEPTION

5-72. Execute actions to mislead enemy or adversary military decisionmakers deliberately as to friendly military capabilities, intentions, and operations, thereby causing the enemy or adversary to take specific actions (or inactions) that contribute to accomplishing the friendly mission. Military deception includes simulative deception, simulative electronic deception, imitative electronic deception, and manipulative electronic deception. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit achieved military deception objective.
02	Yes/No	Unit integrated military deception effort with other operations.
03	Yes/No	Military deception effort conformed to instructions from higher headquarters, statutory requirements, and international agreements.
04	Yes/No	Military deception effort supported the commander's intent.
05	Yes/No	Unit identified and then exploited target biases.
06	Yes/No	Unit maintained operations security throughout the process.
07	Yes/No	Unit used various sources—physical, electronic, imitative, simulative, and manipulative—to transmit the military deception story to the enemy.
08	Yes/No	Unit identified the deception target appropriate to the level of deception operation.
09	Time	To provide a military deception plan to support a branch or sequel.
10	Time	For enemy to identify military deception after commencing operations.
11	Time	To implement preplanned military deception plan.
12	Time	To identify key enemy decisionmakers.
13	Time	To identify enemy critical intelligence indicators.
14	Time	To assess operations security measures protecting the military deception operation from hostile detection and unwitting disclosure to friendly elements.
15	Percent	Of enemy force decoyed away from the area of the unit's decisive operation.
16	Percent	Of operation plans and orders that contain a military deception appendix to the information operations annex.
17	Percent	Of friendly military deception operations resulting in the enemy reallocating its resources.
18	Percent	Of enemy critical intelligence indicators successfully supplied with false or misleading information.
19	Percent	Of military deception events executed at the time and location specified.
20	Percent	Of physical environment and other conditions of the operational environment effectively used to support military deception effort.
21	Percent	Of false information contained in the military deception story.
22	Number	Of physical, technical, and administrative means available to convey information to the military deception target.

ART 5.3.3 FACILITATE SITUATIONAL UNDERSTANDING THROUGH KNOWLEDGE MANAGEMENT

5-73. Create, organize, apply, and transfer knowledge to facilitate situational understanding and decisionmaking. Knowledge management supports improving organizational learning, innovation, and performance. Knowledge management processes ensure that knowledge products and services are relevant, accurate, timely, and useable to commanders and decisionmakers. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Knowledge management applied analysis and evaluation to information to create knowledge.
02	Yes/No	Commander's critical information requirements focused knowledge management product development.
03	Yes/No	Knowledge management narrowed the gap between relevant information required and information available.
04	Yes/No	Unit developed knowledge management plan.
05	Yes/No	Knowledge management plan addressed knowledge and information flow.
06	Yes/No	Knowledge management plan developed criteria for displaying the common operational picture.
07	Yes/No	Knowledge management supported developing situational awareness and situational understanding.
08	Yes/No	Knowledge management enabled rapid, accurate retrieval of previously developed knowledge to satisfy new requirements.
09	Yes/No	Knowledge management routed products to the appropriate individuals in a readily understood format.
10	Yes/No	Knowledge management kept commander and staff from being overwhelmed by information.

+ ART 5.3.4 MANAGE INFORMATION AND DATA

5-74. Direct relevant information to the right person at the right time in a usable format to facilitate situational understanding and decisionmaking. Use procedures and information systems to collect, process, display, store, and disseminate data and information. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Information and data collected, processed, displayed, stored, and disseminated directed relevant information to the right persons at the right time in a usable format to facilitate situational understanding and decisionmaking.
02	Time	To direct, establish, and control the means by which the various staffs and forces send and receive operationally significant data or information, to minimize operations delayed or affected because of lack of information.
03	Time	For force common operating picture to reflect real-world situation.
04	Percent	Of critical information acquired and disseminated to subordinate commanders and appropriate members of subordinate staffs.
05	Percent	Of time that data was presented to the decisionmaker in the requested format.

+ ART 5.3.5 ESTABLISH THE INFORMATION NETWORK AND SYSTEM

5-75. Install, operate, and maintain networks that ensure information systems and personnel can perform information management activities. ART 5.3.5 includes network operations, functions (enterprise systems management, content staging and information dissemination management, and information assurance and

computer network defense), and repositioning information systems (such as communications nodes) to maintain continuity of command. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Operations of the tactical information network, systems, and personnel effectively performed information management activities in support of the commander's decisionmaking.
02	Time	To deliver high precedence messages.
03	Time	To integrate new headquarters into existing SIPRNETs—SECRET Internet Protocol Router Networks.
04	Time	To establish integrated communications system.
05	Time	To establish both data and voice communications with combatant command and its components.
06	Time	To submit frequency requests.
07	Percent	Of subordinate commanders and supporting staffs in communication with force headquarters.
08	Percent	Of mission command networks and systems that are operational.
09	Percent	Of mission command networks and systems that meet command reliability standards.
10	Percent	Of mission command networks and systems equipment down for unscheduled maintenance.
11	Percent	Of traffic sent on nondedicated or non-Department of Defense lines or circuits.
12	Percent	Of communications equipment, circuits, and connectivity with status accurately displayed.
13	Percent	Of communications outages with adequate back-up communications paths.
14	Percent	Of time essential mission command networks and systems accessible from all locations.
15	Percent	Of force headquarters local area networks capable of interoperating.
16	Percent	Of time communications connectivity maintained with all units.
17	Percent	Of time voice and data communications (unsecure and secure) maintained.
18	Percent	Of equipment interoperability problems that result in late or lost data.
19	Percent	Of resources requested to fill all shortfalls.
20	Percent	Of critical mission command networks and systems architecture nodes identified in the operation plan.
21	Number	Of instances of delay, disruption, or corruption of operational mission command networks and systems due to failure to follow established policies and procedures.

ART 5.3.5.1 CONDUCT NETWORK OPERATIONS

5-76. Perform the essential tasks to support situational awareness and mission command networks and systems that commanders will use to operate and defend the network. (FMI 6-02.60) (USASC&FG)

No.	Scale	Measure
01	Yes/No	The G-6 prepared and maintained information systems estimates, plans, and orders.
02	Yes/No	The G-6 recommended command post locations based on the information environment.
03	Yes/No	Unit established automation systems administration procedures for all information systems.
04	Yes/No	Unit established procedures for collecting, processing, displaying, storing, and disseminating data and information within the headquarters, staff sections, and major subordinate commands throughout the operations process.
05	Time	To manage and control information network capabilities and services.
06	Time	To coordinate, plan, and direct all information systems support interfaces with joint and multinational forces, including host-nation forces.
07	Time	To coordinate the availability of commercial information systems and information services.
08	Time	To coordinate unit commercial and military satellite communications requirements.

No.	Scale	Measure
09	Percent	Of time monitoring and making recommendations on all technical information systems activities.
10	Percent	Of time assessing information systems vulnerability and risk management (with the G-2 and G-7).
11	Percent	Of time recommending information systems network priorities for battle command.
12	Percent	Of time ensuring that redundant communications means are planned and available to pass time-sensitive information.

ART 5.3.5.2 COLLECT RELEVANT INFORMATION

5-77. Continually collect relevant information about the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations from the information environment by any means for processing, displaying, storing, and disseminating to support conducting current and future operations. (FM 6-0) (USACAC)

Note: The distinction between ART 5.3.5.2 and ART 2.3 (Perform Intelligence, Surveillance, and Reconnaissance) is that ART 2.3 involves collecting information from the operational environment while ART 5.3.5.2 involves integrating intelligence information and products that exist within the mission command networks and systems.

No.	Scale	Measure
01	Yes/No	Information collected supported military decisionmaking.
02	Time	Since latest relevant information collected.
03	Percent	Of decisions delayed awaiting collection of appropriate data.
04	Percent	Of requested information collected within time desired.
05	Percent	Of collected information that was high quality.

ART 5.3.5.2.1 Collect Friendly Force Information Requirements

5-78. Collect data about friendly forces from the information environment for processing, displaying, storing, and disseminating to support mission command functions. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Information collected about friendly forces supported decisionmaking.
02	Yes/No	Information collected was current.
03	Percent	Of accuracy of information on essential logistics, maintenance, and personnel requirements and reports.
04	Percent	Of accuracy of information regarding subordinate unit deployments.
05	Percent	Of accuracy of data used by operations staff.
06	Percent	Of accuracy of subordinate unit status.
07	Percent	Of friendly units or organizations and personnel with current status known.

ART 5.3.5.2.2 Integrate Intelligence Products

5-79. Collect intelligence products from intelligence sources and combine them with friendly force information requirements for use in mission command functions. (FM 6-0) (USACAC)

Note: ART 2.3 (Perform Intelligence, Surveillance, and Reconnaissance) involves collecting information about the enemy or adversary and other conditions of the operational environment.

No.	Scale	Measure
01	Yes/No	Intelligence products integrated by information management supported decisionmaking.
02	Time	To establish connectivity with component intelligence agencies, combatant command, and national intelligence agencies (after arrival).
03	Time	To integrate intelligence products by users or common operational picture.
04	Percent	Of accuracy of intelligence situation displays integrated with other mission-essential information.
05	Percent	Of intelligence products properly integrated with other information.

ART 5.3.5.2.3 Assess Accuracy, Timeliness, Usability, Completeness, and Precision of Collected Information

5-80. Apply the criteria of accuracy, timeliness, usability, completeness, and precision to evaluate the quality of relevant information collected. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Relevant information that meets the quality criteria served the commander's needs.
02	Time	To assess collected relevant data.
03	Percent	Of available information examined and considered in latest status reporting.
04	Percent	Of accuracy of data transmitted and disseminated.
05	Percent	Of time information passed by specified time.
06	Percent	Of time information on commander's critical information requirements passed by specified time.
07	Percent	Of time mission-essential information and threat assessments passed by specified time.
08	Percent	Of reports with no significant errors.

ART 5.3.5.2.4 Process Relevant Information to Create a Common Operational Picture

5-81. Add meaning to relevant information by formatting, plotting, translating, correlating, aggregating, organizing, categorizing, analyzing, and evaluating it to create the common operational picture (COP). (FM 6-0) (USACAC)

Note: The COP is an operational picture tailored to the user's requirements based on common data and information shared by more than one command. The COP facilitates collaborative planning and helps all echelons to achieve situational understanding.

No.	Scale	Measure
01	Yes/No	Meaning added to relevant information to create the COP supported decisionmaking.
02	Time	To compile appropriate reports.
03	Time	To provide analysis and evaluation to information.
04	Percent	Of time that unit maintained accurate and current COP in the area of operations.
05	Percent	Of reports processed within time limits.

ART 5.3.5.2.5 Display a Common Operational Picture Tailored to User Needs

5-82. Present relevant information in audio or visual formats that convey the common operational picture (COP) for decisionmaking and exercising other mission command functions. The COP format should be easily understandable to the user and tailored to the needs of the user and the situation. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	COP was tailored to the user's needs and the situation was easily understandable.
02	Time	Between the force COP and the real-world situation to maintain operational information, force status, and the capability to respond to an emerging situation and project branches or sequels.
03	Time	To display shared local databases.
04	Time	For decisionmaker to understand display in decisionmaking.
05	Percent	Of accurate mission-essential information maintained on situation displays.
06	Percent	Of current operational data displays.

ART 5.3.5.2.6 Store Relevant Information

5-83. Retain relevant information in any form that allows processing, displaying, or disseminating to authorized users when and as required to exercise mission command. ART 5.3.5.2.6 includes maintaining distributed or common databases. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Stored relevant information was readily available for processing, displaying, or disseminating when and as required to support exercise of mission command.
02	Yes/No	Unit preserved and retained relevant information for historians to collect.
03	Time	To post unit reports to appropriate databases or pass to work centers (from receipt).
04	Time	To access and display shared remote databases.
05	Time	To enter most current information on force status.
06	Time	To access shared local databases.
07	Percent	Of relevant information required already in databases.

ART 5.3.5.2.7 Disseminate Common Operational Picture and Execution Information

5-84. Convey relevant information of any kind from one person or place to another by any means to improve understanding or to initiate or govern action, conduct, or procedure. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Common operational picture and execution information disseminated between headquarters in time and with sufficient quality and quantity to allow those headquarters to initiate actions that met the commander's intent.
02	Yes/No	After approval, all orders and plans received by components and adjacent units.
03	Time	To process and disseminate status information (to subordinate units).
04	Time	To communicate all approved orders and plans to subordinate and adjacent units.
05	Time	To prepare and forward situation reports.
06	Percent	Of organizations or units receiving latest information.
07	Percent	Of command plans, reports, and other information passed error free.
08	Percent	Of addressees that received message.
09	Percent	Of addressees that received critical planning messages (such as warning orders).
10	Percent	Of messages sent outside normal communications channels.
11	Percent	Of accurate orders and requirements transmitted or disseminated within reporting criteria.
12	Percent	Of information that gets to appropriate people.
13	Percent	Of reports disseminated to all agencies within time limits.

No.	Scale	Measure
14	Percent	Of time mission-essential information passed within established criteria.
15	Number	Of instances where incoming information (which could affect outcome of operation) is not received by the person responsible for action.

ART 5.3.5.2.8 Communicate with Non-English Speaking Forces and Agencies

5-85. Communicate verbally, nonverbally, in writing, or electronically in the appropriate language of multinational, host-nation, and nongovernmental forces and agencies to meet all mission command requirements. This task requires U.S. personnel to establish and maintain effective rapport with the leaders and staff of multinational or host-nation forces. Information exchange with multinational forces is achieved through the establishment of a multinational information sharing enterprise called the Combined Enterprise Regional Information Exchange System. (FM 6-0) (USACAC)

Note: Classified and sensitive information is not passed to multinational partners in violation of policy guidance.

No.	Scale	Measure
01	Yes/No	Communications with non-English speaking personnel sufficiently met all mission command requirements to allow mission accomplishment effectively by force as a whole.
02	Yes/No	Unit protected classified and sensitive information when communicating with multinational partners.
03	Time	To communicate information or orders from one language to another orally or in writing.
04	Time	To develop interpersonal relationships.
05	Percent	Of needed information, not passed to or received by allies (due to lack of equipment interoperability).
06	Percent	Of needed information not passed to allies due to classification constraints.
07	Percent	Of accuracy of communication with non-English-speaking forces and agencies.
08	Percent	Of required linguist support provided.
09	Number	Of missions not accomplished and commitments not met due to faulty or lacking language support.
10	Number	Of cultural mistakes occurring while dealing with non-English-speaking forces or agencies.

ART 5.3.6 CONDUCT ELECTROMAGNETIC SPECTRUM MANAGEMENT OPERATIONS

5-86. Electromagnetic spectrum (EMS) operations is the overarching concept that incorporates spectrum management, frequency assignments, policy implementation, and host nation coordination that enables the commander's effective use of the electromagnetic spectrum for full spectrum operations. Electromagnetic spectrum operations enable and support the six warfighting functions of mission command, intelligence, fires, movement and maneuver, protection, and sustainment. EMS operations consists of planning, operating, and coordinating the use of the electromagnetic spectrum through operational, engineering, administrative, and policy implementation procedures. The objective of EMS operations is to enable electronic systems that rely on wireless connectivity to perform their functions in the intended environment without causing or suffering unacceptable frequency interference. (JP 6-0) (USJFCOM JWFC)

ART 5.3.6.1 PERFORM SPECTRUM MANAGEMENT

5-87. Spectrum management consists of evaluating and mitigating electromagnetic environmental effects; managing frequency records and databases; de-conflicting frequencies, frequency interference resolution;

allotting frequencies; and coordinating electronic warfare to ensure electromagnetic dependent systems operate as intended. (JP 6-0) (USJFCOM JWFC)

No.	Scale	Measure
01	Yes/No	Spectrum was managed to satisfy mission requirements and met commander's intent.
02	Yes/No	All systems operated with no interference.
03	Time	To convert raw data to a useable format.
04	Time	To maintain databases.
05	Time	To deconflict spectrum assignments.
06	Time	To evaluate environmental effects.
07	Time	To resolve frequency interference.
08	Time	To coordinate electronic warfare issues.
09	Time	To process interference report.
10	Time	To coordinate, develop, and publish a joint restricted frequency list.
11	Percent	To coordinate with network managers.
12	Number	Of frequency assignments managed.
13	Number	Of systems requiring spectrum.

ART 5.3.6.2 PERFORM FREQUENCY ASSIGNMENT

5-88. Frequency assignment is the requesting and issuance of authorization to use frequencies for specific equipment such as combat net radio and frequencies for Army wireless networks. This also includes the planning necessary for these systems. (JP 6-0) (USJFCOM JWFC)

No.	Scale	Measure
01	Yes/No	Sufficient frequencies were requested to meet mission requirements.
02	Yes/No	Sufficient frequencies were available to meet mission requirements.
03	Yes/No	Frequency re-use plans were utilized to efficiently use spectrum.
04	Time	To generate radio loadsets and frequency plans.
05	Time	To build a communications-electronics operating instructions.
06	Time	Between request for frequencies.
07	Time	To obtain frequency approval.
08	Time	To design the frequency plan for area networks.

ART 5.3.6.3 PERFORM HOST-NATION ELECTROMAGNETIC COORDINATION

5-89. Each nation has sovereignty over its electromagnetic spectrum. The use of electromagnetic spectrum must be negotiated on a case-by-case basis. Approval to transmit within a country is based on the sovereignty of that country and their regulatory processes that evaluate the Department of Defense request for use of spectrum perceived potential for electromagnetic interference to local receivers. Use of military or commercial electromagnetic spectrum systems in host nations requires coordination and negotiation that result in formal approvals and certifications. (JP 6-0) (USJFCOM JWFC)

No.	Scale	Measure
01	Yes/No	Unit established relationship with host-nation agency responsible for radio frequency spectrum.
02	Yes/No	Command informed of host-nation restrictions on spectrum use.
03	Time	To process frequency request.
04	Time	To obtain frequency approval.

No.	Scale	Measure
05	Percent	Of frequency requests filled.
06	Percent	Of mission degradation due to inadequate spectrum.

ART 5.3.6.4 MONITOR SPECTRUM MANAGEMENT POLICY ADHERENCE

5-90. International use of the electromagnetic spectrum is coordinated globally through the International Telecommunications Union). The United States Military Communications-Electronics Board (MCEB) is the main coordinating body for signal matters among Department of Defense (DOD) components. The main enforcement mechanism for DOD systems is the Spectrum Certification process (the frequency allocation to equipment process utilizing the DD 1494 [Application for Equipment Frequency Allocation]), which must be completed for all systems and equipment that emit or receive Hertzian waves. (JP 6-0) (USJFCOM JWFC)

No.	Scale	Measure
01	Yes/No	Unit observed all spectrum policies, regulations, and rules.
02	Yes/No	Commander was aware of policy, regulations, and rules affecting operations.
03	Time	To complete DD 1494.
04	Time	To get MCEB approval.
05	Time	To disseminate spectrum supportability guidance.
06	Number	Of systems not meeting Spectrum Certification compliance.

±SECTION IV – ART 5.4: CONDUCT CIVIL-MILITARY OPERATIONS
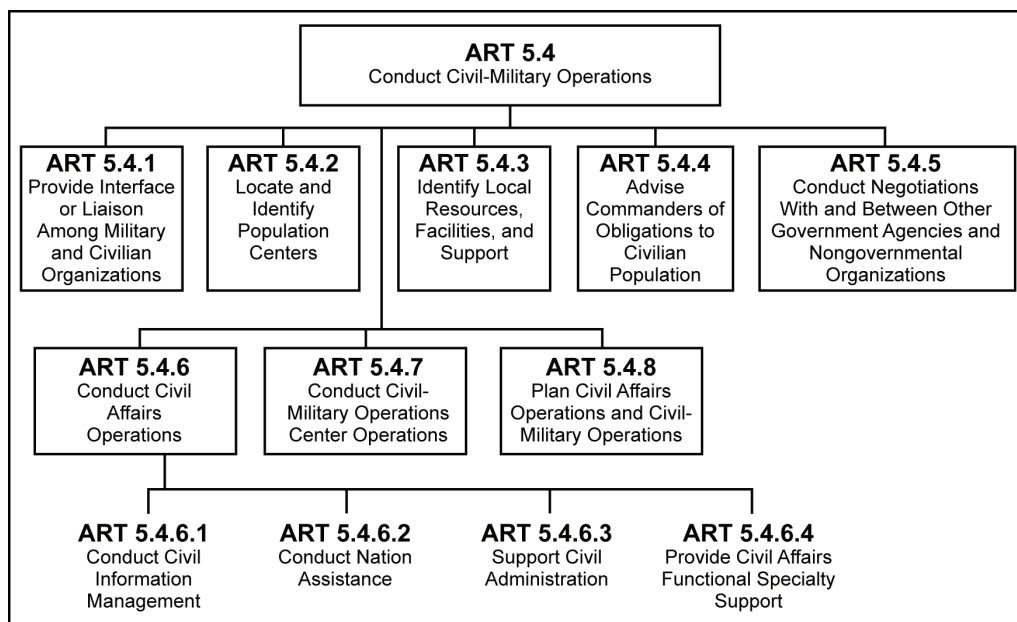
5-91. Civil-military operations (CMO) are the activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations to consolidate and achieve U.S. objectives. CMO may include performance by military forces of activities and functions normally the responsibility of local, regional, or national government. These activities may occur before, during, or after other military actions. They may also occur, if directed, in the absence of other military operations. CMO may be performed by designated civil affairs (CA), by other military forces, or by a combination of CA and other forces. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	The conduct of CMO in the area of operations (AO) supported mission accomplishment by conventional and unconventional forces.
02	Yes/No	Army forces facilitated and mediated negotiations among opposing ethnic, cultural, religious, and social groups in the AO.
03	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and were present in procedures being followed.
04	Yes/No	Unit conducted civil reconnaissance focusing specifically on the civil component: area, structures, capabilities, organizations, people, and events.
05	Yes/No	Unit established measures of effectiveness with a mechanism to monitor and assess those measures.
06	Yes/No	Unit developed a concept to execute CA operations that were through or with host-nation or foreign nation military and civilian organizations.
07	Yes/No	Unit ensured the management of civil information.
08	Yes/No	Unit advised commander on the prioritizing and monitoring expenditures of allocated Overseas Humanitarian Disaster and Civic Aid, Commander's Emergency Response Program, payroll, and other funds dedicated to CMO.
09	Yes/No	Unit coordinated and integrated area assessments and area studies into mission planning.
10	Time	To execute the CA operation plan or order.
11	Time	To refine CA program or produce civil affairs operations annex K to operation order after receipt of warning order.
12	Time	To establish civil-military operations center.
13	Time	For legal review of CA plan.
14	Time	To deploy CA personnel in support of operations.
15	Time	To coordinate with local authorities on local populace control measures.
16	Time	To assess situation and define requirements.
17	Time	To coordinate and liaise with host-nation populations and institutions, intergovernmental organizations, nongovernmental organizations, other government agencies, and military units represented in the AO.
18	Time	To identify and integrate CA support and appropriate CA essential elements of information into command intelligence programs in the AO.
19	Time	To submit the CA operation plan to the supported element for review and approval.
20	Time	To identify cultural, ethnic, social, and religious characteristics of the local populace.
21	Time	To provide the supported element with necessary relevant cultural information to mitigate acts contrary to local culture and norms.
22	Percent	Of local population able to maintain normal day-to-day activities.
23	Percent	Of local population able to remain in their homes.
24	Percent	Of U.S. military supplies and resources in the AO used to support CMO.
25	Number	Of instances of supportive and hostile actions directed toward civilians in the AO.
26	Number	And types of restrictions imposed on the use of cultural property.
27	Number	Of instances of supportive and hostile actions directed toward the U.S. military by the population in the AO.
29	Number	Of incidents of civilian interference with military operations.

Ψ ART 5.4.1 PROVIDE INTERFACE OR LIAISON AMONG MILITARY AND CIVILIAN ORGANIZATIONS

5-92. Provide interface among U.S. forces, indigenous population and institutions, nongovernmental organizations, intergovernmental organizations, and other government agencies. Minimize the likelihood and effects of civil interference with military operations. Prepare and transition liaison activities to follow on military and civilian units and organizations as appropriate. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Liaison performed in the area of operations (AO) contributed to accomplishment of the mission.
02	Yes/No	Unit engaged host-nation forces capable of promoting stability.
03	Yes/No	Environmental considerations planning and procedures were present and being followed.
04	Time	To identify key civilian agencies and officials in the AO.
05	Time	To establish liaison with military and civilian organizations.
06	Time	To establish information system interconnectivity among organizations in the AO.
07	Number	Of persons aided by requests for assistance met in the AO.
08	Number	Of U.S. units in the AO assigned with host-nation liaison officers.
09	Number	Of different organizations collaborating on projects in the AO.
10	Number	Of instances of insufficient support provided to and from other nations, groups, and agencies.
11	Number	Of instances of liaison activities with military and civilian organizations initiated by the supported element.
12	Number	Of instances of liaison activities with the supported element initiated by military and civilian units and organizations.
13	Number	And types of information systems used to maintain information flow between liaison teams and supported or supporting organizations.
14	Cost	Of establishing and maintaining effective liaison activities in the AO.

Ψ ART 5.4.2 LOCATE AND IDENTIFY POPULATION CENTERS

5-93. Locate and identify population centers in the area of operations that may have impact on military operations or where military operations may significantly impact the civilian population. Anticipate civilian reaction to military operations in or near population centers. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	The location and identification of population centers in the area of operations (AO) supported mission accomplishment by U.S. forces.
02	Yes/No	Civil affairs unit conducted area assessment in accordance with command guidance and mission requirements.
03	Yes/No	Unit advised the commander regarding the impact of operations on the civilian population.
04	Yes/No	Unit identified local areas likely to require protection from military activities.
05	Time	To identify the impact of military operations on the civilian population.
06	Time	To identify population centers that might interfere with combat operations in the AO.
07	Time	To plan, with military police and local authorities, for the orderly movement of local dislocated civilians during the conduct of combat operations in the AO.
08	Percent	Of operations anticipated to be degraded, delayed, or modified due to dislocated civilians in the AO.
09	Percent	Of resources in the AO required to control the movement of dislocated civilians.

No.	Scale	Measure
10	Percent	Of dislocated civilian control provided by the host nation.
11	Number	Of civilian casualties sustained during the conduct of military operations in the AO.
12	Number	Of dislocated civilian centers established in the AO.

Ψ ART 5.4.3 IDENTIFY LOCAL RESOURCES, FACILITIES, AND SUPPORT

5-94. Identify, locate, and help acquire local resources, civilian labor, facilities, and other support that tactical organizations require to accomplish their missions. Assist in the coordination and administration of host-nation support agreements and other forms of support. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	The identification of local resources, facilities, and other support assisted in accomplishing the mission of Army forces in the area of operations (AO).
02	Yes/No	Civil affairs unit completed area assessment per command guidance and mission requirements.
03	Yes/No	The diversion of local resources, facilities, and other support from civil to military units did not affect the local economy and civilian community in an unacceptable manner.
04	Time	To coordinate host-nation support agreements before or after unit arrival in an AO.
05	Time	To identify sources of dietary items necessary to support the host-nation population and other personnel operating in the AO.
06	Time	To identify sources of nondietary items necessary to support host-nation and U.S. personnel operating in the AO.
07	Time	To identify sources of transportation assets that can be used to support the mission.
08	Time	To identify housing facilities that can be used to support the mission of Army forces.
09	Time	To identify local people—interpreters, skilled craftsmen, professionals, and laborers—who units can hire to support the mission.
10	Percent	Of supplies and services used by U.S. units procured from host-nation sources.
11	Percent	Of sustainment and logistic efforts in the AO provided by the host nation.
12	Percent	Of local economy that will be affected by the acquisition of local resources, facilities, and other support.
13	Number	And types of facilities used by U.S. units provided by the host nation.
14	Number	And types of host-nation support agreements in effect in the AO.
15	Cost	Of identifying local resources, facilities, and support in the AO.

Ψ ART 5.4.4 ADVISE COMMANDERS OF OBLIGATIONS TO CIVILIAN POPULATION

5-95. Develop, with the Staff Judge Advocate, requirements and guidance for military personnel concerning the treatment of civilians. Provide authoritative guidance to military personnel on the applicable customary and international law applicable to the conduct of land warfare as it applies to civilians. (FM 1-04) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Commander was advised on civil laws, common practices, and local customs that potentially conflict with U.S. law, international agreements, or internationally recognized individual human rights.
02	Yes/No	Before mission start, the supporting G-9 or S-9 analyzed, formulated, and presented information about the civil aspects of the area of operations (AO). The format for this briefing package followed the supported command's standard operating procedures and was modified throughout the conduct of operations as conditions changed.
03	Yes/No	Unit G-9 or S-9 advised the commander on essential goods and services—water, food, shelter, health support—necessary to sustain life for civilians.
04	Time	For the unit G-9 or S-9 to coordinate with appropriate agencies in the AO, such as the Staff Judge Advocate, the U.S. country team, and host-nation government officials.
05	Time	For the unit G-9 or S-9 to analyze how the mission will impact civilians and to predict civilian casualties, property destruction, and infrastructure protection.
06	Time	For the unit G-9 or S-9 to consider religious aspects, customs, and cultures in the AO and their effect on operations.
07	Percent	Of difference between planned and actual requirements to support operations in the AO.
08	Cost	Of meeting the commander's obligations for local populace.

Ψ ART 5.4.5 CONDUCT NEGOTIATIONS WITH AND BETWEEN OTHER GOVERNMENT AGENCIES AND NONGOVERNMENTAL ORGANIZATIONS

5-96. Conduct negotiations between the U.S. and local, military, and civilian organizations. These negotiations can range widely in size and scope. (FM 3-07) (USACAC)

No.	Scale	Measure
01	Yes/No	The outcome of negotiations supported accomplishing the mission of U.S. forces in the area of operations (AO).
02	Yes/No	Unit completed a legal review of restraints and constraints prior to negotiations.
03	Yes/No	U.S. forces facilitated and mediated negotiations between opposing ethnic, cultural, environmental, commercial, religious, and social groups in the AO.
04	Yes/No	Negotiating team conditionally agreed on outcome of the negotiations before the start of negotiations.
05	Yes/No	Negotiating team avoided making the initial offer in the negotiations until it had explained the loss of potential benefits to not agreeing with the team's objectives, illustrated the incentives for agreeing with team's objectives, and demonstrated the costs of both disagreeing and agreeing with team's objectives.
06	Yes/No	Negotiating team kept the objective of the negotiations in mind and focused on the big picture in lieu of single issues.
07	Yes/No	Negotiating team discovered additional variables, concessions, or bargaining chips during negotiations.
08	Yes/No	Negotiating team thoroughly understood U.S. interests and goals for negotiations.
09	Yes/No	Negotiating team kept accurate notes on progress of negotiations for reference if the other party forgot, misunderstood, or attempted to distort interpretations of what was discussed and agreed.
10	Yes/No	Negotiating team summarized and confirmed the understandings of all parties continually.
11	Yes/No	Negotiating team's higher headquarters approved the negotiating team's concessions and positions.
12	Yes/No	Negotiation team negotiated terms for exchange of prisoners of war.

No.	Scale	Measure
13	Yes/No	Negotiation team negotiated arrangements with indigenous populations and institutions.
14	Yes/No	Negotiation team negotiated or modified regional security arrangements with all interested parties.
15	Yes/No	Negotiating team had the skills to conduct negotiations. This included good communications skills; ability to use the dynamics of conflict; and knowledge of the area, culture, economies, political philosophy, language, customs, history, wants, needs, goals, probable assumptions, and communications or negotiation styles of the other parties to the negotiations.
16	Yes/No	Negotiation team negotiated the enhancement of border crossing controls and security.
17	Yes/No	Negotiation team briefed the supported element on issues in negotiation.
18	Yes/No	Negotiating team gained preauthorization for expected negotiations outcome and concessions.
19	Yes/No	Negotiating team did not obligate the supported element on terms not previously approved.
20	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and were present in procedures being followed.
21	Time	To complete background information on the parties involved in the negotiations to identify needs and interests to include personal and emotional aspects.
22	Time	To establish the conditions necessary for the conduct of successful negotiations. This includes building trust, rapport, and empathy with the other individuals involved in the negotiations.
23	Time	To determine negotiating concessions and bargaining chips that can be exploited during the conduct of negotiations.
24	Time	To complete a legal review of restraints and constraints of agreements reached during negotiations.
25	Percent	Of desired objectives obtained during negotiations.
26	Percent	Of time U.S. force gets something in exchange for some type of concession in its negotiating position.
27	Number	And types of negotiations currently ongoing in the AO.
28	Cost	Of conducting negotiations with and between other government agencies and nongovernmental organizations.

Ψ ART 5.4.6 CONDUCT CIVIL AFFAIRS OPERATIONS

5-97. Civil affairs operations are those military operations conducted by civil affairs (CA) forces. These operations enhance the relationship between military forces and civil authorities in localities where military forces are present. In addition, these operations require coordination with other interagency organizations, intergovernmental organizations, nongovernmental organizations, indigenous populations and institutions, and the private sector. Lastly, civil affairs operations involve application of functional specialty skills that normally are the responsibility of civil government to enhance the conduct of civil-military operations. (JP 3-57) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit conducted CA operations in the area of operations (AO) to support mission accomplishment by conventional, unconventional, or both conventional and unconventional forces.
02	Yes/No	Unit established measures of effectiveness with a mechanism to monitor and assess those measures.
03	Yes/No	The supporting CA staff finalized the courses of action and briefed the supported commander and staff.

No.	Scale	Measure
04	Yes/No	Unit developed a concept to execute CA operations through, or with, host-nation or foreign nation military and civilian organizations.
05	Yes/No	Unit ensured the CA plan and its execution addressed the management of civil information.
06	Yes/No	Unit identified centers of gravity within the operational AO.
07	Time	To refine CA program or produce CA operations annex to operation order after receipt of warning order.
08	Time	To establish civil-military operations center.
09	Time	To coordinate with local authorities on local populace control measures.
10	Time	To assess situation and define requirements.
11	Time	To coordinate and liaise with host-nation populations and institutions, intergovernmental organizations, nongovernmental organizations, other government agencies, and military units represented in the AO.
12	Time	To identify and integrate civil affairs support and appropriate CA operations essential elements of information into command intelligence programs in the AO.
13	Time	To submit the CA plan to the supported element for review and approval.
14	Time	To identify cultural, ethnic, social, and religious characteristics of the local populace.
15	Time	To provide the supported element with necessary relevant cultural information to mitigate acts contrary to local culture and norms.
16	Percent	Of local population able to maintain normal day-to-day activities.
17	Percent	Of local population able to remain in their homes.
18	Percent	Of U.S. military supplies and resources in the AO used to perform CA operations.
19	Number	And types of restrictions imposed on the use of cultural property.
20	Number	Of instances of supportive and hostile actions directed toward the military by the population in the AO.

Ψ ART 5.4.6.1 CONDUCT CIVIL INFORMATION MANAGEMENT

5-98. Civil information is information developed from data with relation to the civil areas, structures, capabilities, organizations, people, and events, within the civil component of the commander's operational environment that can be fused or processed to increase situational understanding. Civil information management is the ability to use automation devices to conduct civil reconnaissance separate from traditional military intelligence systems while maintaining the ability to geo-reference and interface pertinent civil and threat data. Soldiers use civil information management to develop civil inputs for the common operational picture of the operational area, and to establish and maintain a situation map. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit ensured civil information management updates were entered to the supported commander's common operational picture.
02	Yes/No	Unit battle tracked civil affairs operations and civil-military operations.
03	Yes/No	Unit conducted analysis of information received from subordinate, higher, and adjacent civil affairs (CA) elements.
04	Yes/No	Unit implemented standards with existing standard operating procedures.
05	Yes/No	Unit processed critical information in support of the common operational picture.
06	Yes/No	Unit organized civil information.
07	Yes/No	Unit ensured information was accurate, relevant, timely, and complete.
08	Yes/No	Unit produced reports, overlays, matrices, decision aids, and other decisionmaking tools as required by supported unit.

No.	Scale	Measure
09	Yes/No	Unit updated the CA operations running estimate.
10	Yes/No	Unit collected civil information from CA operations running estimates, databases, and unit relief in place or transfer of authority.
11	Yes/No	Unit disseminated civil information to higher, joint, coalition, adjacent, subordinate, supported, and supporting organizations.
12	Yes/No	Unit filtered information for intelligence value and redirected it to appropriate intelligence channels.
13	Yes/No	Unit developed a schedule for answering the information requirements and for maintaining information current in the CA operations running estimate.
14	Yes/No	Unit developed releasable data and updates to intergovernmental organizations, nongovernmental organizations, and other agencies in the area of operations to create a shared situational understanding of the operational environment.
15	Yes/No	The collection of civil information did not violate U.S. Law and applicable Department of Defense and Army regulations prohibiting the collection of intelligence on U.S. citizens.
16	Yes/No	Civil information allowed the unit to determine civil centers of gravity.
17	Yes/No	Unit updated civil information products.
18	Yes/No	Civil information collected supported decisionmaking.
19	Yes/No	Unit integrated information into a force common operational picture.
20	Yes/No	Unit managed the information flow among various CA elements.
21	Yes/No	Conducted civil reconnaissance to find, analyze, and report civil information.
22	Yes/No	Unit established a database for civil information management and maintained appropriate security classification that encouraged dissemination.
23	Yes/No	Unit established mechanisms to disseminate civil information management to indigenous populations and institutions, nongovernmental organizations, and inter-agencies as appropriate.
24	Time	To coordinate with the host nation for civil information.
25	Time	To develop civil information requirements.
26	Time	To perform civil reconnaissance designed to obtain civil information.
27	Percent	Of civil information—such as population centers and the location of significant arts, monuments, and archives—included in the unit's database.
28	Percent	Of supported commander's environment awareness requirements.
29	Number	Of terrorist- or threat-related activities reported by civilians before they occurred.
30	Number	Of individuals engaged in terrorist- or threat-related activities reported by civilians after they occurred.

Ψ ART 5.4.6.2 CONDUCT NATION ASSISTANCE

5-99. Nation assistance is civil or military assistance, other than foreign humanitarian assistance, rendered to a nation by U.S. forces within that nation's territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between the United States and that nation. Nation assistance operations support a host nation by promoting sustainable development and growth of responsive institutions. The goal is to promote long-term regional stability. Nation assistance programs include, but are not limited to, security assistance, foreign internal defense, other Title 10 USC Department of Defense programs, and activities performed on a reimbursable basis by federal agencies or intergovernmental organizations. Commanders coordinate nation assistance operations with the American Ambassador through the country team. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit conducted an area assessment.
02	Yes/No	Unit developed concept of operations to support the commander's intent.

No.	Scale	Measure
03	Yes/No	Unit identified planning support requirements for tasks.
04	Yes/No	Unit identified specific tasks that support nation assistance mission.
05	Yes/No	Unit identified requests for information.
06	Yes/No	Unit identified mission restraints and constraints.
07	Yes/No	Unit produced a civil affairs annex to the operation plan.
08	Yes/No	Unit prioritized civil vulnerabilities and threats.
09	Yes/No	Unit established liaison with intergovernmental organizations, nongovernmental organizations, indigenous populations and institutions, and other government agencies.
10	Yes/No	Unit developed measures of effectiveness.
11	Yes/No	Unit developed measures of performance.
12	Yes/No	Unit provided support to lead agency in nation assistance.
13	Yes/No	Unit synchronized nation assistance projects with other programs, military and civilian.
14	Yes/No	Unit developed transition plan.

Ψ ART 5.4.6.3 SUPPORT CIVIL ADMINISTRATION

5-100. Support civil administration consists of military operations that help to stabilize or to continue operations of the governing body or civil structure of a foreign country, whether by assisting an established government or by establishing military authority over an occupied population. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit conducted an area assessment.
02	Yes/No	Unit developed concept of operations to support commander's intent.
03	Yes/No	Unit identified planning support requirements for tasks.
04	Yes/No	Unit identified specific tasks that assist support civil administration.
05	Yes/No	Unit produced civil affairs running estimate.
06	Yes/No	Unit determined courses of action that assist support civil administration.
07	Yes/No	Unit coordinated and synchronized transition of support to civil administration operations from military to indigenous government or international community control.
08	Yes/No	Unit developed transition plan.
09	Yes/No	Unit established liaison with intergovernmental organizations, nongovernmental organizations, indigenous populations and institutions, and other government agencies.
10	Yes/No	Unit coordinated to arbitrate issues arising from the execution of support to civil administration operations and cost.
11	Yes/No	Unit developed measures of effectiveness.
12	Yes/No	Unit developed measures of performance.
13	Yes/No	Unit developed quality control assessments of support to civil administration.

Ψ ART 5.4.6.4 PROVIDE CIVIL AFFAIRS FUNCTIONAL SPECIALTY SUPPORT

5-101. Civil affairs units provide expertise in six functional specialty areas: rule of law, economic stability, governance, public health and welfare, infrastructure, and public education and information. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit identified the civil affairs unit functional specialists available.
02	Yes/No	Unit identified additional functional specialists and expertise.
03	Yes/No	Unit coordinated the transition for functional specialists.

No.	Scale	Measure
04	Yes/No	Unit assisted civilian counterparts in functional areas.
05	Yes/No	Unit advised civilian counterparts in functional areas.
06	Yes/No	Unit advised supported commander in functional areas.
07	Yes/No	Unit provided the civilian-acquired education, skills, and experience applicable to areas normally found in the departments and agencies of the civilian government.
08	Yes/No	Unit developed measures of effectiveness in support of functional areas.
09	Yes/No	Unit developed measures of performance in support of functional areas.
10	Yes/No	Unit developed courses of action to improve complex civil problems encountered in function areas.

ψ ART 5.4.6.4.1 Provide Rule of Law Support

5-102. *Rule of law* pertains to the fair, competent, and efficient application of and fair and effective enforcement of civil and criminal laws of a society through impartial legal institutions and competent police and corrections systems. This functional area includes judge advocates trained in international and comparative law as well as civil affairs specialists in related subjects. (FM 3-05.40) (USAJFKSWCS)

Note: FM 3-07 states "rule of law is a principle under which all persons, institutions, and entities, public and private, including the state itself, are accountable to laws that are publicly promulgated, equally enforced, and independently adjudicated, and that are consistent with international human rights principles."

No.	Scale	Measure
01	Yes/No	The civilian public legal system operating in the area of operations (AO) provided for the rule of law and justice to the civilian population.
02	Yes/No	The unit established liaison and evaluated the current judicial system of the host nation.
03	Yes/No	The supporting civil affairs staff finalized the courses of action and briefed the supported commander and staff.
04	Time	To establish liaison with local judicial officials.
05	Time	To evaluate the judicial system in the AO. This includes determining effectiveness of the civilian court system, judicial reliability, quantity and quality of legal resources available to civilians. It also includes identifying which areas of the judicial system that require improvement; the range of criminal and civil legislation and statutes; and methods used to record, report, and publish laws and decisions, and deficiencies on government operations.
06	Time	To determine to reopen local civilian tribunals.
07	Time	To establish jails, prisons, and institutional administration review system.
08	Time	To develop an advisory program to improve the judiciary and other legal agencies.
09	Time	On average that individuals wait to settle civil and criminal charges.
10	Time	To develop plans for providing legal support, such as establishing tribunals and other judicial and administrative agencies and determining the number, types, jurisdiction, procedures, and delegation of appointing authority of the tribunals and other judicial and administrative agencies.
11	Percent	Of available legal support in the AO devoted to supporting public legal support.
12	Percent	Of legal actions occurring in the AO conducted solely by local civilians.
13	Percent	Of The Judge Advocate General personnel supporting the conduct of public legal support.
14	Number	Of other Army personnel supporting the conduct of public legal support.
15	Number	Of local civilian lawyers, judges, and legal administrators credentialed to conduct public legal support.

No.	Scale	Measure
16	Number	Of criminal and administrative legal cases in the AO.
17	Cost	To provide public legal support in the AO.

ψ ART 5.4.6.4.2 Provide Economic Stability Support

5-103. *Economic stability* pertains to the efficient management (for example, production, distribution, trade, and consumption) of resources, goods, and services to ensure the viability of a society's economic system. This discipline includes civil affairs specialists in economic development, civilian supply, and food and agriculture. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	The public economic and commercial system grew to support the needs of the populace.
02	Yes/No	The unit established liaison, evaluated the current economic and commerce system, and developed plans that will improve the existing economic and commerce system of the host nation.
03	Yes/No	The supporting civil affairs staff finalized courses of action and briefed the supported commander and staff.
04	Time	To assess the operation of economic and commercial agencies in the area of operations (AO). Includes developing a census of key economic and commercial industries, establishing communications links among other government agencies, university, and industry personnel. It includes preparing surveys to determine means of production, distribution channels, marketing methods, locations of raw materials, assistance programs available, food and fiber production and requirements, food and agricultural processing and storage facilities, and types and volumes of commodities entering trade.
05	Time	To determine the feasibility of establishing new industries.
06	Time	To evaluate the effectiveness of monetary and fiscal systems and policies and make recommendations. This includes reviewing revenue producing systems, budgetary systems, treasury, and central banking operations.
07	Time	To prepare and coordinate plans to assist the country's economic and commercial agencies.
08	Time	To assess the availability of civilian resources for civilian and military use.
09	Time	To review economic and commerce support plans for compliance with international laws, treaties, and agreements.
10	Time	Identify illicit activities and the volume of resources they divert from licit economic activities.
11	Percent	Of national resources diverted to illicit trade.
12	Percent	Of economy dependent on foreign investment and aid.
13	Percent	Of inflation rate in the AO.
14	Percent	Of individual civilian savings rate in the AO.
15	Percent	Of employers in the AO.
16	Percent	Of contracts with local national companies vice contracts with third-country or U.S. contract companies.
17	Percent	Of local national contracted employees (or man-year equivalents) vice third-country or U.S. contract hires.
18	Number	And types of commercial facilities restored to operating condition or improved in the AO.
19	Number	And types of new industries and services located in the AO.
20	Number	And types of critical commodities available through the civilian supply chain and markets.

No.	Scale	Measure
21	Number	Of metric tons per day of each type of specific commodities diverted to illicit trade.
22	Number	Of individuals arrested for illicit trade activities.
23	Cost	Of direct support or subsidies to keep key industries operating.

ART 5.4.6.4.3 Provide Infrastructure Support

5-104. *Infrastructure* pertains to designing, building, and maintaining the organizations, systems, and architecture required to support transportation, water, communications, and power. This discipline includes civil affairs specialists in public transportation, public works and utilities, and public communications. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit established liaison, evaluated the current infrastructure system, and developed plans to improve the existing public communications system of the host nation per international law, treaties, and agreements.
02	Time	To establish liaison local infrastructure agencies.
03	Time	To identify available infrastructure resources and determine their needs and capabilities.
04	Number	Of infrastructure resources in the area of operations.
05	Number	And type of infrastructure systems operational in the area of operations.
06	Cost	To provide infrastructure support in the area of operations.

ψ ART 5.4.6.4.4 Provide Governance Support

5-105. *Governance* pertains to creating, resourcing, managing, and sustaining the institutions and processes through which a society is governed, is protected, and prospers. This discipline includes civil affairs specialists in public administration, environmental management, and public safety areas. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit provided technical expertise, advice, and assistance in identifying and assessing foreign nation or host-nation public administration system, agencies, services, and resources with Department of State (DOS) and international organizations.
02	Yes/No	Unit determined the capabilities and effectiveness of public administration systems and how those systems impact civil-military operations (CMO).
03	Yes/No	Unit determined the capabilities and effectiveness of public safety systems and how those systems impact on the supported commander's mission.
04	Yes/No	Unit developed plans and provided support with DOS in rehabilitating or establishing public safety systems, equipment, and facilities.
05	Yes/No	Unit advised and assisted in establishing the technical requirements for government public safety systems to support government administration.
06	Yes/No	Unit advised and assisted in rehabilitating, establishing, and maintaining government public safety systems and agencies.
07	Yes/No	Unit assisted in employing public safety resources to support government administration, CMO, and military use.
08	Yes/No	Unit developed plans and provided operational oversight and supervision in rehabilitating or establishing public administration systems, agencies, and resources.
09	Yes/No	Unit coordinated with foreign nation or host-nation government administrators and agencies in support of CMO.
10	Yes/No	Unit advised and assisted in restoring, establishing, organizing, and operating public government systems and agencies.

No.	Scale	Measure
11	Yes/No	Unit advised and assisted in developing technical administrative requirements, policies, and procedures for providing government services to the local population.
12	Yes/No	Unit assisted in familiarizing, educating, and training U.S. personnel in the foreign nation or host-nation social, cultural, religious, ethnic characteristics, codes of behavior, and language.
13	Yes/No	Unit developed plans and provided operational oversight and supervision in protecting, preserving, and restoring significant cultural property and facilities.
14	Yes/No	Unit advised and assisted in establishing the technical requirements for government, community, and private systems and agencies to protect, preserve, and restore cultural property.
15	Yes/No	Unit advised and assisted in rehabilitating, establishing, operating, and maintaining cultural property systems and agencies.
16	Yes/No	Unit assisted in locating, identifying, and safeguarding cultural property and in determining ownership.

ψ ART 5.4.6.4.5 Provide Health and Welfare Support

5-106. *Public health and welfare* pertains to the systems, institutions, programs, and practices that promote the physical, mental, and social well-being of a society. This discipline includes civil affairs specialists in public health and cultural relations. ART 5.4.6.4.5 determines the type and amount of welfare supplies needed for emergency relief. It helps units plan and coordinate for the use of welfare supplies from all sources. ART 5.4.6.4.5 advises and assissts the host-nation government. It helps units establish and supervise emergency centers for distributing supplies and for housing and feeding civilians. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit provided technical expertise, advice, and assistance in identifying and assessing indigenous populations and institutions, public and private health systems, sanitation systems, agencies, services, personnel, resources, and facilities.
02	Yes/No	Unit determined the capabilities and effectiveness of health and sanitation systems and the impact of those systems on civil-military operations (CMO).
03	Yes/No	Unit developed plans and provided operational oversight and supervision in rehabilitating or establishing public health systems, agencies, equipment, and facilities.
04	Yes/No	Unit coordinated the use of indigenous populations and institutions government and private health resources for military use, for CMO, and in support of government administration.
05	Yes/No	Unit advised and assisted in establishing the technical requirements for public health services and resources to support government administration (clinics, hospitals, pharmacies, food preparation and storage, ambulance transportation, skilled personnel, and education).
06	Yes/No	Unit advised and assisted in rehabilitating, establishing, delivering, and maintaining government public health systems and agencies.
07	Yes/No	Unit assisted in coordinating indigenous populations and institutions, intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), and U.S. assistance and resources to support local government public health systems as part of CMO.
08	Yes/No	Unit advised and assisted indigenous populations and institutions, IGOs, NGOs, and U.S. agencies in preventing, controlling, and treating diseases.
09	Yes/No	Unit provided technical expertise, advice, and assistance on foreign nation or host-nation social and cultural matters and determined how those matters impact social and mental well-being of the society and the possible effects on CMO.
10	Yes/No	Unit provided technical expertise, advice, and assistance in identifying and assessing foreign nation environmental and pollution control systems, agencies, services, personnel, resources, and facilities.

No.	Scale	Measure
11	Yes/No	Unit determined the capabilities and effectiveness of environmental and pollution control systems and how those systems impact CMO.
12	Yes/No	Unit developed plans and provide operational oversight and supervision in rehabilitating or establishing environmental resource management systems, agencies, equipment, and facilities.
13	Yes/No	Unit coordinated foreign nation or host-nation government and private environmental management resources for military use, for CMO, and to support government administration to mitigate, prepare, respond to, and recover environmental activities.
14	Yes/No	Unit advised and assisted in establishing the technical requirements for environmental management services and resources to support government administration.
15	Yes/No	Unit advised and assisted in rehabilitating, establishing, delivering, and maintaining government environmental management systems and agencies.
16	Yes/No	Unit advised, assisted, and supported the coordination of indigenous populations and institutions, IGOs, NGOs, and U.S. assistance and resources to support local government environmental management as part of CMO.
17	Time	To establish liaison with public welfare agencies in the area of operations (AO).
18	Time	To evaluate the public welfare system. This requires determining the extent of the welfare problem, number and location of civilian welfare organizations available, the resources that they have available, and their effectiveness in providing services to those who need them.
19	Time	To plan public welfare assistance. This includes the review of existing public welfare laws and programs and determining the numbers of needy civilians to be serviced, and the types of assistance they need (food and clothing), and their availability in the AO. It includes planning for the supervision of emergency shelters and feeding centers to include the recruitment and screening of public welfare personnel, the protection and evacuation of welfare storage and operating facilities, and the distribution of welfare supplies.
20	Time	To procure and transport public welfare supplies to storage or distribution centers.
21	Time	To conduct public welfare assistance.
22	Time	To educate civilians in the AO on public welfare support available to them.
23	Percent	Of difference between planned public welfare requirements and actual requirements in the AO.
24	Percent	Of planned public welfare support achieved in the AO.
25	Percent	Of U.S. forces in the AO involved in the conduct of public welfare.
26	Percent	Of public welfare support in the AO provided by civilian organizations.
27	Percent	Of civilians in the AO with access to public welfare facilities.
28	Number	And types of U.S. forces providing public welfare support.
29	Number	Of civilian deaths resulting from an inability to access public welfare within a given time.
30	Number	Of civilians in the AO provided public welfare.
31	Number	And types of other government agencies and nongovernmental organizations providing public welfare in the AO.
32	Cost	To provide health and welfare support.

ART 5.4.6.4.6 Provide Public Education and Information Support

5-107. *Public education and information* pertains to designing, resourcing, and implementing public education and public information programs and systems through media and formal education institutions. This discipline includes civil affairs specialists in public education and civil information. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit provided technical expertise, advice, and assistance in identifying and assessing foreign nation or host-nation public, parochial, and private education systems, agencies, services, personnel, and resources.
02	Yes/No	Unit determined the capabilities and effectiveness of education systems and the impact of those systems on civil-military operations.
03	Yes/No	Unit developed plans and provide operational oversight and supervision in rehabilitating or establishing public education systems, agencies, facilities, and resources.
04	Yes/No	Unit advised and assisted in establishing the technical requirements for the public education and information systems to support government administration.
05	Yes/No	Unit advised and assisted in rehabilitating, establishing, and maintaining public education systems and agencies.
06	Yes/No	Unit advised and assisted host-nation institutions in developing and coordinating public information activities to support government administration and the single-voice message.
07	Yes/No	Unit supported public democracy and information themes and policies.

Ψ ART 5.4.7 CONDUCT CIVIL-MILITARY OPERATIONS CENTER OPERATIONS

5-108.   The civil-military operations center provides a standing capability formed by all civil affairs units from the company level to the civil affairs command levels. It serves as the primary coordination interface for the United States armed forces among indigenous populations and institutions, humanitarian organizations, intergovernmental and nongovernmental organizations, multinational military forces, and other civilian agencies of the United States Government. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit synchronized civil-military operations in support of mission requirements.
02	Yes/No	Civil-military operations center personnel engaged with external agencies and supported staff to verify information exchanged.
03	Yes/No	Unit conducted liaison with indigenous populations and institutions, nongovernmental organizations, intergovernmental organizations, and other government agencies.
04	Yes/No	Unit conducted civil information management.
05	Yes/No	Unit evaluated operations based on established measures of effectiveness or measures of performance.
06	Yes/No	Unit conducted transition operations in accordance with the operation plan.

Ψ ART 5.4.8 PLAN CIVIL AFFAIRS OPERATIONS AND CIVIL-MILITARY OPERATIONS

5-109.   Units support the commander's intent by planning and coordinating civil affairs operations that support goals and objectives as outlined in the supporting strategy for civil-military operations (CMO). ART 5.4.8 enables Soldiers to plan for, execute, and continually assess civil affairs operations. It is the ability to advise conventional and unconventional units in CMO, conduct civil affairs support mission planning, and prepare to transition civil affairs operations. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit identified planning support requirements.
02	Yes/No	Unit developed concept of operations to support the commander's intent.
03	Yes/No	Unit identified mission constraints.
04	Yes/No	Unit identified specific and implied tasks for CMO.

No.	Scale	Measure
05	Yes/No	Unit recommended information requirements and essential elements of friendly information to commander.
06	Yes/No	Unit identified request for information.
07	Yes/No	Unit developed the mission for civil affairs operations and CMO.
08	Yes/No	Unit developed courses of actions.
09	Yes/No	Unit conducted courses of actions comparison using decision matrix.
10	Yes/No	Unit determined courses of action.
11	Yes/No	Unit produced civil affairs operations annex to the operation plan.
12	Yes/No	Subordinate unit staffs were able to understand the order produced by the military decisionmaking process.
13	Yes/No	Time was available for plan rehearsal and refinement.
14	Yes/No	Time management principles, such as maintaining established timelines, were used effectively.
15	Yes/No	Unit conducted transition operations.
16	Yes/No	Unit advised commander on CMO.
17	Yes/No	Unit coordinated civil affairs operations that supported CMO goals and objectives.
18	Yes/No	Unit continually assessed and provided recommendations to the commander on civil affairs operations.
19	Time	Before execution to publish and deliver plan.
20	Time	To complete troop leading procedures or the military decisionmaking process.

SECTION V – ART 5.5: EXECUTE COMMAND PROGRAMS

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                          ART 5.5
                  Execute Command Programs

      ART 5.5.1           ART 5.5.2           ART 5.5.3           ART 5.5.4
  Support the           Preserve Historical   Conduct Official    Develop a
  Commander's           Documentation         Ceremonial,         Command
  Leadership            and Artifcacts        Musical, Public, and Environmental
  Responsibilities                            Special Events      Program
  for Morale, Welfare,
  and Discipline

    ART 5.5.1.1           ART 5.5.2.1
  Determine Morale      Collect Historical
  and Moral Climate     Documentation
  of Organization       and Artifacts

    ART 5.5.1.2           ART 5.5.2.2
  This ART rescinded.   Protect Historical
  See ART 5.8.          Documentation
                        and Artifacts
    ART 5.5.1.3
  Provide Military        ART 5.5.2.3
  Justice Support       Prepare Historical
                        Reports of Military
    ART 5.5.1.4         Operation
  Provide Operational
  Law Support            ART 5.5.2.4
                        Ship Historical
    ART 5.5.1.5         Documents and
  Train Subordinates    Artifacts
  and Units
                          ART 5.5.2.5
                        Exhibit Historical
                        Artifacts
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5-110.   Command programs are programs required by U.S. Code and Army regulations. In some cases doctrine also addresses aspects of these programs. Command programs include the following tasks: support commander's leadership responsibilities for morale, welfare, and discipline; preserve historical documentation and artifacts; train subordinates and units; and develop a command environmental program.

ART 5.5.1 SUPPORT THE COMMANDER'S LEADERSHIP RESPONSIBILITIES FOR MORALE, WELFARE, AND DISCIPLINE

5-111.   Support the commander's leadership influencing, operating, and improving activities that fulfill responsibilities for the morale, welfare, and discipline of Soldiers and Army civilians. (FM 6-22) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander fulfilled responsibilities for the morale, welfare, and discipline of Soldiers and Army civilians.
02	Yes/No	Unit's mission was degraded, delayed, or disrupted due to stress-related illness or injury.
03	Percent	Of Soldiers in the command involved in disciplinary cases.
04	Percent	Of leaders trained or educated appropriate to rank.
05	Number	Of unit and personal commendations for achievement.
06	Number	Of unit and personal commendations for bravery.
07	Number	Of incidents of disrespect to authorities or unit.

ART 5.5.1.1 DETERMINE MORALE AND MORAL CLIMATE OF ORGANIZATION

5-112. Morale, the human dimension's most important intangible element, is an emotional bond that impacts the quality of organizational cohesion in the accomplishment of missions. Moral climate deals with the ability of a unit to do what is right even when there is pressure to do something else. (FM 6-22) (USACAC)

No.	Scale	Measure
01	Yes/No	The morale of Soldiers and Army civilians and moral climate of organization accurately and regularly determined.
02	Percent	Of crimes reported involving military behavior in violation of statutes of the Uniform Code of Military Justice.
03	Percent	Of reports from unit ministry team on level of morale that indicates the level is below average.
04	Number	Of morale incidents reported through medical channels.

+ ART 5.5.1.2 ESTABLISH AND MAINTAIN DISCIPLINE

5-113. ART 5.5.1.2 is rescinded. See ART 5.8 (Establish and Maintain Discipline).

ART 5.5.1.3 PROVIDE MILITARY JUSTICE SUPPORT

5-114. Advise and assist the commander in the administration of the uniformed code of military justice, to include the disposition of alleged offenses by courts-martial or nonjudicial punishment, appeals of nonjudicial punishment, and action on courts-martial findings and sentences. Supervise the administration and prosecution of courts-martial, preparation of records of trial, the victim-witness assistance program, and military justice training for all Army personnel. (FM 27-100) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Military justice administration supported the commander's leadership and discipline responsibilities.
02	Yes/No	Commanders briefed Soldiers on General Order No. 1 before deployment.
03	Time	To prepare a DA Form 2627 (Record of Proceedings under Article 15, UCMJ).
04	Time	To prepare a record of trial by courts-martial.
05	Time	To conduct Article 32 investigation.
06	Time	Between requests for military justice briefings and actual presentations.
07	Time	Between prereferral and referral of a case.
08	Time	Between referral and trial of a case.
09	Time	Between the occurrence of crime and its final disposition.
10	Percent	Of cases in which unlawful command influence occurs.
11	Percent	Of cases overturned on appeal.
12	Percent	Of cases requiring the detail of outside counsel.
13	Percent	Of victims and witnesses having an appointed victim-witness liaison.
14	Percent	Of victims and witnesses who receive a victim-witness information packet.
15	Percent	Of unit personnel who receive military justice training.
16	Percent	Of drafted specifications that properly state an offense.
17	Percent	Of drafted specifications that are supported by probable cause.
18	Percent	Of courts-martial cases co-chaired by a senior judge advocate.

ART 5.5.1.4 PROVIDE OPERATIONAL LAW SUPPORT

5-115. Support the command and control of military operations (the military decisionmaking process and conduct of operations) by performing mission analysis; preparing legal estimates; designing the operational

legal support structure; writing legal annexes; assisting in the development and training of rules of engagement (ROE); reviewing all operation plans and orders; maintaining situational understanding; and advising on the legal aspects of targeting, internment and resettlement activities (including detainee operations), stability operations or civil support operations, and applying ROE, civil affairs operations, and information engagement. (FM 27-100) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Operational law support enhanced the chances of accomplishing the mission without violating the laws of war or rules of engagement.
02	Yes/No	Environmental considerations planning and procedures were present and being followed.
03	Yes/No	Unit determined ROE and clearly defined roles and responsibilities (including custody and transfer of detainees).
04	Time	To assist drafting and reviewing of the ROE for the operation.
05	Time	Between commander's requests for and receipt of legal advice or support.
06	Time	To prepare legal estimates.
07	Time	To draft legal annexes.
08	Time	Between requests for briefings on ROE or law of war and actual presentation of the briefings.
09	Time	To review existing interagency and multinational agreements.
10	Time	To review operation plans.
11	Time	To advise on legal aspects of internment and resettlement activities (including detainee operations).
12	Time	To advise on the legal aspects of stability operations.
13	Time	To advise on the legal aspects of support operations.
14	Percent	Of unit personnel who receive ROE briefings before deployment.
15	Percent	Of operational law judge advocates and support personnel with working knowledge of available Army information systems.
16	Percent	Of operational law judge advocates and support personnel with access to Army information systems.
17	Percent	Of operational law judge advocates and support personnel with access to the legal automation Army-wide system.
18	Percent	Of judge advocates who deploy with radio data links and radios.
19	Percent	Of judge advocates with access to a global positioning device.
20	Percent	Of judge advocates proficiently trained to use a global positioning device.
21	Percent	Of units or Soldiers that receive legal briefings on ROE or law of war, status-of-forces agreements, and host-nation law before deployment.
22	Percent	Of operational cells with a judge advocate detailed.
23	Percent	Of missions where a judge advocate participates in mission analysis.
24	Percent	Of targets reviewed by a judge advocate.
25	Percent	Of entities requiring legal liaison that have a designated judge advocate liaison.
26	Percent	Of crisis management team meetings attended by a judge advocate.
27	Percent	Of issues correctly identified, analyzed, and resolved to support the command and control mission.
28	Percent	Of legal opinions that reflect an accurate view of the law.
29	Percent	Of legal opinions that answer the client's questions clearly and concisely.
30	Percent	Of legal opinions in a form that is useful to the client.
31	Percent	Of opinions reviewed by a supervisor before release.

ART 5.5.1.5 TRAIN SUBORDINATES AND UNITS

5-116. Instruct military personnel to improve their capacity individually and collectively to perform specific military functions and tasks. Training prepares Soldiers, leaders, and units to conduct tactical operations and win. (FM 7-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Training prepared Soldiers, leaders, and units to accomplish their actions and missions.
02	Time	For unit and personnel to perform training to standard.
03	Percent	Of units able to accomplish missions.
04	Percent	Of personnel able to perform assigned duties in missions.
05	Percent	Of mission-essential tasks trained to standard under prescribed conditions.
06	Percent	Of mission-essential tasks performed to standard in operations.

ART 5.5.1.5.1 Develop Mission-Essential Task List

5-117. Compile collective mission-essential tasks that must be performed successfully if an organization is to accomplish its operational missions. (FM 7-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit developed a mission-essential task list (METL) that reflects the higher command METL and guidance.
02	Percent	Of mission-essential tasks selected corresponding to missions.
03	Percent	Of increase in effectiveness of unit and individuals on mission-essential tasks as a result of training relative to before training.
04	Number	Of missions that a unit receives that are not on its METL.

ART 5.5.1.5.2 Plan Training

5-118. Identify a desired outcome, develop effective ways of achieving it, recommend the most effective one, and produce a sequence of activities that achieve expected results. ART 5.5.1.3.2 includes assessing training proficiency, articulating a training vision, issuing training guidance, managing time, establishing training events, and allocating training resources to activities and events. (FM 7-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Training plan reflected command and doctrinal guidance and the existing factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations that if executed will achieve the desired performance in operations.
02	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
03	Time	To establish required training program (from mission change).
04	Time	To prepare training plan.

ART 5.5.1.5.3 Prepare for Training

5-119. Initiate and perform activities by the unit before execution to improve its ability to train successfully. ART 5.5.1.3.3 includes rehearsals of trainers; preexecution checks of individuals and units to be trained, trainers to execute and evaluate training, and training support required; assembly of allocated training resources; and elimination of potential training distracters. (FM 7-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Trainers and training resources were available and ready for the training audience when they arrived.
02	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.

No.	Scale	Measure
03	Time	For units and personnel to begin training.
04	Time	For rehearsals of trainers.
05	Time	To assemble and position training resources.
06	Percent	Of required training resources provided and assembled.

ART 5.5.1.5.4 Execute Training

5-120. Put a plan into action by applying training resources to accomplish the training mission or objective. ART 5.5.1.5.4 includes effective presentation and practice during execution that is accurate, well structured, efficient, realistic, safe, and effective. (FM 7-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Training conducted to established standards accomplished training mission.
02	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
03	Time	To complete required training.
04	Percent	Of units and assigned personnel attending and participating in training.
05	Number	Of accidents during training.
06	Number	Of times that planned training activities are modified for safety considerations.

ART 5.5.1.5.5 Assess Training

5-121. Evaluate the demonstrated ability of individuals, leaders, and units against specified training standards. Training may be evaluated against the training objectives or against the performance standards of the tasks for which being trained. (FM 7-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander knew which tasks were performed at or above standard and which tasks did not meet standards.
02	Yes/No	Training evaluated against training objectives or performance standards.
03	Yes/No	The opposing force, training conditions, and observers and controllers were sufficient to trigger realistic training events.
04	Yes/No	Unit completed at least one after action review per major training event.
05	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
06	Time	To devise and complete training assessments.
07	Percent	Of personnel and units meeting standard.
08	Percent	Of mission-essential task list trained to standard.
09	Percent	Of mission-essential tasks meeting mission requirements.

ART 5.5.2 PRESERVE HISTORICAL DOCUMENTATION AND ARTIFACTS

5-122. To collect and safeguard, paper, photographic images, electronic documentation, and artifacts of key events, decisions, and observations of joint or combined operations or campaigns to support lessons learned analysis, public affairs efforts, doctrine development, and historical retention and writing. This task includes attending key briefings and meetings and interviewing key personnel to gather first-hand observations, facts, and impressions. This task further includes keeping a daily journal of personal observations and key events and packaging and forwarding collected information to appropriate agencies. Prepare and submit contingency historical reports that include required data. (FM 1-20) (Center of Military History)

No.	Scale	Measure
01	Yes/No	Artifacts were moved from the theater of operations and forwarded to an Army museum under the direction of the Center of Military History as soon as possible.
02	Yes/No	Historical team used appropriate technology to accomplish the mission.
03	Yes/No	Supported units received timely, accurate, and relevant historical products and Services.
04	Yes/No	Historical team anticipated and responded to the supported commander's needs.
05	Yes/No	Commander and staff of the supported unit were aware of and had access to historical products and services.
06	Yes/No	Soldiers within supported unit were aware of Army and unit heritage, customs, and traditions.
07	Yes/No	Supported unit exploited history to build cohesion and communicate Army values.
08	Yes/No	Military history was incorporated into supported unit training.
09	Yes/No	Proper policy exception authority was obtained for the consumptive use or alteration of artifacts by the supported unit.
10	Yes/No	All explosive material was inspected by explosive ordnance disposal and rendered inert, as necessary.
11	Yes/No	All retained explosive artifacts were fully documented and recorded as inert.
12	Yes/No	Items of historical significance (mission statement, after action reviews, or lesson learned summaries, and unit briefing slides) were maintained and submitted as part of the unit historical report per AR 25-400-2.
13	Yes/No	Historical team created and maintained organizational history files.
14	Yes/No	All artifacts sent from active operations were accompanied with complete documentation for provenance and historical significance.
15	Time	From termination of major event until all key personnel interviewed.
16	Time	Before documents are available for lessons learned analysis.
17	Time	Before initial status reports are submitted to higher echelons.
18	Time	Before contingency historical reports and supporting documents are sent to a central collection point.
19	Time	To respond to and be on scene for short notice tasking.
20	Time	Before after action reviews are submitted to higher echelons.
21	Percent	Of decision documents with predecisional material available.
22	Percent	Of key leaders interviewed after the event.
23	Percent	Of key staff members interviewed after the event.
24	Percent	Of properly captioned photographic images and electronic documentation available.
25	Percent	Of official documentation—such as maps, orders, photos, web pages—preserved in historical accounts.
26	Percent	Of operations that have enemy versions or accounts available for cross-referencing.
27	Percent	Of records retired or retained per G-1 records retirement system (rather than destroyed).
28	Percent	Of SFs 135 (Records Transmittal and Receipt) properly completed.
29	Percent	Of battles and engagements with photographic images and electronic documentation available.
30	Number	Of oral history interviews completed.
31	Number	Of end-of-tour interviews completed.

ART 5.5.2.1 COLLECT HISTORICAL DOCUMENTS AND ARTIFACTS

5-123.   Collect documents, maps, photographs, video and audio recordings, artifacts, and other historical material that might not be preserved by retiring records. This task includes performing after-action interviews and special projects for subjects not treated in regular reports and documents. It also includes the collection of specific information for historical research projects being undertaken by higher historical offices when tasked to do so through command channels. (FM 1-20) (Center of Military History)

No.	Scale	Measure
01	Yes/No	Documents and artifacts relating to military operations were collected and preserved.
02	Yes/No	Historical team used appropriate technology to accomplish the mission.
03	Yes/No	All collected artifacts were reported to the chief of military history.
04	Yes/No	Historical documents and artifacts were properly classified and secured per their classification level.
05	Yes/No	Research collection was established to provide supported units with historical information relating to their current operations.
06	Yes/No	Historians and archivists coordinated with staff division chiefs, action or project officers, and other key personnel to ensure documents, oral interviews, visual images, and other source materials pertaining to historically significant developments and events that took place in the command were placed in the historical research collection.
07	Yes/No	Historical research collections were established and maintained per AR 870-5.
08	Yes/No	Support history detachment advised and assisted the commander and the command's record managers to ensure proper records management regarding documents designated as permanent per AR 25-400-2 (daily journals, plans, files, and so forth).
09	Yes/No	Unit and command histories were regularly prepared and transmitted per regulatory guidance.
10	Yes/No	Supporting military history detachment established working relationships with organization or installation records managers, librarians, and museum curators during the selection of documents for the collection to ensure that all source materials were available to the command.
11	Yes/No	Historians and archivists coordinated with museum personnel to differentiate between historical documents held by museums in support of their collections (as defined in AR 870-20).
12	Time	Before documents are available for lessons learned analysis.
13	Time	Before contingency historical reports and supporting documents are sent to a central collection point.
14	Percent	Of decision documents with predecisional material available.
15	Percent	Of photographic images and electronic documentation available.
16	Percent	Of official documentation—such as maps, orders, photos, web pages—preserved in historical accounts.
17	Percent	Of records retired or retained (rather than destroyed).
18	Percent	Of SFs 135 (Records Transmittal and Receipt) properly completed.
19	Percent	Of battles and engagements with photographic images and electronic documentation available.
20	Percent	Of artifacts unaccounted for after 100-percent inventory.
21	Percent	Of artifact records with an incorrect entry in the "location" block.
22	Number	Of end-of-tour interviews completed.

ART 5.5.2.2 PROTECT HISTORICAL DOCUMENTS AND ARTIFACTS

5-124.   Preventing the damage of historical documents and artifacts by either external forces such as mishandling, an unstable environment, or by the intrinsic nature of the materials used to make them. Some

historical records and artifacts materials are much more fragile than others are and may have special requirements for care. (FM 1-20) (Center of Military History)

No.	Scale	Measure
01	Yes/No	Historical documents and artifacts were maintained as much as possible in a manner that prevents further deterioration while still allowing their use in historical and operational studies and education.
02	Yes/No	Paper documents were not exposed to excessive amounts of light. Lights were turned off in rooms that are not in use. Daylight was blocked by the use of curtains, shades, or plastic filtering films.
03	Yes/No	Paper documents were not exposed to rapid changes or extremes in temperature and humidity. Temperature was maintained at 68-degrees (within a range of plus or minus 5 degrees) Fahrenheit and 50-percent (within a range of plus or minus 5 percent) relative humidity in book rooms that were in regular use.
04	Yes/No	Paper documents were shelved correctly.
05	Yes/No	Paper documents were regularly checked for pest infestations.
06	Yes/No	Electronic documents were stored in formats that can be read by successive software programs per Department of Defense military standards.
07	Yes/No	Photographs were properly labeled to identify who, what, how, when, and where and who took the photograph on the back of the photo or on the sheet of paper containing the photo.
08	Yes/No	Artifacts containing organic materials—such as leather, fur, horn, feathers, ivory, wool, paper, and cotton—were protected as much as possible from environmental damage such as light, humidity, temperature variations, air pollution, pests, and destructive handling.
09	Yes/No	Artifacts composed of inorganic materials such as metal, stone, glass, and ceramics were protected as much as possible from environmental damage and destructive handling.
10	Percent	Of historical documents and artifact collection that have been properly treated to ensure preservation.

ART 5.5.2.3 PREPARE HISTORICAL REPORTS OF MILITARY OPERATIONS

5-125. Provide well-researched studies and analyses, accurate historical information, institutional memory, historical perspective, and input to lessons learned to support commanders and staffs in problem solving and decisionmaking. (FM 1-20) (Center of Military History)

No.	Scale	Measure
01	Yes/No	Echelon headquarters had a history program that provided studies and analyses, accurate historical information, institutional memory, and historical perspectives to its constituent commanders and staffs to support problem solving and decisionmaking.
02	Yes/No	Echelon headquarters exercised staff supervision over subordinate unit and organizational history programs and activities, including biennial staff assistance visits to subordinate command history offices and review and evaluation of the professional historical credentials and qualifications of all candidates for command historian positions in subordinate commands.
03	Yes/No	Historian prepared historical reports supported leader development.
04	Yes/No	Command historian assisted in the planning and preparation of historical reports, including the command report.
05	Yes/No	Short historical studies of immediate use to the command were prepared to provide insights concerning special tactics, techniques, and battlefield improvisations.
06	Time	Required to establish command historical programs to include monographs, doctrinal and special studies, histories, documentary collections, oral history interviews, and studies on topics and events of historical significance to the command and the Army.
07	Time	To prepare historical manuscripts for publication.

No.	Scale	Measure
08	Time	To respond to historical inquiries from within or external to the supported unit.
09	Time	Required to perform instruction or teaching duties in military history when assigned to a service school.
10	Percent	Of available historian resources devoted toward performing instruction or teaching in military history.
11	Number	Of doctrinal and special studies prepared.
12	Number	Of biennial staff assistance visits to subordinate command history offices.
13	Number	Of oral history interviews.
14	Number	Of historical inquiries for which a response was prepared.
15	Number	Of monographs prepared on selected operations, battles, activities, or problems.

ART 5.5.2.4 SHIP HISTORICAL DOCUMENTS AND ARTIFACTS

5-126. Preventing damage to historical records and artifacts during shipment to and from historical collections by external forces such as mishandling or an unstable environment. (FM 1-20) (Center of Military History)

No.	Scale	Measure
01	Yes/No	When they were no longer needed locally for research or references, forward materials were produced or collected through the theater historian to the U.S. Army Center of Military History.
02	Yes/No	Unit commanders were required to maintain organizational history files by shipping those files to storage when the unit was inactivated, disbanded, or reduced to zero strength, while in a combat zone, or when otherwise unable to care for them.
03	Yes/No	Commanders of reactivated units or active units with stored organizational history files addressed their requests for the return of those files to the Center of Military History.
04	Yes/No	Questions concerning the proper packing of historical artifacts or art were referred directly to the Center of Military History or to a certified Army museum.
05	Yes/No	Historical artifacts and works of art were shipped commercially or by mail and packed to preclude any damage as described in FM 38-700.
06	Yes/No	The same level of care was taken to protect artifacts and art in transit as was used in their storage, including the use of museum-safe materials.
07	Yes/No	Historical artifacts and works of art were sent by registered mail (return receipt requested) when size and weight met commercial carrier requirements and when economically advantageous.
08	Yes/No	The artifact responsible officer obtained the chief curator's prior approval in writing (to include a document number assigned by the artifact accountable officer) before shipment of any item.
09	Yes/No	The artifact responsible officer provided a copy of the written approval, as part of the shipment, to the receiving museum, organization, or activity.
10	Yes/No	Shipments of artifacts containing hazardous material or restricted material were shipped per current regulations and directives.
11	Number	And types of historical records and artifacts shipped to and from the headquarters.

ART 5.5.2.5 EXHIBIT HISTORICAL ARTIFACTS

5-127. This task encompasses the visual means by which the interpretation of Army history is met and involves the exhibition of a portion of the collection of a museum or historical collection. It is the technique by which the majority of the institution's audience is reached. Museum exhibits encompass permanent, temporary, traveling, and remote displays. (FM 1-20) (Center of Military History)

No.	Scale	Measure
01	Yes/No	Historical exhibits conformed to professional standards.
02	Yes/No	Army museums and museum activities were organizationally aligned where they will be most effective as training, educational, and research institutions.
03	Yes/No	Exhibits and historical documents and artifact collections supported military training, education, research, and development.
04	Yes/No	Historical exhibit facilities and collections were maintained in a professional manner as directed in public law and Army regulations.
05	Yes/No	Historical artifacts and art held in custody by any Army agency or organization were accounted for, cataloged, preserved, transferred, and disposed of per AR 870-20.
06	Yes/No	Extreme care was taken to prevent the loss, damage, or destruction of historical artifacts or artwork.

ART 5.5.3 CONDUCT OFFICIAL CEREMONIAL, MUSICAL, PUBLIC, AND SPECIAL EVENTS

5-128. Conduct world-class Army and Department of Defense ceremonial, musical, memorial affairs, and public events, locally and world-wide on behalf of the Nation's civilian and military leaders. Provide Army military honors for private memorial services, religious and worship services, and Army ceremonial support. (FM 3-21.5) (USAIS)

Note: This task includes public wreath laying ceremonies, State funerals, and the honor guard at the Tomb of the Unknown.

No.	Scale	Measure
01	Yes/No	Event support contributed to mission accomplishment either by enhancing unit cohesion and morale or by entertaining the civilian population.
02	Time	To rehearse the event required for the mission.
03	Time	To rehearse drill and ceremony required for the mission.
04	Time	To coordinate the performance of an assigned mission.
05	Time	To arrange logistic and administrative support for the band and other units participating in the event.
06	Time	To obtain recommendations and legal advice from the staff judge advocate.
07	Percent	Of authorized personnel required to perform the specific mission.
08	Percent	Of authorized musical equipment on hand and serviceable.

ART 5.5.4 DEVELOP A COMMAND ENVIRONMENTAL PROGRAM

5-129. Identify areas affected by environmental considerations. Determine specifics of a command program for a unit or organization that supports the Army program. Develop a command environmental program. Successfully incorporate environmental considerations into all operations by implementing the commander's environmental program. The commander may use a designated unit environmental compliance officer to assist in implementing this program. (FM 3-100.4) (USAES)

No.	Scale	Measure
01	Yes/No	Command environmental program prevented or mitigated the frequency of environmental incidents by Soldiers.
02	Yes/No	Environmental officer was trained and appointed on orders for all subordinate units per AR 200-1.
03	Yes/No	Unit standing operating procedures covered spill prevention and response, pollution prevention, and the use of the material safety data sheets.

No.	Scale	Measure
04	Yes/No	All Soldiers received and are current in their required environmental training.
05	Yes/No	Unit environmental compliance officer conducted preoccupation environmental survey of all sites to be occupied by the unit.
06	Time	Of measures introduced to mitigate or eliminate the risk of hazardous material, petroleum, oils, and lubricants spills (or other types of releases).
07	Time	To modify the command environmental program to include new environmental considerations, rules, or specific guidance.
08	Number	Of violations of the command environmental program occurring within a given time.
09	Number	Of environmental hazards not covered initially by the command environmental program.

SECTION VI – ART 5.6: INTEGRATE SPACE OPERATIONS
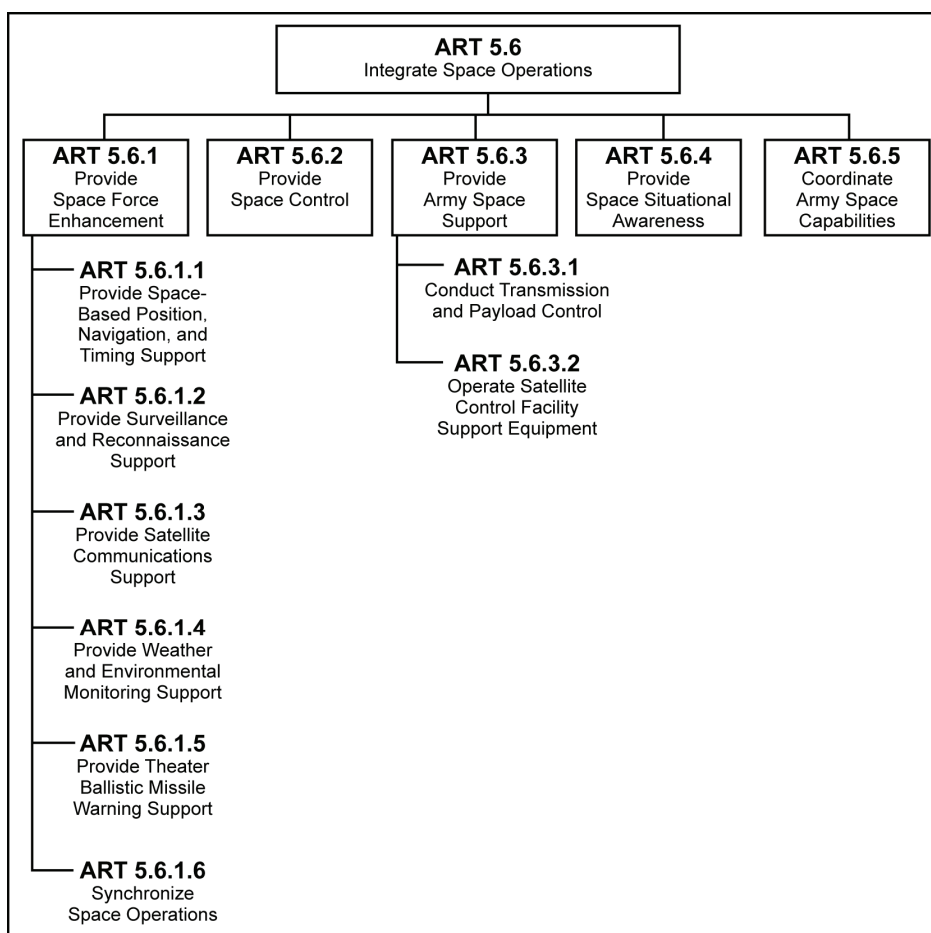
5-130.   Space capabilities are integrated thoroughly into the force structure to enable Army operations, and are essential for mission accomplishment. Staffs down to brigade level integrate space capabilities and vulnerabilities into their mission analysis process. To ensure the maximum use of space, the Army integrates space capabilities into routine operations. (FM 3-14) (USASMDC)

ART 5.6.1 PROVIDE SPACE FORCE ENHANCEMENT

5-131.   Provide space force enhancement to the commander, staff, and subordinate units support using space-based sensors and payloads. Space force enhancement support to the Soldier includes position

navigation and timing, surveillance and reconnaissance, communication, weather and environmental monitoring, and integrated missile warning. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit identified space force enhancement areas that can affect mission.
02	Yes/No	Unit provided space force enhancement products and information to subordinate units.
03	Yes/No	Unit provided space force enhancement products and information to support current and future operations.
04	Yes/No	Unit received space planning products in sufficient time to incorporate into planning.

ART 5.6.1.1 PROVIDE SPACE-BASED POSITION, NAVIGATION, AND TIMING SUPPORT

5-132.   Provide position, navigation, and timing support to assist the integration of the global positioning system (GPS) satellite constellation with user-level equipment. This task includes assessing the ability of both friendly and threat asset use, assessing and countering threats to friendly use, countering threat asset use and identifying requirements and coordinating for theater level enhanced coverage. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit identified friendly position navigation and timing support required, to include enhanced coverage requirements for systems and precision-guided weapons, and it integrated assessment into operational planning and execution.
02	Yes/No	Unit assessed threats to friendly position, navigation and timing accuracies; disseminated tactics, techniques, and procedures to users.
03	Yes/No	Unit assessed threat access and use of position, navigation, and timing assets and friendly abilities to counter or degrade use.
04	Yes/No	Unit identified constellation coverage and satellite status and disseminated times of decreased accuracy with sufficient planning time available.
05	Yes/No	Unit coordinated for additional operational capabilities to enhance coverage or counter known or suspected threat jammers.
06	Time	To process request for GPS-enhanced theater support.
07	Time	To assess and respond to reports of local GPS degradation.

ART 5.6.1.2 PROVIDE SURVEILLANCE AND RECONNAISSANCE SUPPORT

5-133.   Provide intelligence, surveillance, and reconnaissance support to the Soldier by coordinating and using Department of Defense, national, and commercial space-based sensors and payloads and by coordinating with intelligence collection management personnel to enhance the G-2 collection capabilities. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit maintained situational awareness of satellites and space-based sensors and processors.
02	Yes/No	Unit integrated the capabilities of national technical means surveillance and reconnaissance assets into the surveillance and reconnaissance plan.
03	Yes/No	Unit integrated the capabilities of commercial surveillance and reconnaissance assets into the surveillance and reconnaissance plan.
04	Yes/No	Unit prepared and submitted requests for information through appropriate collection management process to obtain required surveillance and reconnaissance data.

ART 5.6.1.3 PROVIDE SATELLITE COMMUNICATIONS SUPPORT

5-134. Provide satellite communications support through coordination with regional satellite communications support centers, assessing satellite communications requirements and processing necessary requests for additional support as required. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit maintained situational awareness of satellites and satellite communications payloads.
02	Yes/No	Unit integrated available satellite communications resources in support of unit operations.
03	Yes/No	Unit monitored the operational status of available satellite communications resources and reported outages.
04	Yes/No	Tactical satellite communications network and systems supported allocation and apportionment decisions and instructions.
05	Percent	Of satellite communications nodes that possess required communications capabilities.

ART 5.6.1.4 PROVIDE WEATHER AND ENVIRONMENTAL MONITORING SUPPORT

5-135. Provide weather and environmental monitoring support to maintain situational awareness of space and terrestrial weather, solar events and other atmospheric events, assess their impacts on space-based sensors and payloads, and inform commanders and staff on mission impacts. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit maintained situational awareness of national, civil, and commercial weather and environmental monitoring satellites and satellite payloads.
02	Yes/No	Unit maintained situational awareness of predicted and assessed impact on supported unit operations.
03	Yes/No	Unit assessed sun conjunction events and their impact on unit operations.
04	Yes/No	Unit assessed terrestrial weather and its effects on space-based sensors and payloads.
05	Yes/No	Unit assessed space weather impacts on position, navigation, timing, and missile warning.
06	Yes/No	Unit assessed space weather impacts on communications and intelligence, surveillance, and reconnaissance space-based sensors and payloads.
07	Yes/No	Unit monitored national, civil, and commercial Web sites to ensure the most current terrestrial and space weather information was available.
08	Yes/No	Unit monitored the operational status of available environmental monitoring satellite resources and reported outages.
09	Yes/No	Unit prepared requests for information to obtain specialized space-based environmental monitoring products such as multi- and hyper-spectral imagery or changed detection products to support planning and mission execution.
10	Yes/No	Unit integrated available national, civil, and commercial environmental monitoring satellite resources in support of unit operations.

ART 5.6.1.5 PROVIDE THEATER BALLISTIC MISSILE WARNING SUPPORT

5-136. Provide theater ballistic missile warning support to the in-theater commander with fast, accurate theater ballistic missile launch, trajectories and impact location information. It provides advanced warning and targeting data to missile defense batteries for more accurate firing solutions. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit advised and updated commander and staff on theater ballistic missile warning architecture, processes, and dissemination methods.
02	Yes/No	Unit advised and updated commander and staff on theater event system processes and dissemination methods.

No.	Scale	Measure
03	Yes/No	Unit assessed the impact of theater event system outages and advised the commander and staff of effects.
04	Percent	Of valid space-enabled theater ballistic missile alerts.

+ ART 5.6.1.6 SYNCHRONIZE SPACE OPERATIONS

5-137.   Provide Army space representation and support to the space coordinating authority. Assist the space support elements in ensuring Army space equities are recognized and incorporated into joint space operations. Assist in the joint space planning process and development of the space priorities. Coordinate space operations through the Army battlefield coordination detachment. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit advised and updated commander and staff on theater ballistic missile warning architecture, processes, and dissemination methods.
02	Yes/No	Unit advised and updated commander and staff on theater event system processes and dissemination methods.
03	Yes/No	Unit assessed the impact of theater event system outages and advised the commander and staff of effects.
04	Percent	Of valid space-enabled theater ballistic missile alerts.

ART 5.6.2 PROVIDE SPACE CONTROL

5-138.   To ensure friendly unit access to space to enable maneuver forces to benefit from space force enhancement and to deny the enemy use of space to contribute to gaining and maintaining information superiority as an advantage to friendly maneuver operations. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit advised commander and staff on the capabilities and limitations of space control operations.
02	Yes/No	Unit integrated space control planning into its decisionmaking and effects planning.
03	Yes/No	Unit nominated targets and described desired effects of space control operations.
04	Percent	Of friendly systems impacted by threat application of space control operations.

ART 5.6.3 PROVIDE ARMY SPACE SUPPORT

5-139.   Provide payload and network control of satellite communications system constellations for Department of Defense and maintain a backup contingency control capability through Army-maintained satellite operations centers. This task includes conducting the day-to-day telemetry, tracking, and commanding needed for optimal performance and health of assets as well as planning and coordinating the resolution of satellite anomalies. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit maintained situational awareness of satellites and satellite communications payloads.
02	Yes/No	Unit integrated available satellite communications resources in support of unit operations.
03	Yes/No	Unit monitored the operational status of available satellite communications resources and reported outages.
04	Yes/No	Unit prepared and submitted requests for additional satellite communications as required.
05	Yes/No	Operations of the tactical satellite communications network and systems supported allocation and apportionment decisions and instructions.

No.	Scale	Measure
06	Percent	Of satellite communications nodes that possess required communications capabilities.
07	Percent	Of successful, uninterrupted satellite communications.

+ ART 5.6.3.1 CONDUCT TRANSMISSION AND PAYLOAD CONTROL

5-140.   Provide transmission and payload control of satellite communications system constellations for Department of Defense and maintain a backup contingency control capability through Army-maintained satellite operations centers. Payload control is responsible for configuring and maintaining the satellite transponders at assigned level. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit performed Common Network Planning Software/ Defense Satellite Communication System Network Planning Software database procedures.
02	Yes/No	Unit performed trend analysis.
03	Yes/No	Unit performed Electromagnetic Interference resolution.
04	Yes/No	Unit reacted to an anomalous condition.
05	Yes/No	Unit accessed carriers.
06	Yes/No	Unit performed payload reconfiguration.
07	Yes/No	Unit performed satellite power management.
08	Yes/No	Unit reacted to emergency condition.
09	Yes/No	Unit managed ship movements across satellites.

+ ART 5.6.3.2 OPERATE SATELLITE CONTROL FACILITY SUPPORT EQUIPMENT

5-141.   Provide satellite the telemetry, tracking, and commanding needed for optimal performance and health of assets as well as planning and coordinating the resolution of satellite anomalies. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit performed transmit and receive subsystem operations.
02	Yes/No	Unit performed antenna subsystem operation.
03	Yes/No	Unit performed ancillary equipment operations.
04	Yes/No	Unit performed control subsystem maintenance.
05	Yes/No	Unit performed ancillary equipment maintenance.
06	Yes/No	Unit restored site power.
07	Yes/No	Unit restored host earth terminal communications.

ART 5.6.4 PROVIDE SPACE SITUATIONAL AWARENESS

5-142.   Space situational awareness includes space intelligence, space surveillance, space reconnaissance, space and terrestrial weather monitoring, and space common operational picture (COP). In support of the COP, monitor, detect, and characterize authorized and unauthorized satellite access on key communications platforms maintaining information superiority as an advantage to friendly maneuver operations. In space surveillance, executed space tracking and space object identification in support of the space surveillance network. Provide space situational awareness in the commander's COP. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit supported the generation of the space order of battle.
02	Yes/No	Unit provided updates to the space catalog.
03	Yes/No	Unit provided observations on space systems.

| No.	Scale	Measure
04	Yes/No	Unit found, identified, tracked, and monitored space systems.
05	Yes/No	Unit monitored and assessed space systems for events and status changes.
06	Yes/No	Unit supported the characterization of space systems.
07	Yes/No	Unit advised commander and staff on the capabilities and limitations of space situational awareness mission.
08	Yes/No	Unit integrated space situational awareness planning into its decisionmaking and effects planning.
09	Yes/No	Unit nominated targets and described desired effects of space situational awareness.
10	Yes/No	Mission was received via proper tasking authority and channel.
11	Time	To report intelligence to commander.

ART 5.6.5 COORDINATE ARMY SPACE CAPABILITIES

5-143.   Plan, coordinated, integrate, and control Army space capabilities and force structure to ensure the responsive application of space assets in support of the Soldier. Space capabilities include the mission areas of space force enhancement, space control, and space support and space situational awareness. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit compared organic space support assets in the mission to the need for augmentation.
02	Yes/No	Unit identified additional space forces required to execute mission.
03	Yes/No	Unit requested space augmentation support from the unit operations officer and commander.
04	Yes/No	Unit prepared and coordinated the request for space forces.
05	Time	To deploy space forces.

SECTION VII – ART 5.7: CONDUCT PUBLIC AFFAIRS OPERATIONS
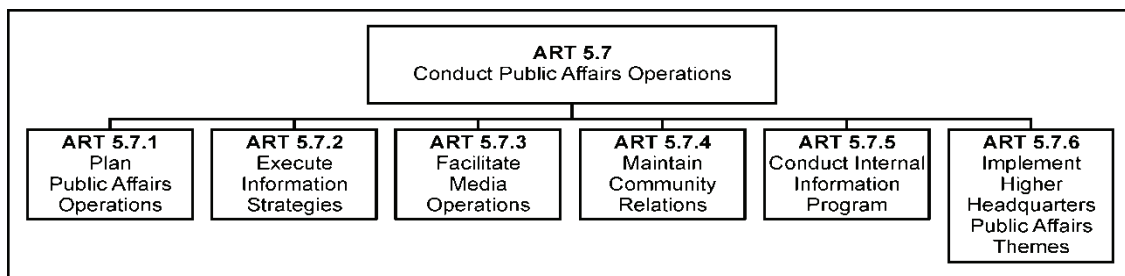
5-144.   Public affairs operations proactively informs and educates internal and external publics through public information, command information, and direct community engagement. Public affairs is a commander's responsibility to execute public information, command information, and community engagement directed toward both the external and internal publics with interest in the Department of Defense. (FM 3-0) (USACAC)

ART 5.7.1 PLAN PUBLIC AFFAIRS OPERATIONS

5-145.   Advise and assist the commander and command (or host nation) in public affairs planning. This includes developing information strategies and program, facilitating media operations, and performing community relations programs. (FM 46-1) (OCPA)

No.	Scale	Measure
01	Yes/No	Public affairs program in the area of operations (AO) supported mission accomplishment.
02	Yes/No	Public affairs officer developed contingency plans for conducting public affairs operations in the AO.
03	Yes/No	Public affairs officer provided contingency plans to the commander for conducting public affairs operations in the AO.
04	Time	In advance to provide public affairs group for scheduled events.
05	Time	After event to release news.
06	Time	To provide an initial position on breaking news story.
07	Percent	Of plan phases have incorporated public affairs strategy.
08	Percent	Of public affairs guidance coordinated with operations, plans, and policy as needed.

ART 5.7.2 EXECUTE INFORMATION STRATEGIES

5-146.   Identify affected internal and external audiences and their information requirements. Determine available communications channels to all audiences. Develop key command messages derived from the overall public affairs strategy. Acquire information to support messages. Process information for delivery through appropriate means. Protect information to meet operations security requirements and distribute information to audiences. (FM 46-1) (OCPA)

No.	Scale	Measure
01	Yes/No	Information strategies supported accomplishment of the unit mission in the area of operations (AO).
02	Yes/No	Public affairs officer developed contingency plans for conducting information strategies and programs, facilitating media operations, and leading community relations program in the AO.
03	Yes/No	Public affairs officer provided contingency plans to the commander for conducting information strategies and programs, facilitating media operations, and leading community relations program in the AO.
04	Time	To prepare for and hold first news conference on crisis or major event.
05	Time	Since last national media pool classified briefing.
06	Time	Before deployment to establish and disseminate media policy.
07	Time	To develop public affairs mission analysis.
08	Percent	Of press operational access rules and security procedures incorporated in operation plan.
09	Percent	Of releases error free.
10	Number	Of press releases per week.
11	Number	And types of information that is classified or withheld from press to avoid embarrassment.

ART 5.7.3 FACILITATE MEDIA OPERATIONS

5-147.   Provide assistance to media that is covering operations. This includes assisting media on coverage ground rules; arranging interviews and briefings; coordinating unit visits and escorts; and providing assistance in arranging transportation, messing, billeting, communications support, protective equipment, and medical care. (FM 46-1) (OCPA)

No.	Scale	Measure
01	Yes/No	Unit conduct of media operations supported public affairs operations.
02	Time	To establish information bureau (following execute order).

No.	Scale	Measure
03	Time	To provide public affairs guidance (after crisis event).
04	Time	To transmit print journalist stories during crisis or combat (from receipt).
05	Time	To close required media equipment (such as commercial television ground stations) to the area of operations.
06	Time	To get Department of Defense media pool into the area of operations.
07	Percent	Of media requests for access to key senior officials accepted.
08	Percent	Of media support requests answered.

ART 5.7.4 MAINTAIN COMMUNITY RELATIONS

5-148.   Assist in conducting (planning, preparing, executing, and assessing) community relations programs as resources permit. It includes the conduct of programs to establish and sustain mutually beneficial relationships with the public, focusing on communities neighboring, or directly affected by Army activities. (FM 46-1) (OCPA)

No.	Scale	Measure
01	Yes/No	Community relations program supported unit mission accomplishment in the area of operations and at home base.
02	Time	To set up hometown news release program to publicize troops' successes.
03	Time	To develop public opinion baseline.
04	Percent	Of local customs, laws, and policies concerning presence of media researched and included in planning.
05	Percent	Of requests for information from organizations and private citizens answered.

ART 5.7.5 CONDUCT INTERNAL INFORMATION PROGRAM

5-149.   Provide information of interest to Army forces to include data that commanders want their Soldiers to know. (FM 46-1) (OCPA)

No.	Scale	Measure
01	Yes/No	Soldiers knew the information that their commander wanted them to know.
02	Time	To establish newsletter or newspaper for deployed troops.
03	Percent	Of forces consuming internally prepared information.
04	Number	Of internal news releases per week.

ART 5.7.6 IMPLEMENT HIGHER HEADQUARTERS PUBLIC AFFAIRS THEMES

5-150.   Transmit themes and information from higher headquarters to the U.S. military audience as part of an echelon's internal information program. (FM 46-1) (OCPA)

No.	Scale	Measure
01	Yes/No	Unit implemented higher headquarters public affairs themes to support mission accomplishment in the area of operations.
02	Time	To prepare higher headquarters public affairs themes for dissemination to forces.
03	Percent	Of higher headquarters public affairs themes disseminated to forces.
04	Percent	Of favorable response in forces to higher headquarters public affairs themes.

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                            │        ART 5.8          │
                            │ Establish and Maintain  │
                            │       Discipline        │
                            └─────────────────────────┘
                        ┌───────────────┴───────────────┐
              ┌──────────────────┐          ┌──────────────────┐
              │    ART 5.8.1     │          │    ART 5.8.2     │
              │ Conduct Law and  │          │    Intern U.S.   │
              │ Order Operations │          │ Military Prisoners│
              └──────────────────┘          └──────────────────┘
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ART 5.8.1.1	ART 5.8.1.2	ART 5.8.1.3	ART 5.8.1.4	ART 5.8.1.5	ART 5.8.1.6	ART 5.8.1.7
Perform Law Enforcement	Conduct Criminal Investigations	Conduct Traffic Operations	Employ Forensic Capabilities	Conduct Police Engagement	Provide Customs Support	Provide Straggler Movement Control
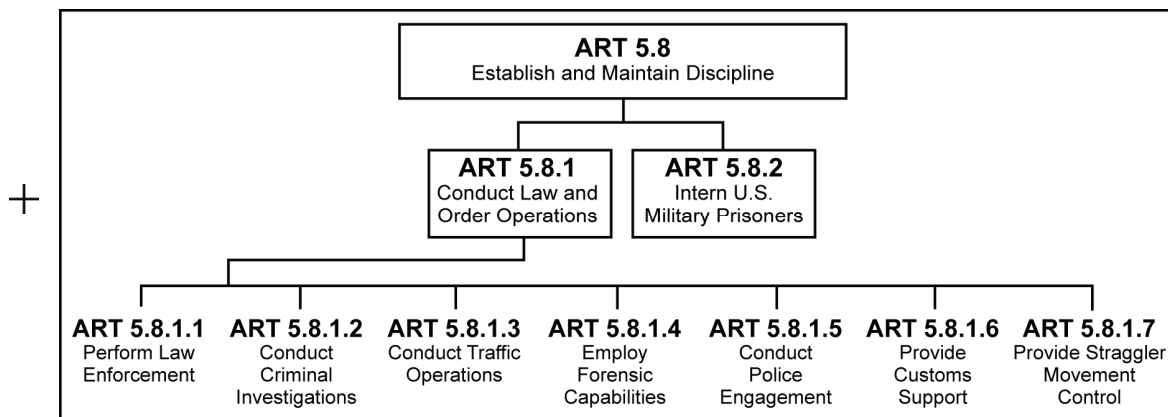
5-151. Establish and maintain discipline through military law enforcement, office of personnel management, regulations, justice, and confinement activities that regulate the force to comply with command policies and directives, ensure a lawful and orderly environment, and suppress criminal behavior. Lead the programs in such manner as to promote self-discipline and respect for authority. Internalize and practice Army values with minimum coercion. (FM 6-22) (USACAC)

No.	Scale	Measure
01	Yes/No	Soldiers and Army civilians exhibited respect for authority and internalized and practiced Army values. Organization had lawful and orderly environment.
02	Number	Of reported disciplinary events.
03	Number	Of incidents involving off-duty Soldiers that involve alcohol or drugs within a given time.
04	Number	Of accidents involving military vehicles within a given time.
05	Number	Of crimes reported within a given time.
06	Number	Of law and order incidents not covered by existing policy or standing operating procedures.

ART 5.8.1 CONDUCT LAW AND ORDER OPERATIONS

5-152. Law and order operations encompass policing and the associated law enforcement activities to control and protect populations and resources to facilitate the existence of a lawful and orderly environment. L&O operations and the associated skills and capabilities inherent in that function provides the fundamental base on which all other military police functions are frame and conducted. (FM 3-39) (USAMPS).

No.	Scale	Measure
01	Yes/No	Unit suppressed criminal behavior in the unit area of operations (AO).
02	Yes/No	Unit coordinated with the appropriate U.S. and host-nation authorities for law and order operational support.
03	Yes/No	Unit coordinated actions to remove conditions promoting crime.
04	Yes/No	Unit performed civilian police functions including investigating crimes and making arrests.
05	Yes/No	Unit conducted special police operations requiring formed units, including investigations and arrests.
06	Yes/No	Unit provided guidance on rules for use of force, rules of engagement and rules of interaction.

No.	Scale	Measure
07	Yes/No	Unit developed plans and standing operating procedures concerning law enforcement operations.
08	Percent	Of time military police subordinate elements conduct law and order missions.
09	Percent	Of criminal behavior suppressed in the AO.
10	Percent	Of military police assets distributed to conduct law and order operations per the plan.
11	Number	Of serious crimes—such as crimes against the United States, political crimes, and war crimes—referred to the Army Criminal Investigation Command for investigation within a given time.
12	Number	Of crimes reported within a given time.
13	Number	Of law and order incidents not covered by existing or established policy or standing operating procedures.
14	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives

ART 5.8.1.1 PERFORM LAW ENFORCEMENT

5-153. Law enforcement (LE) are those activities performed by personnel authorized by legal authority to compel compliance with, and investigate violations of, laws, directives, and punitive regulations. LE occurs in support of governance and the rule of law; for LE to occur, a legal system must exit. Typically, LE is performed by personnel trained as police officers who are held directly accountable to the governmental source of their authority. (FM 3-39) (USAMPS)

No.	Scale	Measure
01	Yes/No	The conduct of law enforcement operations helped the commander maintain the efficiency of command.
02	Yes/No	Staff briefed and monitored military police sections.
03	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
04	Percent	Of crimes or incidents resolved within 30 days.
05	Percent	Of requests for rail and road movement escorts met.
06	Percent	Of security force requirement available to meet operational needs.
07	Number	Of serious crimes—such as crimes against the United States, political crimes, and war crimes—referred to the U.S. Army Criminal Investigation Command for investigation.
08	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.

ART 5.8.1.2 CONDUCT CRIMINAL INVESTIGATIONS

5-154. Investigate offenses against Army forces or property committed by persons subject to military law. This includes minor crimes and major incidents involving death, serious bodily injury, and war crimes. Conduct host-nation training and support pertaining to criminal investigations. (FM 3-19.13) (USAMPS)

Note: This task links to ART 7.3.2.3 (Perform Host-Nation Police Training and Support) and ART 7.4.2 (Provide Support to Civil Law Enforcement).

No.	Scale	Measure
01	Yes/No	Law enforcement agency personnel investigated and referred offenses against Army forces or property committed by persons subject to military law.
02	Yes/No	Law enforcement agency personnel monitored all ongoing investigations in the theater of operation and received final reports from subordinate elements.
03	Yes/No	Law enforcement agency personnel coordinated with U.S. Army Criminal Investigation Command for investigation of all major incidents (deaths, serious bodily injury, and war crimes).

No.	Scale	Measure
04	Yes/No	Law enforcement agency personnel took control of crime scene.
05	Yes/No	Law enforcement agency personnel identified personnel involved in the crime.
06	Yes/No	Senior law enforcement agency individual formulated investigative plan.
07	Yes/No	Law enforcement agency personnel processed crime scene.
08	Yes/No	Law enforcement agency personnel processed maintain chain of custody for all collected evidence.
09	Yes/No	Law enforcement agency personnel released crime scene to appropriate individuals.
10	Yes/No	Law enforcement agency personnel pursued immediate investigative leads.
11	Yes/No	Law enforcement agency personnel document all interviews, law enforcement interrogations, and observations conducted the investigation.
12	Yes/No	Law enforcement agency personnel modified standard interview and law enforcement interrogation techniques to overcome any language barriers and cultural differences.
13	Yes/No	Law enforcement agency personnel Investigators maintained a disciplined and systematic approach in their questioning during interviews and law enforcement interrogation.
14	Yes/No	Law enforcement agency personnel conduct follow-up investigations as necessary.
15	Yes/No	Law enforcement agency personnel coordinate investigative efforts with SJA.
16	Yes/No	Law enforcement agency personnel closed the case by preparing final report.
17	Time	To complete crime analysis.
18	Percent	Of investigations of minor reported incidents.
19	Percent	Of investigations conducted and reported per AR 195-2.
20	Percent	Of returns on deficient reports of investigations for corrective action or for further investigative activity.
21	Percent	Of crime analysis performed correctly.
22	Percent	Of case documents and required reports prepared per legal, regulatory, and standing operating procedure guidance.
23	Number	Of hotline complaints referred to criminal investigation division or military police investigation.

ART 5.8.1.3 CONDUCT TRAFFIC OPERATIONS

5-155.   Develop and implement plans and policies concerning traffic flow, traffic safety, and enforcement of traffic laws. Conduct traffic accident investigation and prevention as well as implement traffic control studies, surveys, and necessary traffic enforcement programs. Assist in implementing traffic education and safety programs. In support of the deployed operational commander, maintain the security and viability of the strategic and tactical lines of communication so commanders can deploy and employ their forces. Support the commander's freedom of movement by operating traffic control posts, defiles, or mobile patrols; erecting route signs on main or alternate supply routes; or conducting a reconnaissance for bypassed or additional routes. Conduct traffic studies for the ground commander and provide recommendations to ensure traffic ability on critical routes including identification of reserved or restricted routes, traffic control measures, and other protection measures. Provide a permanent representative to the highway traffic headquarters in the theater of operations. Conduct host-nation training and support pertaining to traffic operations. (FM 3-39) (USAMPS)

> *Note:* This task links to ART 7.3.2.3 (Perform Host-Nation Police Training and Support), ART 6.5 (Conduct Operational Area Security), ART 7.3.3.2 (Control Movement of Dislocated Civilians), ART 7.3.3.4 (Conduct Populace Resource Control), and ART 7.4.2 (Provide Support to Civil Law Enforcement).

No.	Scale	Measure
01	Yes/No	Unit had appropriate plans, policies and procedures for traffic control.
02	Yes/No	Law enforcement agency personnel prepared the traffic control plan.
03	Yes/No	Law enforcement personnel coordinated traffic control activities with other headquarters, staff offices, and civil authorities.
04	Yes/No	Law enforcement agency personnel enforce traffic laws, regulations and orders.
05	Yes/No	Traffic control devices were recommended.
06	Yes/No	Unit assisted in accident prevention and vehicle safety programs.
07	Yes/No	Law enforcement personnel investigated and reported traffic accidents.
08	Yes/No	Law enforcement personnel operated traffic control points (on the installation) and main supply route control points (in the theater of operations).
09	Yes/No	Unit reported information concerning traffic, road usage, and progress of movements.
10	Yes/No	Unit performed route reconnaissance.
11	Yes/No	Unit reported any information of intelligence or law enforcement value.
12	Yes/No	Unit implemented alternate or temporary routes for traffic.
13	Percent	Of traffic escort and convoy escort duties.
14	Percent	Of other duties involving security, law enforcement, and crime prevention.
15	Number	Of traffic ability studies and assessments that were conducted.

ART 5.8.1.4 EMPLOY FORENSIC CAPABILITIES

5-156. Employ forensic capabilities, including the use of forensic evidence and biometric identification, through numerous modes such as fingerprints, Deoxyribonucleic acid (DNA), iris scans, firearm and tool mark analysis, and forensic examination of crime scenes and incident sites. Forensic and biometric evidence may be collected in support of criminal investigations involving crimes committed by persons against Army forces or property under the jurisdiction of military law enforcement personnel. This includes minor crimes and major incidents involving death, serious bodily injury, and war crimes. Forensic and biometric capabilities also can support tactical operations in an effort to provide forensic analysis of collected evidence, identification of personnel or other investigatory requirements in support of operational commanders in an effort identify threat personnel, organizations, and processes to enable appropriate engagement by military forces, Conduct host-nation training and support pertaining to forensic and biometric capabilities. (FM 3-39) (USAMPS).

Note: This task links to ART 7.3.2.3 (Perform Host-Nation Police Training and Support) and ART 7.4.2 (Provide Support to Civil Law Enforcement).

No.	Scale	Measure
01	Yes/No	Unit conducted appropriate collection and handling procedures.
02	Yes/No	Force included personnel trained in collection and handling procedures.
03	Yes/No	Protective packages and containers were available to safely package and transport materials.
04	Yes/No	Unit located and safeguarded key witnesses, documents, and other evidence related to key ongoing or potential investigations and prosecutions.
05	Yes/No	Unit maintained chain of custody.
06	Number	Of items of evidence processed.
07	Number	Of processed items used to support criminal prosecution.
08	Time	To process collected evidence.

ART 5.8.1.5 CONDUCT POLICE ENGAGEMENT

5-157. Police engagement is a type of information engagement that occurs between police personnel, organizations, or populations for the purpose of maintaining social order. Military police and USACIDC personnel engage local, host nation, and coalition police partners; police agencies; civil leaders; and local populations for critical information that can influence military operations or destabilize an area of operations. (FM 3-39) (USAMPS).

Note: This task links to ART 7.3.2.3 (Perform Host-Nation Police Training and Support) and ART 7.4.2 (Provide Support to Civil Law Enforcement).

No.	Scale	Measure
01	Yes/No	Police engagement did not violate U.S. Code and applicable Department of Defense and Army regulations against collecting intelligence on U.S. persons.
02	Yes/No	Public information venues were used to conduct police engagement with the local populace and community leaders.
03	Yes/No	Unit coordinated funds to establish and maintain a police informant operation.
04	Yes/No	Unit identified patterns or trends relevant to proactive law and order operations.
05	Yes/No	Unit analyzed police information and produced actionable police and criminal intelligence.
06	Yes/No	Unit recruited and developed law enforcement informants in the area of operations (AO).
07	Yes/No	Police engagement concept of operations and coordinating instructions developed for the operation plan and order as required.
08	Yes/No	Police engagement was actively employed with other government and nongovernment agencies.
09	Yes/No	All personnel were informed of specific informational themes to use when conducting informal police engagement during the course of normal interaction with the population.
10	Yes/No	All personnel were informed of specific police intelligence requirements.
11	Time	To identify and assess latest criminal information collected.
12	Time	To identify criminal information resources in the AO.
13	Time	To identify criminal trends and patterns developed in the AO.
14	Time	To analyze external police and criminal intelligence reports.
15	Time	To assess internally created police information.
16	Time	To produce criminal information bulletins and alert notices.
17	Percent	Of priority intelligence requirement collection efforts directed toward subordinate units.
18	Percent	Of available police intelligence resources in the AO.
19	Percent	Of known terrorist- and criminal-related activities reported by informants before their occurrence.
20	Percent	Of identified individuals engaged in terrorist- and criminal-related activities reported by informants after their occurrence.
21	Percent	Of accurately reported terrorist- and criminal-related activities.

ART 5.8.1.6 PROVIDE CUSTOMS SUPPORT

5-158. Perform tactical actions that enforce restrictions on controlled substances and other contraband violations that enter and exit an area of operations (AO). Customs support can be conducted in support of U.S. customs laws to ensure Department of Defense organizations comply with or support host-nation (HN) customs laws at HN points of entry or exit. Conduct HN training and support pertaining to customs support. (FM 3-39) (USAMPS)

Note: This task links to ART 7.3.1.3 (Conduct Border Control, Boundary Security, and Freedom of Movement).

No.	Scale	Measure
01	Yes/No	Unit established border security/customs enforcement.
02	Yes/No	Unit prevented controlled substances and other contraband items prohibited by law, regulation, or command policy from entering or exiting an AO subject to customs restrictions, policies, and laws.
03	Yes/No	Unit given military customs preclearance.
04	Time	To report custom inspection results to the U.S. border entry point and to the military customs staff advisor.
05	Time	To complete desired level of customs inspections.
06	Time	To consult with neighboring countries on border security plans.
07	Percent	Of redeploying unit personnel and equipment examined or inspected.
08	Percent	Of restricted items identified for U.S. Customs Service or Department of Agriculture review.
09	Percent	Of key customs concerns for the AO identified.
10	Percent	Of violations of border crossing laws and regulations reported to supported commander and appropriate law enforcement agencies.
11	Percent	Of shipments identified for inspection for the presence of U.S. Customs Service and Department of Agriculture restricted items.
12	Number	Of prohibited items barred from shipment within a given time.
13	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.

ART 5.8.1.7 PROVIDE STRAGGLER MOVEMENT CONTROL

5-159. Straggler control involves the direction of uninjured stragglers to their parent unit or to a replacement unit as command policies dictate. Stragglers are military personnel who have become separated from their command by events on the battlefield. If stragglers are ill, wounded, or in shock, they are moved to the nearest medical facility. (FM 3-39) (USAMPS)

No.	Scale	Measure
01	Yes/No	Unit returned stragglers to military or unit control or provided medical assistance as soon as possible.
02	Yes/No	Unit located straggler control posts and collecting points on likely routes of straggler flow.
03	Yes/No	Unit confiscated and disposed of equipment, property, and documents on stragglers per the straggler control plan.
04	Yes/No	Unit diverted stragglers from main supply routes onto alternate routes or collecting points to alleviate congestion of the main supply routes.
05	Percent	Of unit that became stragglers.
06	Number	Of deliberate stragglers escorted back to their unit.
07	Number	Of instances in which deliberate stragglers are detained until they can be transported to a set location as designated by the straggler control plan.
08	Number	Of stragglers assisted, detained, or apprehended when they became separated from their units without authority.
09	Number	Of stragglers returned to military or unit control or provided medical assistance as soon as possible.
10	Number	Of stragglers diverted from main supply routes onto alternate routes or collecting points to alleviate congestion of the main supply routes.

ART 5.8.2 INTERN U.S. MILITARY PRISONERS

5-160. Detain, sustain, protect, and evacuate U.S. military prisoners. ART 5.8.2 includes the establishment of temporary detention facilities. It also includes the operation of long-term confinement facilities. (FM 3-19.40) (USAMPS)

Note: This task links to ART 4.4 (Conduct Internment and Resettlement Operations).

No.	Scale	Measure
01	Yes/No	Unit detained, sustained, and protected U.S. military prisoners until their trials were completed and their sentences were served.
02	Yes/No	Unit retained U.S. military prisoners in custody until trial or until transferred to a field confinement facility.
03	Yes/No	Unit evacuated convicted prisoners from the area of operations (AO) per policy or law.
04	Yes/No	Unit evaluated the operation to include identifying the location of temporary detention facilities for U.S. military prisoners.
05	Yes/No	Unit evacuated U.S. military prisoners from the forward battle area confinement facility to the support area confinement facility as conditions warranted.
06	Yes/No	Unit established a field detention facility in the AO.
07	Yes/No	The confinement facility staff protected and sustained U.S. military prisoners.
08	Yes/No	The confinement facility staff prevented the disruption of facility operations by enemy attack.
09	Number	Of U.S. military prisoners detained or evacuated from AO.
10	Number	Of cases where confinement facility medical section provided immediate problem solving and crisis intervention to U.S. military prisoners interned at the facility.
11	Number	Of prisoner movements or transfers following specified routes.
12	Number	Of U.S. military prisoners picked up and transported with proper written authorization.
13	Number	Of U.S. military prisoners sent to higher headquarter confinement facilities within 72 hours of arrival.
14	Number	Of those U.S. military prisoners requiring special billeting and accountability provided health and welfare items while still retaining proper custody and control.
15	Number	Of U.S. military prisoners escaping from confinement facilities in the AO.
16	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.