



HANDBOOK



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COMMANDER AND STAFF GUIDE TO **REHEARSALS**



A No-Fail Approach

Lessons and Best Practices

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Commander and Staff Guide to Rehearsals

A No-Fail Approach

Lessons and Best Practices

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Foreword

“Unrehearsed plans are like brand new boots, you can use them, but you won’t go far.” — General Dwight D. Eisenhower, March 1944

A rehearsal is “a session in which a staff or unit practices expected actions to improve performance during execution.” — FM 6-0, Mission Command: Command and Control of Army Forces

Rehearsals assist units in visualizing, clarifying, and synchronizing planned critical actions before execution, and provide the commander an in-person platform to convey intent and guidance directly to subordinates. A rehearsal is an effective organizational tool in gaining support, improving strategic and operational understanding, and fostering mutual trust within a commander’s sphere of control. The commander and staff are able to visualize the terrain, and enemy and friendly units arranged by military action in time, space, and purpose. Essentially, rehearsals provide a visual impression of the tactical plan to participants and the appropriate stage to act out the critical actions of an operational plan.

Rehearsals are generally categorized by type and method. This handbook is a guide on the various types of rehearsals, methods of execution, and the unique characteristics of each to better inform commanders and staff on which can be utilized to improve preparative capabilities. Special emphasis is placed on the terrain model technique as part of a combined arms rehearsal (CAR) at echelon (brigade, division, and corps).

Although the majority of rehearsals planned and conducted by maneuver units are rehearsals of combat maneuver actions, rehearsals can be used as an effective tool to improve the execution of other tasks (command post-shift change, obstacle breach lane marking, etc.); improve understanding of a battle drill; or validate the effectiveness of a standard operating procedure (SOP). Unlike the CAR, these other tasks, skills, and procedures can be rehearsed at any point before, during, and after the military decisionmaking process (MDMP).

The overarching purpose of this document is to provide a cohesive instructional manual on rehearsals; incorporating doctrine; and best practices to mitigate recent difficulties in executing rehearsals at all levels. Acknowledging the basic tenets of rehearsals have not changed. U.S. forces operate in a complex operating environment of cyber, multinational, and multi-domain players. This increases operational complexity, thus necessitating timely and effective rehearsals to optimize these capabilities and increase the likelihood of success. The intent of this handbook is to update the information from CALL Newsletter, Rehearsals, 98-5 and highlight recent insights and best practices from the units that have improved performance.

A handwritten signature in black ink, appearing to read "M J Lawson". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Michael J. Lawson
COL, FA
Director, Center for Army Lessons Learned

Commander and Staff Guide to Rehearsals	
Table of Contents	
Introduction	1
Chapter 1. Rehearsal Types, Techniques, and Considerations	3
Chapter 2. Roles and Responsibilities	17
Chapter 3. The Terrain Model	27
Chapter 4. Executing a Rehearsal	37
Chapter 5. Confirmation Brief and Backbrief	49
Chapter 6. Brigade Combined Arms Rehearsal (CAR)	55
Chapter 7. Division and Corps Rehearsals	73
Appendix A. Brigade Sustainment Rehearsal	83
Appendix B. Fire Support Rehearsal	91
Appendix C. Combined Arms Rehearsal Script Shells	99
Appendix D. Sample Brigade Standard Operating Procedure (SOP)	115
Appendix E. Rehearsal Products	127
Appendix F. Acronyms	135

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Introduction

Experience from the Combat Training Centers (CTC) indicates that units struggle to conduct effective rehearsals, including the brigade combined arms rehearsal (CAR). This challenge is especially true at echelon (including fires, information collection, and sustainment). Time management has been identified as a key factor for units that fail in this task. It is time for leaders and staffs to plan sequencing of the various rehearsals, time for key personnel to attend designated rehearsals, and time to conduct the rehearsals to standard to drive the quality of the event.

The rehearsal is a coordination event, not an analysis. It does not replace war-gaming. Commanders war-game during the military decisionmaking process (MDMP) to analyze different courses of action to determine the optimal one. Rehearsals practice that selected course of action. Commanders should avoid making major changes to operation orders (OPORDs) during rehearsals. They make only those changes essential to mission success and risk mitigation.

Effective and efficient units habitually rehearse during training. Commanders at every level routinely train and practice various rehearsal types. Local standard operating procedures (SOPs) identify appropriate rehearsal types and standards for their execution. All leaders conduct periodic after action reviews (AARs) to ensure their units conduct rehearsals to standard and correct substandard performances. AARs also enable leaders to incorporate lessons learned into existing plans and orders, or into subsequent rehearsals.

Adequate time is essential when conducting rehearsals. The time required varies with the complexity of the mission, the type, the technique, and the level of participation of the rehearsal. Units conduct rehearsals at all levels, using the most thorough technique possible, given the time available. Under time-constrained conditions, leaders conduct abbreviated rehearsals, focusing on critical events determined by reverse planning. Each unit will have different critical events based on the mission, unit readiness, and the Commander's assessment.

This handbook is primarily concerned with rehearsals in support of unit operations and strategies at the brigade, division, and corps levels. However, rehearsals should be universally incorporated at every echelon, combat or training event, task, and procedure. Specifically, Appendix H of FM 7-0 states: a rehearsal is a session in which a staff or unit practices expected actions to improve performance during execution. Units conduct rehearsals before training events and early enough to conduct multiple rehearsals, if necessary. Rehearsals provide an invaluable means of ensuring actions during training are synchronized and executed to standard. The takeaway from this is that rehearsals apply in both training and operations with minor differences in technique.

Insights from the Combat Training Centers:

- Rehearsals are a lost art.
- Rehearsals can be done many ways.
- Record as much as you can in your SOP to facilitate integration into higher headquarters as well as integration of attached subordinate units.
- Delineate roles and responsibilities during rehearsals to create detailed understanding across the formation.

Finally, rehearsals are effective tools for implementing effective mission control within an organization, enabling specific functional tenants of the science of control and art of command. Rehearsals provide an effective platform to communicate the Commander's intent, create a shared understanding, build cohesive teams, develop mutual trust, enable subordinates to exercise disciplined initiative, and identify opportunities to accept prudent risk. A rehearsal is a resource "for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions." — ADRP 6-0, Mission Command.

CHAPTER 1

Rehearsal Types, Techniques, and Considerations

“So the advantage I had, and my Commanders had, was that we had been part of the rehearsal (and) saw the problems (ahead of time).”

— COL Jack P. Nix Jr., Commander, 1st BDE, 82nd ABN, Operation JUST CAUSE

Commanders and staff have numerous choices when it comes to rehearsing their unit plan, both in rehearsal types and rehearsal techniques. Familiarity with each will assist the Commander in selecting the best way to visualize, clarify, and synchronize the unit’s planned critical actions. Rehearsing key combat actions allows unit participants to become familiar with the synchronization of the planned operation. Planning for the rehearsal event consists primarily of deciding what to rehearse, how to rehearse, who to rehearse, and when to rehearse. These Commander decisions are based on time available, unit training status, the complexity of the planned operation, and the unit’s familiarity with rehearsal types and techniques.

TYPES OF REHEARSALS

The five types of rehearsals and briefs are:

- Confirmation brief*
- Backbrief
- Combined arms rehearsal (CAR)
- Support rehearsal
- Battle drill or standard operating procedure (SOP) rehearsal

**Until the publishing of FM 5-0, The Operations Process, confirmation brief was considered a type of rehearsal.*

Familiarity with each will assist the Commander in selecting the best way to visualize, clarify, and synchronize the unit’s planned critical actions.

<h1>Types of Rehearsals</h1>								
<p>Confirmation Brief*</p> <ul style="list-style-type: none"> Performed by subordinate leaders or enablers Conducted immediately after any instructions (OPORD, FRAGO, etc.) Brief given to higher commander on: <ul style="list-style-type: none"> Intent Specific task(s) and purpose(s) Relationship to unit's mission and adjacent units <p><i>*Until the publishing of FM 5-0, The Operations Process, confirmation brief was considered a type of rehearsal.</i></p>	<p>Backbrief</p> <ul style="list-style-type: none"> Performed by subordinate leaders or enablers Conducted throughout the preparation phase Subordinates are given time to complete their plan prior Requires the least amount of time and resources Events briefed sequentially Brief given to higher commander on subordinate mission from start to finish Allows commander to: <ul style="list-style-type: none"> Clarify intent Identify problems in the concept of operation Identify problems in subordinate's plan Learn how subordinate intends to accomplish their mission Commanders are able to combine this type of rehearsal with others, allowing prior coordination before execution of more elaborate drills 	<p>Combined Arms Rehearsal</p> <ul style="list-style-type: none"> Performed by commander, staff, subordinate leaders or enablers Conducted after OPORD, with adequate time given to subordinate leaders to plan, prepare, and disseminate their OPORD Requires the most personnel, resources, and planning to achieve successful execution This rehearsal ensures subordinate plans are synchronized with other units Verifies subordinate commander will achieve: <ul style="list-style-type: none"> Intent Specific task(s) Purpose(s) 	<p>Support Rehearsal</p> <ul style="list-style-type: none"> Performed by staff, sustainment, or fire support personnel Executed within the framework of a single or limited number of operating systems (i.e., fire support or combat service and support) Conducted throughout the preparation phase Designed to complement the combined arms rehearsal and ensure the specific warfighting functions can support the higher commander's plan and are synchronized with the maneuver plan. Coordinates: <ul style="list-style-type: none"> Aviation Fires Engineer support Logistics support Information 	<p>Battle Drill/SOP Rehearsal</p> <ul style="list-style-type: none"> Performed at all echelons, but most commonly used for small-sized elements Conducted throughout the MDMP timeline Ensures all participants understand a technique or specific set of procedures Does not require an OPORD, is not mission specific, and is event driven Requires leader anticipation of what will be required during the mission and prioritization of these rehearsals accordingly Execution requires little or no preparation and varying degrees of resourcing Verifies all participants have the same understanding of: <ul style="list-style-type: none"> Individual roles and responsibilities Timing Execution of the task(s) 				
FRAGO		Fragmentary order	MDMP	Military decisionmaking process	OPORD	Operations order	SOP	Standard operating procedures

Figure 1-1. Types of rehearsals

Confirmation Brief

Confirmation briefs are routinely performed by a subordinate leader immediately after receiving any instructions, such as an operations order (OPORD), a fragmentary order (FRAGO), etc. The subordinates brief the higher Commander on their understanding of his intent, their specific task and purpose, and the relationship between their unit's missions and other units in the operation.

Backbrief

A backbrief is a briefing by subordinates to the Commander to review how subordinates intend to accomplish their mission. — FM 6-0

Backbriefs are performed throughout the preparation phase of the operations process. The purpose is to ensure the Commander's intent is understood and to identify problems in the concept of operations. It differs from the confirmation brief in that subordinate leaders are given time to complete their plan rather than briefing the Commander immediately following receipt of an order. The confirmation brief, up until the publishing of FM 5-0, The Operations Process, was considered a type of rehearsal.

Considerations:

Time: Requires the fewest resources and may be the only rehearsal option in a time-constrained environment.

Technique: Performed sequentially; subordinate leaders explain their mission from the start to the finish, reviewing all tasks.

Tip: This type of rehearsal may be combined with other rehearsal types given adequate time. By combining it with other rehearsal types, leaders are able to coordinate their plans before performing more elaborate drills.

Combined Arms Rehearsal (CAR)

In a combined arms rehearsal, subordinate units synchronize their plans with each other. — FM 6-0

The maneuver unit headquarters normally conducts the CAR, which is performed after subordinate units have issued their OPORD. The rehearsal ensures that subordinate plans are synchronized with those of other units and the plans achieve the intent of the higher Commander. A CAR is particularly important when preparing for a complex operation, such as the combined arms breach.

The CAR may be accomplished by using any of the available rehearsal methods, but the terrain model method is the most frequently used method at brigade and below. Additional information will be provided in Chapter 4.

Support Rehearsal

The support rehearsal helps synchronize each warfighting function with the overall operation. — FM 6-0

The support rehearsal assists the operation so warfighting functions (WfFs) can synchronize their specific missions with the current operation. Support rehearsals are conducted throughout preparation within the framework of a single, or limited number of WfFs. These rehearsals typically involve coordination and procedure drills for:

- Aviation
- Fires
- Engineer support
- Logistics support
- Information collection operations

The support rehearsals complement the CAR while preparing units for operations. Support rehearsals may occur following the CAR or may precede it. Specific support rehearsals may be combined into full dress rehearsals.

While support rehearsals may differ slightly by warfighting function, they achieve the same result:

- Ensure the WfF or supporting operation will support the higher Commander's plan
- Ensure all assigned missions will be performed
- Synchronize the particular WfF support plan with the maneuver plan

Standard Operating Procedures and Battle Drill Rehearsal

A battle drill is a collective action rapidly executed without applying a deliberate decisionmaking process. — FM 6-0

Battle drill or SOP rehearsals ensure all participants understand the particular technique or set of procedures associated with a given stimulus. Units and staffs constantly rehearse SOPs and unit-specific battle drills. These battle drills and SOPs do not require a completed order from the higher headquarters because they are not mission-specific, but rather, driven by events and stimuli. Battle drill and SOP rehearsals are not limited to published tasks. Where leaders find a need, they should develop internal methods for satisfying them. The end state is achieving understanding of individual roles and responsibilities, timing, and execution of the rehearsed task.

Tip: Understanding and anticipating what type situations may be encountered helps leaders prioritize how time should be allocated concerning battle drills and rehearsals.

Considerations:

Time: SOP and battle drill rehearsals may be executed with little or no preparation and in varying degrees of resourcing.

Multi-Echelon: All echelons use these types of rehearsals; however, they are most common for small-sized elements such as sections, squads, and platoons.

REHEARSAL METHODS OR TECHNIQUES

The seven methods or techniques of rehearsals are:

- Full dress
- Key leader or reduced force
- Terrain model
- Digital terrain model
- Sketch map
- Map
- Network

Full Dress

The full dress rehearsal produces the most detailed understanding of the operation. It involves every Soldier and system participating in the operation. If possible, the rehearsal is conducted under similar conditions (terrain, weather, time of day, etc.) the force will encounter during the actual operation. This may include utilization of a live-fire training exercise (LFX). The full dress rehearsal is the most difficult to accomplish, especially at higher command levels.

Tip: At higher echelons, the Commander may opt for an alternate rehearsal plan that mirrors the actual plan but fits the available terrain.

Considerations:

Time: Full dress rehearsals are normally the most time-consuming of all the rehearsal techniques. Integration of this technique is most effective for company-size units and smaller. If use of this technique is being considered for a brigade or task force element, ensure the amount of time necessary to conduct this type of rehearsal does not jeopardize the timelines of subordinate units.

Multi-Echelon: Subordinate unit(s) should consider conducting a full dress rehearsal as part of the higher unit's key leader (reduced force) rehearsal. For example, as key leaders in a company rehearse a defensive operation, a single platoon can synchronize their full dress rehearsal in their assigned battle position and engagement area.

Terrain: Management of terrain in utilization of the full dress technique requires additional planning and considerations; specifically, the area must be identified, secured, cleared, and maintained leading up to and throughout the rehearsal process.

Operational Security: Be aware that any movement of a large body of the force will attract enemy attention. Developing a plan to secure the rehearsal from enemy observation becomes increasingly difficult at echelon.

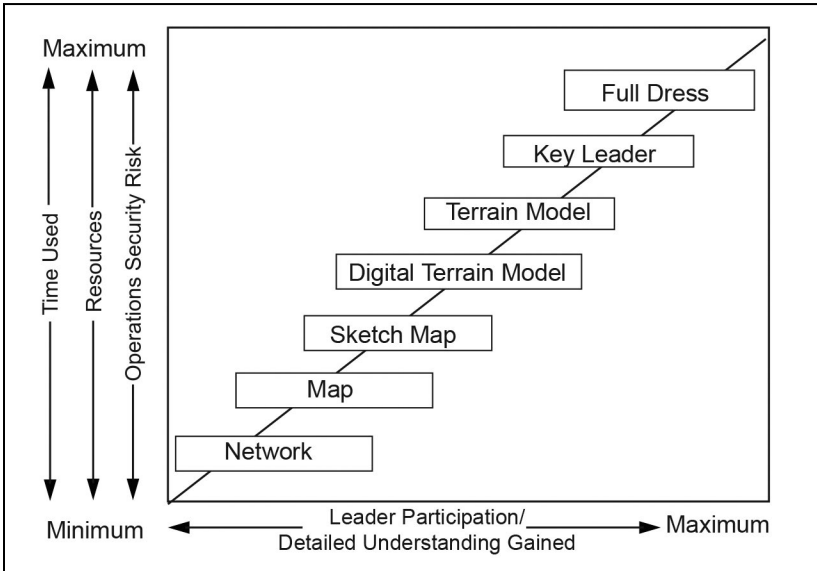


Figure 1-2. Standard operating procedure and battle drill rehearsal

Key Leader or Reduced Force Rehearsal

Key leader rehearsals generally require fewer resources than full dress rehearsals. Like the full dress rehearsal, key leader rehearsals are executed on the same terrain, but with fewer Soldiers. Terrain requirements are exactly the same as a full dress rehearsal, only the number of participants change. The level of leader involvement is directed by the Commander with the leaders rehearsing the plan while traversing the terrain.

Tip: This method is optimal for rehearsing fire control measures in an engagement area during defensive operations or as a preparation step for a full dress rehearsal.

Tip: Key leader rehearsals may also be conducted using small-scale replicas of the terrain or structures. This is sometimes referred to as a rehearsal of concept (ROC) drill.

Considerations:

Time: Generally, this technique requires less time than a full dress rehearsal.

Terrain: Management of terrain in utilization of the key leader rehearsal often requires the same planning and considerations as the full dress rehearsal.

Operational Security: Due to the reduced footprint of a key leader rehearsal, operations security (OPSEC) is less of a concern; however, the number of radio transmissions may necessitate increased security considerations.

Terrain Model

The terrain model method of rehearsals is the most popular technique. It requires less time and resources than either full dress or reduced force rehearsals. The Commander decides on the level of leader involvement, then directs the size and scale of the model to be built for accurate depiction of the area of operation (AO). The size of the terrain model can vary; from small (icons are moved to represent units) to large (participants walk the model). Additional modeling techniques are discussed in Chapter 3. An accurately constructed terrain model helps subordinate leaders visualize the Commander's intent and concept of operations.

Tip: Larger models help reinforce the participants' perception of unit positions on the terrain by allowing them to walk on it.

Tip: Constructing the terrain model takes time, and a clearly delineated SOP that details its construct is necessary. Good SOPs also establish staff responsibility for building the model and a timeline for its completion.

Considerations:

Time: Based on the size of the area and level of detail required, a proficient brigade should be able to construct a terrain model to standard in one to four hours.

Multi-Echelon: This technique can easily involve many different types of leaders. That, combined with an efficient use of time, make it effective for multi-echelon participation.

Terrain: The terrain model should be oriented to the terrain with the model size varying from small to large.

Operational Security: When possible, the terrain model should overlook the actual terrain where the depicted operation will occur. If OPSEC does not allow this, it should be constructed on a reverse slope within walking distance of the actual terrain.

Digital Terrain Model Rehearsal

Digital terrain models are virtual representations of the area of operations. They are created using a plethora of systems and software and can create the ability to walk or fly through the terrain. Holographic capabilities allow viewers a three-dimensional capability. Digital “hot” links on the model provide more insight at specific points on the battlefield, providing clarity or reinforcing the Commander’s intent and are generally created by the unit geospatial engineers.



Figure 1-3. Digital terrain model rehearsal

Considerations:

Time: Digital terrain models take a great deal of time to create (specifically the three dimensional aspect of the model), depending on the available digital data of the area, and should be planned for well in advance to ensure the quality of the product is adequate for the purpose.

Multi-Echelon: This type of rehearsal best suits small units, although with a good, wide-area network (WAN) or local-area network (LAN) a wider audience can view the graphics. All echelons may be provided copies of the digital graphics to take back to their headquarters for further rehearsal.

Terrain: This type rehearsal requires the least amount of physical space to conduct.

Operational Security: This type of rehearsal poses limited risk because it does not require a large physical space outside the operations center to secure.

Sketch Map

Sketch map rehearsals may be conducted anywhere and anytime. Similar to the terrain model rehearsal, sketch maps are generally produced large enough for all participants to see. Markers are used to represent units or specific formations and are moved by the participants representing troop movements.

Tip: This technique is very effective for both confirmation briefs and backbriefs.

Tip: Care must be given to the level of detail in the sketch. Elevation, hydrology, and infrastructure must be added and there is no way to geo-synchronize the sketch map to actual grid coordinates.

Considerations:

Time: Sketch maps are less time consuming to build than terrain models but require more time than map rehearsals.

Multi-Echelon: It is very difficult to conduct multi-echelon rehearsals using this technique.

Terrain: The optimal location is overlooking the terrain on which the mission will be performed.

Operational Security: Special attention should be paid to securing the rehearsal location and its surrounding areas; any collection of leaders and their vehicles may be observed and targeted by enemy forces.

Map

The map rehearsal is similar to the sketch map rehearsal except the Commander uses a map covered with an operational overlay instead of a drawing. It is considered the easiest to set up due to the limited resource requirements. Sometimes referred to as desk-top or hood-top rehearsals if scaled down to the minimum, map rehearsals are tailored to the specific echelon and mission.



Figure 1-4. Map rehearsal

Considerations:

Time, terrain, and operational security: This rehearsal method requires the least amount of time and terrain. A good site will be well-concealed from the enemy. An optimal location will overlook the terrain of the operation.

Multi-Echelon: Due to map-size constraints, it is very difficult to conduct with a great number of people or with multiple echelons.

Network

Units conduct network rehearsals over LAN or WAN. These rehearsals are conducted to practice critical portions of an operation over communication networks in the specific sequence the Commander establishes. Only critical parts of the operation are rehearsed, and all information required for the execution of the operation must be available during the rehearsal. Working information systems, the OPORD, and graphics must be present and battle tracking may also be rehearsed and practiced during network rehearsals.

Tip: Network rehearsals quickly show if units have working SOPs, if the SOPs are shared by all elements within the network, and if the SOPs are clear.

Considerations:

Time and Terrain: Considerations are minimal.

Multi-Echelon: The network rehearsal lends itself well to multi-echelon rehearsal. Commander's intent and information system capabilities at the different echelons determine key participants.

Operational Security: Increased communications traffic may cause concerns. This considered, units should use different frequencies for the rehearsal than the actual operation.

Rehearsal Method/Techniques				
<p>Full Dress</p> <ul style="list-style-type: none"> • Produces the most detailed understanding of the mission • Involves every Soldier and system participating in the operation • Any echelon can execute, but at higher echelons it is much harder to execute • Conducted on the same terrain and under similar light/weather • Allows all participants to: <ul style="list-style-type: none"> - Understand with exactitude the Commander's expectations - Gain confidence in their ability to accomplish the mission • Requires the most time and resources • Presents the most OPSEC risk 	<p>Key Leader/Reduced Force</p> <ul style="list-style-type: none"> • Involves only the key leaders and enablers • Can be utilized as a preparation method for a full dress rehearsal • Conducted on the same terrain and under similar light/weather or small-scale replicas (i.e., rock drill) • Requires less time and resources than the full dress rehearsal • OPSEC is of less concern <p>Terrain Model</p> <ul style="list-style-type: none"> • Most popular rehearsal technique • Commander determines the level of leader involvement • Model must be accurate to allow battlefield visualization of the Commander's intent and concept of the operation • Requires clearly assigned roles and specific timeline for successful construction • Requires less time and resources than the full dress and key leader rehearsals • OPSEC is a concern if not properly secured 	<p>Digital Terrain Model</p> <ul style="list-style-type: none"> • Virtual representation of the area of operation • Created using multiple platforms and software (3-D capabilities available) • Produced by the unit's geospatial engineer • Optimal alternative for small units • Requires significant time to create; ample coordination must be made well in advance (ensures quality is adequate for the purpose) • Limited space required to conduct • Limited OPSEC risk 	<p>Sketch Map</p> <ul style="list-style-type: none"> • Able to use anywhere, day or night • Procedure similar to the terrain model technique; using sketch in lieu of the model • Less time-consuming resource intensive • Tailored to the echelon and situation • OPSEC is a concern if not properly secured <p style="text-align: center;">Map</p> <ul style="list-style-type: none"> • Similar to sketch map except Commanders use a map and overlays • Difficult to conduct with a large audience • Considered the easiest to perform due to limited time and resources required • Tailored to a specific echelon and mission • OPSEC is a concern if not properly secured 	<p>Network</p> <ul style="list-style-type: none"> • Conducted by verbally executing critical portions of the operation over established common networks • Unit only rehearses essential portions of the operation • Functioning information systems, the OPORD, and mission graphics must be present • Battle tracking may be rehearsed simultaneously • Validates communication SOPs • Increased communication traffic may pose an OPSEC risk • Terrain considerations are minimal
OPORD Operations order			OPSEC Operation security	SOPs Standard operating procedures

Figure 1-5. Rehearsal method/technique

Additional considerations:

Site selection — Location must facilitate the selected rehearsal. Consider:

- **Security:** The site must be secure from attack (ground and air) and from observation.
- **Limited Visibility:** Consider both the ability of the participants to see and light discipline.
- **Noise:** Although compromise of the rehearsal is a concern, consider the ability of the participants to hear the rehearsal: no generators, aircraft, or vehicles in the background.
- **Parking:** Tactical parking must be available for both wheeled vehicles and aircraft, but the dismount point must not be in a position to attract enemy attention.

Best Type or Technique: Apply mission, enemy, terrain and weather, troops, time available, and civil considerations (METT-TC). The most effective technique is normally the full dress rehearsal, but it is not always the most practical technique.

Home Station Training: Units must take advantage of every opportunity at home station to train the rehearsal process. Train the process, rehearse your rehearsal, and conduct an after action review upon completion.

Tip: Knowledge of the subordinate unit's plan is critical to the Commander, but often he does not have time to attend all the subordinate unit rehearsals. A way is for the Commander to attend the main effort CAR, and the S-3 and command sergeant major (CSM) to attend subordinate unit rehearsals. This provides the unit with a higher headquarters representative who has the authority to adjust the plan as additional issues arise at the rehearsal. The S-3 or CSM can also take back issues, problems, and coordination instructions to the tactical operations center (TOC) for follow-up and resolution.

CHAPTER 2

Roles and Responsibilities

Planning for, setting up, and controlling a rehearsal involves the entire staff with principal roles by the Commander, executive officer (XO) (chief of staff), S-3 (G-3), and S-2 (G-2), etc. Knowing the rehearsal actions required and the separate and shared responsibilities involved are integral to successful rehearsal execution.

Regardless of which type and technique of rehearsal is selected, there are numerous command and staff responsibilities associated with planning, preparing, and executing one. The lion's share of responsibility normally rests with the commander, XO, S-3, and S-2; however, the conducting headquarters staff, subordinate leaders, and even a designated recorder are critical to a successful rehearsal event. FM 6-0, Chapter 12, provides doctrinal guidance regarding commander and staff rehearsal responsibilities, but each unit Commander may designate more if necessary.

Rehearsal Roles and Responsibilities				
<p>Planning</p> <p>CDR</p> <ul style="list-style-type: none"> Guidance given during IMA: <ul style="list-style-type: none"> Type Technique Location Attendees ECOAAs to be displayed <p>COSIXO</p> <ul style="list-style-type: none"> Ensures all RXLs are included in the operational timeline. Responsibilities include: <ul style="list-style-type: none"> Publishing RXL time and location in the OPORD/WARNORD Conducts staff RXLs Designating PAX to prepare Identifies RXL products Determines RXL products based on type, technique, and mission variables Coordinates attendance for adjacent units <p>Preparation</p> <p>CDR</p> <ul style="list-style-type: none"> Identify and prioritize key events to rehearse Allocate time available for rehearsing each critical event Perform personal preparation, including reviews of: <ul style="list-style-type: none"> Comprehension PAX and material readiness Organizational level of preparation 	<p>Execution</p> <p>CDR</p> <ul style="list-style-type: none"> Command the RXL Validates synchronization of RXLs Ensures all understand and operation meets the intent <p>COSIXO</p> <ul style="list-style-type: none"> Directs RXL Ensures each unit will follow the RXL Cues the CDR to upcoming decisions (utilizing the execution matrix and DST) Starts RXL on time Conducts roll call Ensures all necessary (e.g. organizational graphics and orders) issued Validates TO Ensures synchron of operational network Rehears the synchron of combat power from flank and higher organizations Synchs timing and contribution of each WIF Disciplines leader movements, enforces brevity, enforces time constraints Ensures that absentees and flank units receive changes to the OPORD For each decisive point, defines conditions required to: <ul style="list-style-type: none"> Strike or reserve or striking force Move a unit Close or replace an obstacle Fire at planned targets Move a med unit, change a staff posture, or alert specific OPS 	<p>Assessment</p> <ul style="list-style-type: none"> RXL success established by CDR, validates: <ul style="list-style-type: none"> Plan Roles Unit responsibilities Synchronization RXL provides: <ul style="list-style-type: none"> Common vision of CDR's intent ENY Friendly forces Identifies: <ul style="list-style-type: none"> Identifies: <ul style="list-style-type: none"> Identifies other factors of OE Identifies actions requiring staff resolution Identifies key civil critical issues or key locations 	<p>Staff</p> <ul style="list-style-type: none"> Following RXL, the staff updates: <ul style="list-style-type: none"> OPORD DST Execution matrix 	
<p>CDR</p> <ul style="list-style-type: none"> Serves as the RXL director Coordinates time for key events during RXL Establishes RXL time limits per the CDR's guidance and mission variables Determines the method for controlling the RXL and prepares script/agenda Issues RXL site preparation, appropriate markings and associated training aids Parking areas Local security <p>Subordinate Leaders</p> <ul style="list-style-type: none"> Complete unit OPORD Identify issues derived from the higher HQ's OPORD Provide a copy of their unit OPORD with graphics to HQ Perform personal preparation similar to that of CDR Ensure they and their subordinates bring all necessary equipment <p>Staff</p> <ul style="list-style-type: none"> Design an OPORD Deconflict all subordinate graphics Publish composite overlays at the RXL including: <ul style="list-style-type: none"> Movement and maneuver Fire intelligence Sustainment Signal operations Protection 	<p>Staff</p> <ul style="list-style-type: none"> Following RXL, the staff updates: <ul style="list-style-type: none"> OPORD DST Execution matrix 	<p>Assessment</p> <ul style="list-style-type: none"> RXL success established by CDR, validates: <ul style="list-style-type: none"> Plan Roles Unit responsibilities Synchronization RXL provides: <ul style="list-style-type: none"> Common vision of CDR's intent ENY Friendly forces Identifies: <ul style="list-style-type: none"> Identifies other factors of OE Identifies actions requiring staff resolution Identifies key civil critical issues or key locations 	<p>Staff</p> <ul style="list-style-type: none"> Following RXL, the staff updates: <ul style="list-style-type: none"> OPORD DST Execution matrix 	
<p>CDR</p> <ul style="list-style-type: none"> Commander COO Chief of Staff DST Decision support template 	<p>ECOAAs</p> <ul style="list-style-type: none"> Enemy courses of action OE Fragmentary order Headquarters 	<p>MA</p> <ul style="list-style-type: none"> Mission analysis Personal and equipment Rehearsal 	<p>SOM</p> <ul style="list-style-type: none"> Scheme of maneuver Warning orders Weighting function 	<p>XO</p> <ul style="list-style-type: none"> Executive Officer

Figure 2-1. Rehearsal roles and responsibilities

REHEARSAL PLANNING

Commanders and Chiefs of Staff (Executive Officers at the lower echelon) plan rehearsals. — FM 6-0

Commander

Commanders pass, through their guidance, certain information during the initial mission analysis. They may revise the following information when they select a course of action:

- Type
- Technique
- Location
- Attendees
- Enemy course(s) of action (ECOAs) to be displayed

Executive Officer/Chief of Staff

The Executive Officer (XO) ensures all rehearsals are included in the organization's time-management standard operating procedures (SOP) as well as operational timeline. The XO's responsibilities also include:

- Publishing the rehearsal time and location in the operations order (OPORD) or warning order (WARNORD)
- Conducting staff rehearsals
- Designating personnel to prepare rehearsal sites
- Determining rehearsal products based on type, technique, and mission variables
- Coordinating liaison officer attendance from adjacent units

Tip: Inventory the rehearsal tool kit to ensure it supports the rehearsal type and technique selected by the Commander.

Tip: Check the task organization for the mission to be rehearsed, and ask yourself:

- Is it complete?
- Based on task organization, who needs to attend the rehearsal?

Tip: In allocating time to a rehearsal, detail is important but must be balanced with available time.

Tip: Avoid unnecessary attendees to avoid distraction.

REHEARSAL PREPARATION

Everyone involved in executing or supporting the rehearsal has responsibilities during preparation. — FM 6-0

Commander

Commanders prepare to rehearse operations with events phased in the proper order, from start to finish (under time-constrained conditions, the Commander may opt to only rehearse critical events or actions on the objective).

Commanders:

- Identify and prioritize key events to rehearse
- Allocate how much time is available for rehearsing each critical event
- Perform personal preparation, including reviews of:
 - Task organization completeness
 - Personnel and material readiness
 - Organizational level of preparation

Tip: Identify the key decisions that may have to be made during the fight and the condition that will drive those decisions.

Executive Officer/Chief of Staff

The XO, because of his familiarity with the chosen course of action (COA), his understanding of the COA analysis and war-gaming, and through coordination with the Commander:

- Serves as the rehearsal director
- Coordinates time for key events requiring rehearsal
- Establishes rehearsal time limits per the Commander's guidance and mission variables
- Determines the method for controlling the rehearsal and ensures its logical flow (a script and agenda)
- Verifies rehearsal site preparation. There may be more than one rehearsal site. Several insets in greater detail may be required to rehearse key and critical events. A good rehearsal site includes:
 - Appropriate markings and associated training aids
 - Parking areas
 - Local security

Tip: Arrange the rehearsal with mission events phased in the proper order from start to finish, unless time does not allow or the Commander directs otherwise.

Conducting Headquarters Staff

Conducting headquarters staff members:

- Develop an OPORD with necessary digital or analog overlays
- Deconflict all subordinate graphics; composite overlays are the first step for leaders to visualize the organization's overall plan
- Publish composite overlays at the rehearsal including, at a minimum:
 - Movement and maneuver
 - Intelligence
 - Fires
 - Sustainment
 - Signal operations
 - Protection

EXECUTION RESPONSIBILITIES

During the rehearsal execution, the Commander, COS (XO), assistants, subordinate leaders, recorder, and staff from the conducting headquarters have specific responsibilities. — FM 6-0

Commander

Commanders conduct the rehearsal just as they will conduct the operation. They maintain the focus and level of intensity, allowing no potential for subordinate confusion. Although the staff refines the OPORD, it belongs to the Commander. The Commander uses the order to conduct operations. An effective rehearsal is not a Commander's brief to subordinates. It validates synchronization (the what, when, and where) of tasks that subordinate units will perform to execute the operation and achieve the Commander's intent.

Tip: During selection of tasks to be rehearsed, prioritize them based on criticality, complexity, and how well-trained the unit is regarding the tasks.

Tip: Check the key events selected for rehearsal. Are there some the unit is more proficient at accomplishing than others? If so, knowing which ones may help you prioritize rehearsal events if there is limited time available.



Figure 2-2. Preparation for the terrain model rehearsal

Executive Officer/Chief of Staff

The XO, as the rehearsal director, ensures each unit will accomplish its tasks at the right time and cues the Commander to upcoming decisions. His script is the execution matrix and the decision support template (DST). As the rehearsal director, the XO:

- Starts the rehearsal on time
- Conducts a roll call
- Ensures all necessary equipment is on hand, including organizational graphics and previously issued orders
- Validates the task organization (TO)
- Ensures synchronization of the operational framework being used (deep-close-security, decisive-shaping-sustaining, or main and supporting efforts)
- Rehearses the synchronization of combat power from flank and higher organizations
- Synchronizes the timing and contribution of each warfighting function (WfF)
- Disciplines leader movements, enforces brevity, and assures completeness
- Keeps within time constraints
- Ensures that the most important events receive the most attention
- Ensures that absentees and flank units receive changes to the OPORD and transmits changes as soon as practical
- For each decisive point, defines conditions required to:
 - Commit the reserve or striking forces
 - Move a unit
 - Close or emplace an obstacle
 - Fire at planned targets
 - Move a medical unit, change a supply route, or alert specific observation posts

Tip: For every key event to be rehearsed, allocate time. Within the time available, be prepared to prioritize and down-scope the number of key events to be rehearsed with Commander approval.

Operations Officer (S-3/G-3)

The S-3 assists the Commander with the rehearsal. The S-3:

- Portrays the friendly scheme of maneuver
- Ensures subordinate unit actions comply with the Commander's intent
- Normally provides the rehearsal recorder

Intelligence Officer (S-2/G-2)

The S-2 portrays the enemy forces and other variables of the operational environment (OE) during rehearsals. The S-2 bases actions on the ECOA that the Commander directed to be displayed during the rehearsal (which is the same ECOA selected for war-gaming during the military decisionmaking process [MDMP]). The S-2:

- Provides participants with the most current intelligence
- Portrays the best possible assessment of the ECOA
- Communicates the enemy's presumed concept of operations, desired effects, and end state
- Explains other factors of the operational environment that may hinder or complicate friendly actions
- Communicates the key civil considerations of the operation

Tip: Ensure all rehearsal attendees understand the enemy commander's operations concept, desired effects, and intended end state before presenting the enemy reaction to the friendly operational plan.

Subordinate Leaders

Subordinate leaders follow the prescribed script and agenda and articulate their unit's actions and responsibilities as well as recording changes on their copies of the operational graphics and OPORD.

Recorder

The recorder normally comes from the operations section. The recorder captures all coordination made during the rehearsal and notes unresolved problems. At the end of the rehearsal, the recorder:

- Presents any unresolved problems to the Commander for resolution
- Restates any changes, coordination, or clarifications directed by the Commander
- Estimates when a written fragmentary order (FRAGO), including the changes, will follow

Conducting Headquarters Staff

Following the rehearsal, and armed with the recorder's notes, the operations section updates the OPORD, decision support template, and execution matrix based on the Commander's decisions during the rehearsal.

Tip: "Showing up" at a rehearsal is not good enough. You must:

- Know your role
- Bring necessary equipment to facilitate execution
- Be prepared to make adjustments as needed

Tip: Know which personnel should have attended the rehearsal, but did not. Ensure they receive any plan changes that may have come from the rehearsal.

ASSESSMENT RESPONSIBILITIES

The standards for a successful rehearsal are established by the Commander. A properly executed rehearsal validates the plan; each leader's role in it; and what each unit does, when they do it, and where they do it. Rehearsals provide a final common vision of the Commander's intent, the enemy, their own forces, the terrain, and their relationship among them. It identifies specific actions requiring immediate staff resolution and informs the higher Commander of critical issues or key locations that the Commander, XO, or S-3 must personally oversee.

Like all operations, the rehearsal requires assessment with critiques centering on how well the operation achieves the Commander's intent and on the coordination necessary to accomplish that end. Like mission type orders, the Commander generally leaves internal execution of tasks within the rehearsal to the subordinate Commander's judgment and discretion.

CHAPTER 3

The Terrain Model**Figure 3-1. The terrain model rehearsal**

As a general rule, the terrain model rehearsal is the most popular. However, for this technique to be effective, staff must be familiar with the tools required and the set-up desired by the Commander. The terrain model rehearsal's three-dimensional aspect helps subordinate leaders and staff visualize the planned operation. If possible, the terrain model technique is best accomplished with a view of the actual terrain. For operational security (OPSEC) reasons, a view of the actual terrain may only be available through photos. Most often, the terrain model rehearsal is accomplished through a built-to-scale model of the area of operations (AO).

No terrain model is ever perfect because, like intelligence preparation of the battlefield (IPB), no terrain model is ever completely finished. The best a unit can do is create a scaled representation of the AO that the Commander and subordinate leaders can use to rehearse the operational plan.

Key to the successful building of the terrain model is a clearly defined discussion of roles and responsibilities, as well as steps defining how to create the terrain model. This, by necessity, must be in the unit tactical standard operating procedures (SOPs) or plans SOP. Units that haphazardly construct terrain models generally do not have the required pieces present at the required time.

Prior to constructing the terrain model, the following steps should be adhered to:

1. Based on the operational plan, the S-3 and S-2 indicate areas outside the AO that may impact operations. Define the boundaries of the terrain model based on the AO and area of interest (AI).
2. The Commander, Executive Officer (XO), or S-3 determine the scale of the model (i.e., $1x \text{ km}^2 = 1x \text{ ft}^2$).
3. Determine the optimal terrain model construction site. When possible, the terrain model should be constructed inside the wire of the tactical operations center (TOC). This relieves the need to develop any additional security measures.
4. Based on the operation overlay, determine the direction of friendly movement or principal direction of fire if in a defensive operation.
5. Ensure construction of the terrain model allows participants to be able to view the battlefield from their operational perspective. If a terrain model has a long axis, do not assume that participants will be standing perpendicular to the model. Have enough space at the end for participants to stand and see the model as they will be fighting.
6. Once the map has been annotated with the area to be reproduced and the scale has been established, the S-2/S-3 section personnel begin building the terrain model.

TERRAIN MODEL CONSTRUCTION

For a variety of reasons, the terrain model rehearsal is the method most frequently observed during Combat Training Center (CTC) rotations at brigade combat team (BCT) and below. Applicable to the combined arms rehearsal (CAR) and support rehearsals, the same terrain model can often be used for several rehearsals. Building an effective terrain model requires skill, tools, and time. Skill can be acquired through repetition, tools can be put together into a kit or box available when needed, and time must be incorporated into the planning process.

Terrain model construction is an often undervalued step to enhance shared understanding of the mission. For a CAR, a good terrain model is necessary to enhance collaboration and dialogue requisite for good planning and unity of effort. At the brigade, division, and corps levels, site construction is often last in planning priorities. This results in the purchase of large-scale maps or simply arraying plotter pictures of objectives. These techniques are expedient but do not accurately convey the challenges of terrain. As a result, rehearsals can suffer, sometimes causing confusion or even embarrassment. To better convey the Commander’s intent, units must build an intricately detailed terrain model to provide clear visualization.

Table 3-1. What should be displayed in the terrain model

WHAT SHOULD BE DISPLAYED
Boundaries
Phase lines
Engagement areas
Routes
Axis of advance
Decision points (DPs)
Friendly unit markers
Enemy unit markers
Obstacles
Magnetic north
Coordination points
Release points
Battle positions
Named areas of interest/targeted areas of interest (NAI/TAI)
Key terrain
Fire control measures
Assembly areas
Objectives
Built-up areas

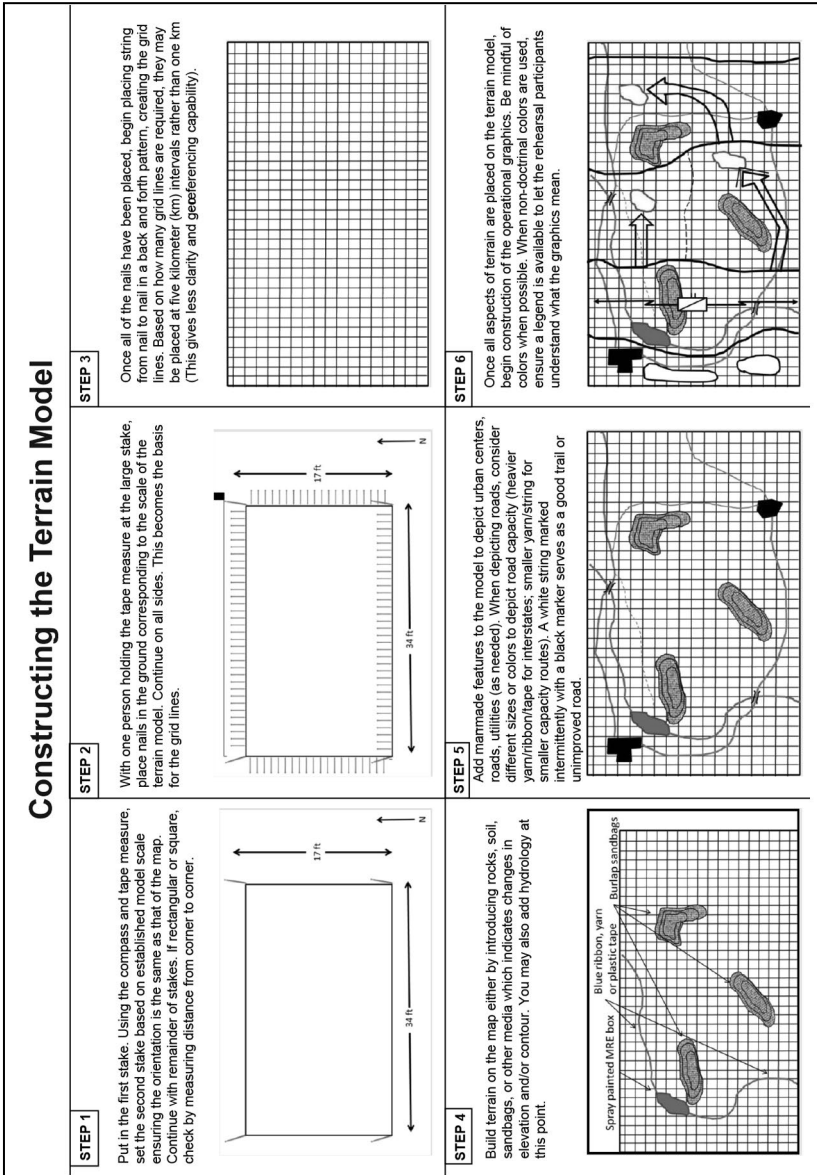


Figure 3-2. Constructing the terrain model

Most leaders lack experience in large terrain model construction and pass this task to junior officers or noncommissioned officers (NCOs). But when the rehearsal site needs to show the entire area of influence, combat enablers, and specific micro details, leadership needs to be involved.

The objective is that leaders should be able to discern the battlespace at first glance; the terrain model must be easy on the eyes and intuitive. As stated before, the terrain model needs accurate detail, specifically, three-dimensional detail. It should demonstrate elevation, hydration, and feature key graphic control measures. It should encompass the entire area of influence. Lastly, it must be functional. Briefers and icon movers will need to be able to work around and through the site. Unit leaders will want to walk the terrain, so it cannot be too fragile. A terrain model package should be expeditionary so that it can be easily unpacked and set up to fit any terrain. The more modular your terrain model package is, the easier it will be to set up. These broad considerations are a good baseline to guide the thought process.

<h1>Terrain Model Construction</h1>	
<p>Preparing</p> <ul style="list-style-type: none"> • Effective preparation saves time and resources • Leadership involvement is key • Ensure map continuity (same map used by CDR) • Utilize BDE/DIV GEOINT • Identify key terrain, events, and considerations <ul style="list-style-type: none"> • What terrain am I modeling? • What is the AI? • What is key terrain? • Required route and graphic control measures • CAR site optimizes battlefield visualization • Materials used must: <ul style="list-style-type: none"> • Facilitate shared understanding • Be malleable, rugged, and modular 	<p>Foundation</p> <ul style="list-style-type: none"> • Build two-dimensional foundation. Utilize tarps as a base for size and dimension (apply temporary grid for scaling) • Focus foundation on permanent graphic control measures (i.e. roads, phase lines, kill boxes), not terrain • Create pathway(s) to allow presenters to move icons in dense terrain (i.e., mountains, cities) • Foundation provides layout for 2-D perspective, setting the conditions for 3-D features <p>Keep in Mind: JFE needs to show terrain considerations to illuminate potential issues with time, distance, and line of sight. Wet gap crossing needs to show the size of consolidation areas, hydration, and overwatch locations. For airspace, being able to demonstrate NSL versus AGL can be critical to managing the shaping fight.</p>
<p>Terrain</p> <ul style="list-style-type: none"> • Provides CMD teams the depth and width of the battlespace • Terrain features match the OE • Accounts for pathways to facilitate icon placement • Terrain features should not exceed 12 inches to avoid visual obstruction • Add as much detail as possible to ensure terrain matches OE • Utilize spray paint to camouflage inconsistencies and color terrain accurately • Mountains: shape with chicken wire, cover with garden liner or burlap, and "ghillie" the terrain (add vegetation using tree branches or crinkled/shredded paper) • Hydration areas: Crinkle/shred paper to differentiate rivers and lakes • Urban areas: MRE boxes used to represent key buildings 	<p>Presentation</p> <ul style="list-style-type: none"> • Primarily concerned with audience view and understanding of the battlespace • All objects/materials utilized should be easily identified as the terrain/graphic control measures they represent • During this step, maximize staff participation to provide feedback on terrain model appearance and effectiveness <ul style="list-style-type: none"> • Suggested techniques to facilitate shared understanding: <ul style="list-style-type: none"> • Writing phase lines vertically and objectives horizontally • A method to show the timeline and task organization displayed to provide context for the audience • To show airspace coordination, place a plotter sheet or tarp in the background of the terrain model and list out each air control measure and max ordinates • A projector screen that follows the script of the rehearsal can enhance situational understanding
<p>AGL Above ground level AI Area of interest BDE Brigade</p> <p>CDR Commander CMD Command</p> <p>DIV Division GEOINT Geospatial intelligence JFE Joint forcible entry</p> <p>MRE Meal ready to eat MSL Mean sea level OE Operational environment</p>	<p>can enhance situational understanding</p>

Figure 3-3. Terrain model construction

TIPS FOR CONSTRUCTING AN EFFECTIVE TERRAIN MODEL

- Base the scale of the model on both the size of the operational area and the type of movement. Dismounted movement requires larger, more defined grid squares. Mounted movement or aviation movements generally cover greater distances and the scale is going to be smaller.
- Keep an eye to the users of the model. There should probably be insets done in a larger scale for actions on the objectives or areas potentially causing issues to movement. Ensure enough detail is given to the rear area to allow for support rehearsals on the same model.

Inset — An inset is another model shown at a larger scale than the main model. For example, if an operation involves a breach or river crossing, an inset could consist of those areas in which more detail is needed for the rehearsal.

- The S-2/S-3 sections are not responsible for other staff section or warfighting function (WfF) icons on the map. Target disks should be put on by the fires section, engineer icons (obstacles, breach sites) should be put on by the engineers.
- Know how much time is available for deconstruction of the model and how long it is intended to be used. If the model is to be used for an extended period, use non-biodegradable products (products that will not be affected by the weather).
- Avoid placing any icons or detail placards flat on the model surface. Stand them up using folded index cards or hold them upright with nails. They do no good if the participants cannot see them.
- Keep repair materials handy during the rehearsal. Participants will break strings, kick terrain features, and dislodge roads. Prepare for this in advance and have the necessary supplies prepared to fix the model without interrupting the rehearsal.
- Check the weather and light conditions before starting to build the rehearsal site. If inclement weather is looming, consider indoor preparations (plans tent with sides rolled up or other covered structure).
- Consider different methods of depicting the AO. If you know you are attacking a village at the National Training Center (NTC) or the Joint Readiness Training Center (JRTC) and have those graphics, consider making a map on large bed sheets or target cloth. These can be placed on the ground or hung up at the rehearsal site as map insets.

Table 3-2. Common rehearsal issues





COMMON ISSUES FROM PAST REHEARSALS
Not large enough to support required detail
Not built to scale
Insufficient detail (Key terrain, NAIs, DPs, routes, etc.)
Gridlines not used
Terrain relief not shown

BUILDING A REHEARSAL KIT

The terrain model kit is an important item for all staffs. With it, the staff can create a detailed, scaled representation of the area the unit is conducting operations in, complete with the operational graphics pertaining to the specific mission. Consideration must be made as to who has responsibility for controlling the kit and what pieces must be supplied by each staff section and warfighting function. However the rehearsal kit is transported, the unit must decide how it is to be stocked and maintained.

There are two important things to remember for building both the terrain model and the kit to create it. First, space is always at a premium so keep it to the minimum in both size and weight. Second, following the combined arms rehearsal, time is short and the battle is generally close at hand. Creating the terrain model with items which must be recovered to be used the next time is time consuming. Throwing everything back into the kit will save time in sanitizing the terrain model but will not help the next time the model has to be built. Try to create a terrain model kit with pieces that are light, inexpensive, and expendable. Balance the need for speed with the cost in both time and materials.

Rehearsal Kit and Storage

KIT		STORAGE
QTY.	ITEM	
1	Engineer tape (roll)	Footlocker (old)
6	Metal tent stakes (large)	
Multi.	Thick white cotton thread	Footlocker (new)
200+	4 inch nails	
1	Magnetic compass	Field Desk (old)
1	Hammer	
1	Knife	Field Desk (new)
Multi.	Laminated 5x8 index cards	
Multi.	Pre-made index cards (unit icons)	
1	100-foot wind-up measuring tape	
Multi.	Flagging tape (multiple colors)	
Multi.	Sandbags	
2 Packs	Alcohol markers (large)	
1	Map (depicts entire AO/AI)	
1	Entrenching tool/shovel	
Multi.	Styrofoam blocks	

*Note: Terrain model kits may include spray paint in various colors. Generally, these are hard to recover, lead to operational security issues and, based on their toxicity, require substantial effort to remove. If spray paint is to be used, spray it on a disposable medium and lay this on the ground. It protects the environment and prevents potentially leaving behind parts of the terrain model that compromise OPSEC.

AI Area of interest AO Area of operation OPSEC operations security

Figure 3-4. Rehearsal kit and storage

CHAPTER 4

Executing a Rehearsal

One of the most critical aspects of conducting a rehearsal is how the unit controls it. By doctrine, FM 6-0, the Executive Officer (XO) directs the rehearsal, but there is a sequence of events that all staff personnel should be familiar with. An effective tool for coordinating the rehearsal is to use a script, which will be discussed in more detail during the portion covering the combined arms rehearsal (CAR). The script keeps the rehearsal on track and serves as a quasi-checklist to ensure all participating elements are represented and all major issues and concerns are appropriately confronted to improve operational synchronization.

The four parts of rehearsal execution are:

- Agenda
- Response sequence
- Unit action checklist
- Sequence of events

AGENDA

Rehearse using the tools you will use when fighting the battle:

- Decision support template (DST)
- Execution matrix
- Copies of all orders (OPORD/FRAGORD)

These tools drive the rehearsal and help focus the staff and other participants. With these tools, the Commander controls the execution of the operation, therefore, they should be used to control the rehearsal. They can also be used as a rehearsal agenda from company through brigade.

The agenda generally includes, and is not limited to:

- Roll call
- Terrain orientation
- Location of local civilians (Including other areas of interest)
- Enemy situation
- Friendly situation
- Expected enemy actions
- Friendly unit action
- Notes review from the recorder

Imperative to the successful rehearsal is an agenda to ensure all participants understand the sequence of events, and a script to ensure all participants stay on task, on time, and give the required detail for their piece of the operation.

Each staff member and subordinate Commander should know when he is supposed to address the remainder of the participants. This is the responsibility of the S-3/XO and should be based on the specific operational framework chosen. Regardless of whether the staff chooses deep-close security; main and supporting efforts; or decisive-shaping and sustaining operations; the S-3 should, by specific critical event for the rehearsal, print out a sheet that details who talks when for each event rehearsed. This eliminates confusion and allows each staff member and subordinate commander the opportunity to focus on what has happened previously and allow him to give the best accounting of his forces to the other participants.

Tip: Much of this information should be found in the unit tactical standard operating procedures (TACSOP) and planning SOP (PSOP). The rehearsal SOP should include:

- Who controls the rehearsal
- Who approves the venue and its construction
- When special staff officers brief the Commander
- The relationship between the execution matrix and how units rehearse specific events

Additional considerations for ground rules might include:

- The standard for briefing (which equates to the rehearsal script)
- What specific events will be rehearsed based on available time
- The timeline that designates the rehearsal starting time in relation to the start time for the mission
- The rehearsal timing and how it equates to the time during the operation
- How continuous operations (such as information collection and security operations) are to be briefed during each turn

RESPONSE SEQUENCE

The response sequence ensures all players respond in a logical sequence, is determined prior to commencement of the rehearsal, and is posted visibly at the rehearsal site. Options include sequencing by warfighting function (WfF) or organizational deployment from front to rear.



Figure 4-1. Terrain model rehearsal

UNIT ACTIONS CHECKLIST

Friendly: Each player utilizes a standard format to describe his unit or staff action. Checklist utilization ensures all significant events are covered concisely and includes the necessary detail to promote visualization and achieve a shared understanding of the unit and staff actions. Essentially, a checklist, properly utilized, allows the rehearsal to move quickly and improve comprehension.

Enemy: The enemy force must be portrayed effectively and quickly without distracting from the rehearsal. An effective technique is formatting the checklist similar to that of friendly units, but from the enemy perspective.

Table 4-1. Sequence of events

STEP 1 — DEPLOY ENEMY FORCES	
S-2	Briefs current enemy situation
S-2	Briefs operational environment
S-2	Places markers on the terrain board (or explains previous placement of markers)
S-2	Briefs most likely enemy course of action (ECO) based on the operational context
S-2	Briefs status of information collection (IC) operations
STEP 2 — DEPLOY FRIENDLY FORCES	
S-3	Briefs friendly maneuver unit disposition (Including security forces)
CDRs	Brief unit positions and status at the initiation of the rehearsal (RXL)
Staff	Briefs status and location of their section elements at starting time (by WfF)
CDRs	As units place their markers, they state their task, purpose, task organization (TO), and strength
Sustainment	Briefs position, plans, and action at starting point
Protection	Briefs position, plans, and action at starting point
XO	Restates CDR's intent (if necessary)

STEP 3 — INITIATE ACTION	
XO	States first event to rehearse
CDRs/S-2	Blue or red initiates action based on who has initiative (Red actions tied to terrain or blue actions)
S-2	Portrays enemy actions and other operational factors and walks through most like ECOA
S-2	Stresses: Recon routes, objectives (OBJs), security force composition/locations, initial contact, initial fires, probable force OBJ, likely commitment of reserve forces
STEP 4 — DETERMINE A DECISION POINT	
XO	After completion of enemy movement or reaction, determines if decision point has been reached
*	If decision point is not met and RXL is not at an end state, RXL continues
CDR	Decides to continue with current course of action (COA) or select a branch COA to rehearse (If decision point [DP] conditions are met)
XO	XO moves to next event if CDR selects current COA
CDR	CDR states reason for branch, first event, and continues RXL until all events of branch are complete
*	If additional coordination is required, participants immediately begin coordinating (Recorder captures)
STEP 5 — REACH AN END STATE	
*	RXL phase concludes once an end state is achieved
CDR	Attack: Occurs when unit completes action on the OBJ (Consolidation and casualty evacuation [CASEVAC] complete)
CDR	Defense: Follows decisive action (commitment of reserve/striking force) and CASEVAC complete
CDR	Stability operation: Occurs when unit achieves the targeted process within designated line of effort

STEP 6 — RESET	
CDR	Dictates next branch to rehearse once branch RXL is complete
XO	Resets situation to decision point where previous branch began; states criteria for next branch
All	Assume requirements met; rehearse plan following that branch until desired end state is attained
Recorder	Captures all coordinations made
CDR	Directs additional RXLs on specific events if time permits and/or standards are not met
Recorder	Restates any changes, coordination, and clarifications Commander directs at the conclusion of the RXL

Note: The series of tables above are designed for use as job aids and inclusion in unit TACSOPs, if desired. The rehearsal steps included in these tables are generic and oriented at the CAR. With a few modifications, these steps may be used for support rehearsals (i.e., fire support [FS] and combat service and support [CSS]). These are examples; additions or modifications may be necessary to meet unique unit requirements.

Ground Rules for Rehearsals

- Start on time
- Conduct roll call
- Quickly review your SOP to see if you have new players at the rehearsal
- Ensure a recorder is ready
- State the agenda being used (OPORD, synchronization matrix, or decision support template [DST]) and the rehearsal type
- Provide an orientation to the rehearsal tools (terrain model or visible key terrain, unit icons, etc.) and important graphic control measures
 - **Tip:** Use a logical sequence when explaining the product, north to south or from enemy side to friendly side. Ensure everyone understands the product.

- Designate the point in the operation that the rehearsal will start. One event prior to the first event being rehearsed allows for proper deployment of forces.
- Ensure everyone understands the parts of the plan to be rehearsed.
- An update of both friendly and enemy activities may be necessary to review parts of the plan not being rehearsed.

Step 1: Deploy Enemy Forces

Deploy the enemy on the rehearsal product as they would look at the rehearsal start point. Restating the enemy equipment should not be required.

Step 2: Deploy Friendly Forces

Deploy the friendly forces (including adjacent units) at the rehearsal start point. As friendly units are initially posted to the rehearsal product, they should state: task(s), purpose(s), task organization, and current operational strength.

Note: Some units may need to brief their subordinate unit positions at the start time, as well as any particular points of emphasis to include forward area refueling points (FARPs), refuel on the move (ROM), or casualty collection points (CCPs).

Technique: In the predetermined sequence, the players, using an established format, verbalize and act out their unit's actions at that point in time. If no action is taken, then the "unit" states, "No change," meaning the unit's status has not changed since the previous event. This "acting out" continues in sequence until all the players have spoken once. The players must pay attention. When one player finishes, the next player immediately begins without being prompted. This facilitates a focused, timely rehearsal.

Step 3: Initiate Action

Initiate action utilizing the most likely enemy COA as it relates to the point on the execution matrix. In step 2, the enemy was deployed up to the point the rehearsal will start, and then the enemy continues to maneuver from that point. Depiction must be definitive, tying enemy actions to specific terrain or friendly units' actions. An accurate portrayal of the situational template developed for the staff war-gaming process must be communicated.

Tip: The enemy is uncooperative, but not invincible.

Step 4: Determine a Decision Point

Upon completion of the enemy action, conditions must be assessed to determine if a decision point has been reached. These are the decision points taken directly from the DST.

As decision points are reached, the XO states the conditions for success. The Commander states his decision to continue on the current course or select a branch.

- If the Commander decides to continue the current COA, the next event from the matrix is stated and the friendly units are advanced (step 2).
- If a branch is selected, the Commander states why he has selected that branch. The first event of that branch is stated, and the rehearsal continues from that point until all events of the branch are rehearsed.

Note: If the unit is not at a decision point and not at the desired end state, then the rehearsal continues with the XO stating the next event on the synchronization matrix, and friendly units are advanced (step 2). Use the predetermined sequence as units continue to act out and verbalize their actions.

Step 5: Reach an End State

End the initial phase of the rehearsal after the desired end state of the COA or the branch is achieved.

Tip: When rehearsing a(n):

Attack: End state is achieved when the unit is on the objective after consolidation and casualty evacuation are complete.

Defense: End state is achieved when decisive action (commitment of the reserve), final destruction, or withdrawal of the enemy and casualty evacuation are complete.

Step 6: Reset

After the initial phase, reset the situation at the first decision point. The XO should state the criteria for a decision to change the plan. Assume these criteria have been met and then re-fight the fight from that point forward, all the way until the desired end state is attained. Complete any coordination to ensure understanding and requirements are met; record any changes. Go to the next decision point and assume that the criteria have been met. Repeat the previous steps until all decision points and branches have been rehearsed.

Follow-Up and Coordination

Upon rehearsal completion, time permitting, an after action review (AAR) should occur. At a minimum, the AAR should result in:

- Coverage of the lessons learned
- Appropriate plan modifications via a fragmentary order (FRAGO); including an updated DST and execution matrix if necessary
- Last-minute Commander's guidance
- Plan adjustments by subordinate Commanders
- Dissemination of plan changes to higher, lower, and adjacent units/elements

Table 4-2. Common issues identified from past rehearsals

<p>Planning Phase</p>	<ul style="list-style-type: none"> • Lack of participant familiarity with task organization changes • Lack of familiarity with the various rehearsal techniques • Lack of familiarity with the synchronization matrix developed during war-gaming • Subordinate unit failure to review detailed mission requirements
<p>Preparation Phase</p>	<ul style="list-style-type: none"> • Operational graphics not posted on overlays • Rehearsal agenda not established before start of the rehearsal • No rehearsal script prepared • Rehearsal script not posted • Rehearsal participants unfamiliar with task organization or changes • Rehearsal tools not identified, incomplete, not gathered • Validation tools not identified for use • No recorder identified
<p>Execution Phase</p>	<ul style="list-style-type: none"> • No recorder present • Failure of recorder to review notes at the end of the rehearsal • Excessive time taken; time not managed • Validation tools not present • Synchronization matrix not used • Rehearsal tools not available • Rehearsal techniques not employed to standard due to lack of technique familiarity • Key staff personnel not present

Additional considerations

Combined Arms Integration: In a complete CAR, key combat support/ combat service support (CS/CSS) items must be included. These include plans for casualty evacuation routes, ambulance exchange points, refuel on the move, Class IV/V resupply points, logistics release points, displacement times/locations/triggers for the brigade sustainment area (BSA), enemy prisoners of war (EPW) collection points, aviation support, and military police actions. These items should be injected into the rehearsal at the appropriate times by the unit Commander or the coordinating staff officer. Summarizing these actions at the end of the rehearsal lessens the value of the rehearsal as a coordination tool.

Staff Support Actions: The staff updates the decision support matrix (DSM)/DST and provides it to each leader prior to departure. An option is to provide it prior to the rehearsal and rely on individual pen-and-ink changes for each update. This is the final opportunity for subordinates to identify and resolve dangling issues. Make sure all coordination done at the rehearsal is clearly understood by all players and captured by the recorder. All changes to the published order are, in effect, verbal FRAGOs. As soon as possible, the battle staff should collect the verbal FRAGOs into a written change to the order.

CHAPTER 5

Confirmation Brief and Backbrief

CONFIRMATION BRIEF

The confirmation brief is the initial verification tool to confirm subordinate leaders' and staff comprehension of the Commander's intent, their specific task(s)/purpose(s), and their relationship between their unit's mission and other units in the operation.

Considerations:

Attendees: Commander directs who will attend. Limit audience to subordinate Commanders, operations officers (S-3), and special unit leaders (i.e., military intelligence company Commander). Specific operational considerations may necessitate the attendance of the staff.

Time and Location: Commander directs when and where the confirmation brief will occur; this information is published during the operations order (OPORD).

Tip: The best time to conduct a confirmation brief is 10-15 minutes following the OPORD; all attendees are already present and this allows Commanders to clarify and coordinate with staff, enablers, and other Commanders.

Technique: Commander directs technique; choosing between sketch map, map, and radio; dependent upon mission, enemy, terrain and weather, troops, time available, and civil considerations (METT-TC).

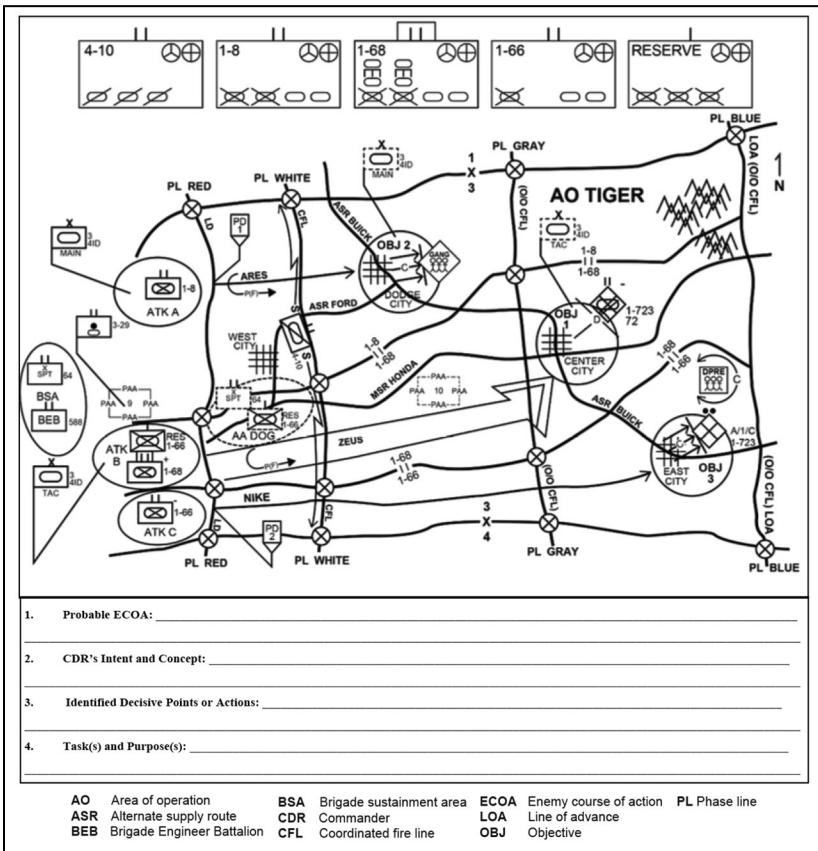


Figure 5-1. Confirmation brief and backbrief

Tip: Utilize the course of action (COA) sketch briefed in the OPORD. If able, the S-3 planner provides a printed copy of the COA sketch with the confirmation brief script prior to the start of the OPORD. This technique provides a common briefing format and preparation time to facilitate an efficient and effective transition from the OPORD to the brief.

Briefing Order: Establish a logical briefing order. One technique might be reconnaissance elements, maneuver units, fire support, air defense, military police (MP), etc. Another is: decisive operation, shaping operations, enablers, etc.

Tip: In a time-constrained operational environment, the Commander should consider delegating the reception of certain confirmation briefs to his S-3 and Executive Officer (XO). For example, the artillery battalion Commander briefs the S-3 and fire support officer (FSO); the engineer Commander briefs the S-3 and staff engineer; the MP, counterintelligence (CI) can brief the XO, etc. Be careful, distributing the briefings may not be the best technique if the Commander, S-3, and XO do not have the same understanding of the plan. Establish briefing points. Briefers should know what key points the Commander needs to hear to ensure they both understood what the unit was told to do.

Additional Considerations:

- Start on time. Time is a precious resource that should not be wasted.
- Total briefing time should take no more than 15 minutes.
- The confirmation brief may require a different setup to the OPORD; plan accordingly.
- Have all the players listen to the other confirmation briefs so they understand what is happening around them. Ensure staff members are present to clarify issues as required.

BACKBRIEF



Figure 5-2. Backbrief

The backbrief is a brief from subordinates to the Commander facilitating discussion on:

- Clarification of the Commander's intent early in subordinates' tactical estimate process
- How subordinate leaders intend to accomplish their mission
- Identification of problems in both the Commander's and subordinate leaders' operational concept

Considerations:

Attendees: Similar to the confirmation brief, the Commander, primary staff, and subordinate leadership (Commander, S-3, and FSO) should be present. If possible, have all the players listen to the other backbriefs to create a shared understanding of the operational concept of each unit participating and provide feedback on issues that may arise.

Time and Location: Commanders direct when and where backbriefs will occur, preferably established in the operational timeline during the brigade OPORD. If able, conduct the rehearsal overlooking the terrain the operation will be executed.

Table 5-1. Backbrief format “a way”

1	Task organization
2	Most probable enemy course of action (Do you have the same enemy read?)
3	Mission
4	Intent
5	Concept/Scheme of maneuver
6	Scheme of fires
7	Scheme of support
8	Command and control (C2) plan
9	Unit time schedule
10	Risk assessment
11	Issues/Ongoing coordination

Tip: Although a backbrief may be conducted throughout the military decisionmaking process (MDMP), the optimal execution time is prior to subordinates issuing the OPORD.

Type: The two most efficient and effective rehearsal types utilized are sketch map and map.

Tip: Use the same concept sketch used during the OPORD and confirmation brief. Add an acetate drop to the butcher chart or map. On the new drop have the subordinate Commander’s brief and draw their concept over the higher unit’s concept sketch, each unit using a different color. Have the unit write its task and purpose in the corresponding color on the drop. This provides a graphic product that stays in the tactical operations center (TOC) for later reference.

Alternatively, if time or terrain constraints exist, the Commander travels to the subordinate TOCs with the butcher chart and acetate drop in his vehicle. When all the briefings are complete, the Commander has one product with all the subordinate concept sketches drawn on it. This provides a record for the TOC of decisions and changes (such as approved graphic control measure modifications or a request to change a unit boundary).

Additional Considerations and Techniques:

- Subordinate leaders should not brief longer than 10 minutes each.
- Provide subordinate leaders a backbrief checklist format (see below):

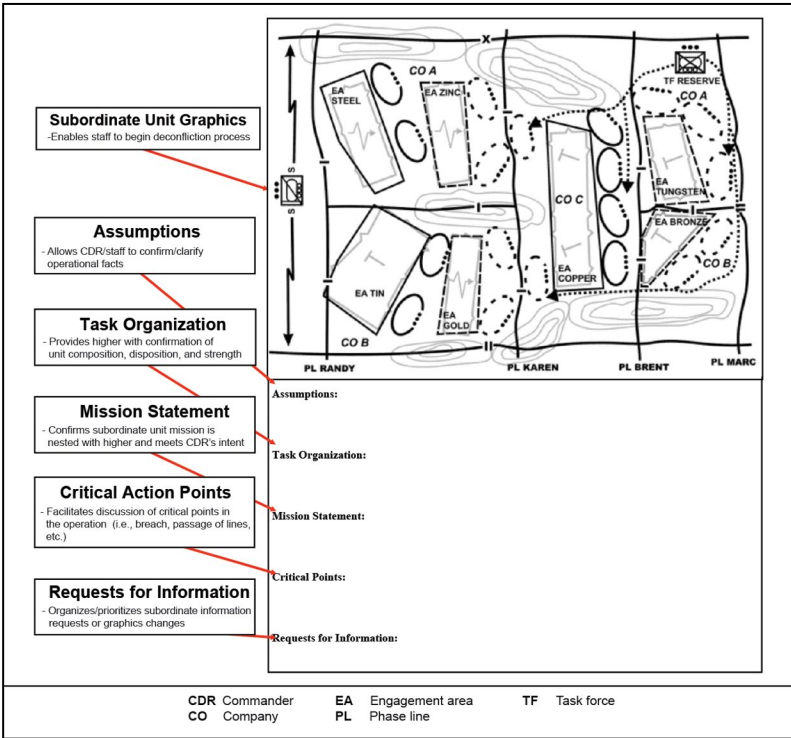


Figure 5-3. Backbrief checklist format

CHAPTER 6

Brigade Combined Arms Rehearsal (CAR)

“The general who wins the battle makes many calculations in his temple before the battle is fought. The general who loses makes but few calculations beforehand.” — Sun Tzu

The CAR is a pivotal preparatory instrument the Commander utilizes to clarify details of the operation and motivate his subordinates to vigorously execute the concept to achieve the operational end state. Conversely, it is the mechanism subordinate elements possess to visualize their role in the operation and ensure synchronization between them and other elements.

The CAR is a four phase operation:

- Plan
- Prepare
- Execute
- Assess

The purpose of this chapter is to provide a step-by-step guide to execute a brigade-level CAR (technique) utilizing a terrain model (type).

PLAN

The Brigade Commander and Executive Officer (XO) plan the rehearsal. If possible, avoid delegation of responsibilities during this phase.

Table 6-1. Commander’s rehearsal considerations

Commander	
Rehearsal consideration	Decision
Type	Terrain model
Technique	Combined arms rehearsal
Location	Rehearsal grid: NV 1234 5678 Scope: NV 99 01; NV 50 01; NV 99 50; NV 50 50 Scale: 1xKM ² =1xFT ² Included inset: NV 75 25 (OBJ X)
Attendees	Primary staff Subordinate CMD Teams (CDR, S-3, FSO) All key enablers
Displayed ECOA	Most likely ECOA
Key events	Breach, passage of lines, commitment of reserve

The Commander directs type, technique, location, attendees, and enemy course of action (ECOA) to be displayed. The prioritization of making these key decisions and disseminating this information to the XO and Operations Officer maximizes preparation time and resourcing necessary to optimize the event.

Table 6-2. Executive officer rehearsal status chart

Executive Officer		
	Rehearsal Consideration	Decision
	Time and Location Published	WARNORD XX-XX T: 121500MARXX; L: NV 1234 5678
	Staff Rehearsals Complete	NLT 101500MARXX
	Rehearsal Site Preparation	OIC: CPT Smith (AS3) NCOIC: MSG Snuffy Setup by: S-3 and S-2 Sections Completed NLT: 101100MARXX
	Rehearsal Products	OPORD XX-XX Execution Matrix Decision Support Template
	Coordination of Liaison Officer(s) Attendance	List of LNO Attendees Coordination Complete on: 08MARXX
	Task Organization Validated	Recommended Changes
	Rehearsal Tool Kit Inventoried	Additional Resources Needed

LNO Liaison Officer **OIC** Officer in Charge **NLT** No later than
NCOIC Noncommissioned Officer in Charge **OPORD** Operations order **WARNORD** Warning order

The XO’s planning responsibilities include: publication of time and location; conducting staff rehearsal; designation of personnel for rehearsal site preparation; determination of rehearsal products; and coordination of liaison officer (LNO) attendance. Additional responsibilities may include validation of task organization (operationally appropriate) and completing a rehearsal tool kit inventory.

Tip: Utilizing a standard operating procedure (SOP) and rehearsal planning checklist will ensure all necessary tasks and coordination are completed efficiently and effectively.

Transition: The planning and preparation phases should be conducted with fluidity and not sequentially. Although specific guidance is required to start necessary movement, a detailed rehearsal SOP (encourages subordinate action with minimal guidance) facilitates effective time management (especially important in a time-constrained environment). For example, upon mission receipt, Commanders can immediately provide guidance on type, technique, and location to initiate movement on site and script preparation.

PREPARE

All players involved in the execution or support of the brigade CAR are responsible for rehearsal preparation.

Table 6-3. Commander rehearsal preparation checklist

Commander							
	Rehearsal Consideration	Decision					
	Key Events (prioritized) and Time Allocation	1. Breach (30 min.) 2. Actions on the OBJ (20 min.) 3. Commitment of the Reserve (10 min.)					
	Task Organization Validated and Complete	Directed Changes/No Change (utilize XO recommendations)					
	Personnel and Material Readiness Validated	Operationally Dependent					
	Organizational Level of Preparation	Preparation Tracker					
		Unit	WARNORD	OPORD	Backbriefs	RXL <small>(execs)</small>	Overall
		TF 1-XX					
		TF 2-XX					
		TF 3-XX					
		ENG Bn					
		FA Bn					
	BSB						
	Bn Battalion	OBJ Objective	RXL Rehearsal	WARNORD Warning order			
	BSB Brigade Support Battalion	OPORD Operations order	TF Task force	XO Executive Officer			

The Commander identifies, prioritizes, and allocates time for key events of the rehearsal and personally reviews and tracks the following: completion of the task organization, readiness of personnel and materials, and individual preparation of each unit (ensures all are synchronized and completed prior to brigade CAR).

Table 6-4. Executive officer preparation checklist

Executive Officer																																																	
	Rehearsal Consideration	Status																																															
	Coord. and Time Allocated for Key Events	091500MARXX																																															
	Agenda Validated	101100MARXX																																															
	Script Complete	NLT 101300MARXX																																															
	Rehearsal Site Validated	<table border="1"> <thead> <tr> <th colspan="4">Terrain Model Checklist</th> </tr> </thead> <tbody> <tr> <td><input checked="" type="checkbox"/></td> <td>Boundaries</td> <td><input checked="" type="checkbox"/></td> <td>Obstacles</td> <td><input checked="" type="checkbox"/></td> <td>Fire Control Measures</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>Gridlines</td> <td><input checked="" type="checkbox"/></td> <td>Magnetic North</td> <td><input checked="" type="checkbox"/></td> <td>Assembly Areas</td> </tr> <tr> <td>N/A</td> <td>Engagement Areas</td> <td><input checked="" type="checkbox"/></td> <td>Coordination Points</td> <td><input checked="" type="checkbox"/></td> <td>Objectives</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>Axis of Advance</td> <td><input checked="" type="checkbox"/></td> <td>Release Points</td> <td><input checked="" type="checkbox"/></td> <td>Built-up Areas</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>Decision Points</td> <td>N/A</td> <td>Battle Positions</td> <td></td> <td></td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>Friendly Unit Markers</td> <td><input checked="" type="checkbox"/></td> <td>NAIs/TAIs</td> <td></td> <td></td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>Enemy Unit Markers</td> <td><input checked="" type="checkbox"/></td> <td>Key Terrain</td> <td></td> <td></td> </tr> </tbody> </table>		Terrain Model Checklist				<input checked="" type="checkbox"/>	Boundaries	<input checked="" type="checkbox"/>	Obstacles	<input checked="" type="checkbox"/>	Fire Control Measures	<input checked="" type="checkbox"/>	Gridlines	<input checked="" type="checkbox"/>	Magnetic North	<input checked="" type="checkbox"/>	Assembly Areas	N/A	Engagement Areas	<input checked="" type="checkbox"/>	Coordination Points	<input checked="" type="checkbox"/>	Objectives	<input checked="" type="checkbox"/>	Axis of Advance	<input checked="" type="checkbox"/>	Release Points	<input checked="" type="checkbox"/>	Built-up Areas	<input checked="" type="checkbox"/>	Decision Points	N/A	Battle Positions			<input checked="" type="checkbox"/>	Friendly Unit Markers	<input checked="" type="checkbox"/>	NAIs/TAIs			<input checked="" type="checkbox"/>	Enemy Unit Markers	<input checked="" type="checkbox"/>	Key Terrain		
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<input checked="" type="checkbox"/>	Enemy Unit Markers	<input checked="" type="checkbox"/>	Key Terrain																																														
	Parking Areas Designated	NV 2345 6789																																															
	Local Security Established	Assigned Unit/Detail																																															

NAIs Named areas of interest **NLT** Not later than **TAIs** Target areas of interest

The executive officer prepares to direct the rehearsal, coordinates rehearsal time for key events, validates rehearsal script and agenda, and verifies rehearsal site preparation.

Table 6-5. Subordinate leaders preparation checklist

Subordinate Leaders							
	Rehearsal Consideration	Status					
	OPORD Issued	071500MARXX					
	Issues	Identify problems, informational gaps, friction points, etc.					
	Sent OPORD and Graphics to Higher HQ	08MARXX					
	Task Organization Complete and Validated	Directed Changes/No Change (utilize XO recommendations)					
	Personnel and Material Readiness Validated	Operationally Dependent					
	Organizational Level of Preparation	Preparation Tracker					
		Unit	WARNORD	OPORD	Backbrief	RXL	Overall
		HHC					
		A CO					
		B CO					
	C CO						
	D CO						

CO Company **HQ** Headquarters **RXL** Rehearsal **XO** Executive Officer
HHC Headquarters and headquarters company **OPORD** Operations order **WARNORD** Warning order

Subordinate leaders complete all planning and analysis, including: issuing operations order (OPORD), identifying issues in higher headquarters (HQs) OPORD, providing a copy of unit products to higher (OPORD, graphics, etc.), and performing all necessary preparation (similar to Commander).

Table 6-6. Staff rehearsal preparation checklist

Staff						
	Rehearsal Consideration	Status				
	OPORD Complete (incl. digital/analog overlays)	06MARXX				
	Subordinate Graphics Deconflicted	Graphics Tracker				
		Unit	Received	Deconflicted	Briefed	Approved by CDR
		TF 1-XX				
		TF 2-XX				
		TF 3-XX				
		ENG Bn				
	Composite Overlays Published	Composite Overlays				
WfF		Complete				
Mvmt/Mvvr						
Intelligence						
Fires						
Sustainment						
Signal						
Protection						
Bn	Battalion	CDR	Commander	TF	Task force	
BSB	Brigade Support Battalion	OPORD	Operations order	WfF	Warfighting functions	

Headquarters staff develops the OPORD (including necessary digital or analog overlays), de-conflicts subordinate graphics, and develops composite overlay (compilation of HQ and subordinate unit graphics).

Transition: The Commander and XO validate the brigade’s readiness to transition from the planning to the preparation phases to the execution of a CAR.

Tip: If the Commander determines additional preparation is required to achieve the desired effect and time is available, consider pushing the rehearsal to the right until all players meet the executory conditions. However, as it is often the case, time is always a constraint and the Commander must always consider downsizing the detail and scope of the rehearsal if necessary.

EXECUTE

The introduction and overview are conducted before the rehearsal begins; however, inclusion in the script ensures each step is conducted in the proper sequence and does not require attention during the CAR.

Table 6-7. Rehearsal script checklist

Rehearsal Script Checklist	
X	Lead
	Event
	Introduction
	Conducts Roll Call
	XO
	XO
	Introduces participants (as needed)
	Overview
	XO
	Provides overview of briefing topic, RXL subjects, sequence, and timeline (NLT ending time)
	XO
	Explains AAR format
	XO
	Provides guidance on what changes will be incorporated into the OPORD
	XO
	Provides guidance on operational constraints
	XO
	Safety precautions and method of mitigation discussed
	XO
	Emphasizes results and states the CDR's standard for a successful RXL
	CDRs
	Provides status of their own planning/preparation (incl. RXLs conducted)

<p>Tip: XO briefs time, type, and location.</p>	<p>Tip: Detail use of pyro, light discipline, weapons firing, radio silence, etc.</p>
<p>Tip: Subordinates utilize time before (preparation) the rehearsal to suggest recommended OPORD changes; Commander decides prior to or during the rehearsal.</p>	

AAR	After action review	NLT	Not later than	RXL	Rehearsal
CDRs	Commanders	OPORD	Operations order	XO	Executive Officer

The orientation is the formal starting point of the actual rehearsal. It allows the rehearsal director (XO) to orient the participants and audience to the terrain model, establishes ground rules, and provides details to set the conditions necessary to achieving a shared understanding.

Table 6-8. Orientation

Orientation	
XO	Terrain Model Orientation
XO	Establishes ground rules for the RXL
XO	Provides script overview
XO	Reiterates the standard of a successful RXL
XO	States the parts of OPOD to be rehearsed
XO	Reviews RXL SOP (if necessary)
XO	States who approved RXL venue and construction
XO	Describes relationship between how execution matrix portrays events
XO	Describes how events will be rehearsed
XO	Establishes timeline and designates starting time in relation to H-Hour
XO	Establishes time interval to start and track progress of rehearsal and facilitates effective time management
XO	Updates friendly and enemy activities
XO	Calls for questions
CASEVAC	Casualty evacuation
OPOD	Operations order
	RXL Rehearsal Standard operating procedure
	SOP Standard operating procedure
	XO Executive Officer

Stating the mission, Commander’s intent, and establishing the initial operational set (friendly and enemy) provides the visualization necessary to initiate action and begin synchronization.

Table 6-9. Mission, intent, and initial operational set

Mission, Intent, and Initial Operational Set	
S3	Reads mission statement
CDR	Reads commander’s intent
S3	Establishes current friendly situation
S2	Briefs current enemy situation and describes the operational environment
S2	Briefs most likely ECOA and the operational context
S2	Briefs status of information collection operations
S3	Briefs friendly maneuver unit dispositions (incl. security forces) as they are arrayed at the start of the operation
CDRs	Brief unit positions and particular points of emphasis; participants place markers, state task/purpose, task organization, and current operational strength (see briefing card below)
S&P	Briefs positions, plans, and actions at the starting time the XO directs
XO	Restates CDR’s intent (if necessary)

Tip: Places markers on the terrain model to indicate where enemy forces and other operationally significant groups/activities are located before the first event of the RXL.

For example, any current patrols, observation points, etc.

Points of emphasis can include: CBRN mission oriented protective posture levels or FSO provides range of friendly and enemy artillery.

Tip: This may include forward arming/retueling points, communication checkpoints, security points, or operational security procedures that differ from other points of the operation.

CBRN Chemical, biological, radiological and nuclear Commander	ECOA Enemy course of action	RXL Rehearsal
CDR	Fire support officer	XO Executive Officer

Table 6-10. Briefing card

BRIEFING CARD
I am: (Name and call sign)
My task(s): T1: T2:
My purpose(s): P1: P2:
My conditions for success are:
I will accomplish this by:
The key to this task is:
Required coordination(s) include:

Initiating the action must be definitive, tying enemy actions to specific terrain or friendly units' actions. An accurate portrayal of the situational template developed for the staff war-gaming process must be communicated.

Table 6-11. Initiate action

Initiate Action	
XO	States first event of the executions matrix
S-2	Portrays enemy and other operational factors
XO	Determines that a particular enemy movement or action is complete
CDR	Assesses situation to determine if decision point is reached (taken directly from the DST)
CDRs	If decision point is not reached continue to next of the execution matrix, using the response sequence and continue to act out and describe their unit's actions
CDR	When conditions are met that require a decision point, commander decides to continue with current course of action or select a branch plan
	End state Reached - Phase Complete

<p>Note: Probably requires S-2 to move enemy markers according to most likely ECOA (enemy actions tied to terrain or friendly unit actions).</p> <p>Tip: Stress recon routes; OBJ, security force comp/disp, initial contact, initial fires (artillery, CAS, CCA) probable main force OBJ or EAs, likely commitment of reserve forces.</p>	<p>A. If CDR decides to continue with current COA, directs XO to move to next event in the execution matrix.</p> <p>B. If selecting a branch, the commander states the reason for selecting that branch, states the first event of that branch, and continues the rehearsal until the organization has rehearsed all events of that branch. As the unit reaches decisive points, the rehearsal director states the conditions required for success.</p>	<p>Attack: Unit on the OBJ, consolidation and CASEVAC complete</p> <p>Defense: After the decisive action (commitment of reserve/striking force)</p> <p>Stability Ops: Unit achieves the targeted progress within a designated line of effort</p>
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<p>CAS Close air support CASEVAC Casualty evacuation CCA Close combat attack</p>	<p>CDR Commander DST Decision support template EAs Engagement areas</p>	<p>ECOA Enemy course of action OBJ Objective XO Executive Officer</p>
---	--	--

Table 6-12. Reset

Reset	
CDR	States the next branch to rehearse
XO	Resets the situation to the decision point where branch begins, states criteria for a decision to execute that branch
All	Assume criteria has been met and refights the operation along the branch until desired end state is achieved
REC	Records any changes to the branch
All	Repeat the process (initiate action through reset) until all phases of the operation, decision points, and branches have been rehearsed (commander discretion)
REC	Restates changes, coordination, clarifications directed by the commander and provides estimate on publication of FRAGO

CDR Commander FRAGO Fragmentary order REC recorder XO Executive Officer

After the initial phase, reset the situation to the first decision point. Complete any coordination to ensure understanding and operational requirements are met. Record any changes. Repeat the previous steps until all decision points and branches have been rehearsed.

ASSESS

Table 6-13. End of rehearsal

End of Rehearsal-Transition to AAR	
CDR	Leads AAR
S-3(P)	Publishes FRAGO capturing changes made during the rehearsal
Staff	Makes necessary changes to decision support template, execution matrix, etc.
XO	Ensures all leaders/LNOs who did not participate in the rehearsal are briefed on the changes and receive all updated operational products

Note: Any changes should be refinements; they should not be radical or significant.

AAR After action review FRAGO Fragmentary order XO Executive Officer
 CDR Commander LNO Liaison officer

At a minimum, the after action review (AAR) should result in:

- Coverage of lessons learned
- Last minute Commander’s guidance
- Discussion on adjustments of the plan

Additional Techniques and Considerations:

A unit must decide how to actually conduct the rehearsal. There are three different techniques: by phase, by critical event(s), or based on the main effort. These rehearsal techniques correspond to the three war-gaming methods from FM 6-0: belt method, box method, or avenue in-depth method.

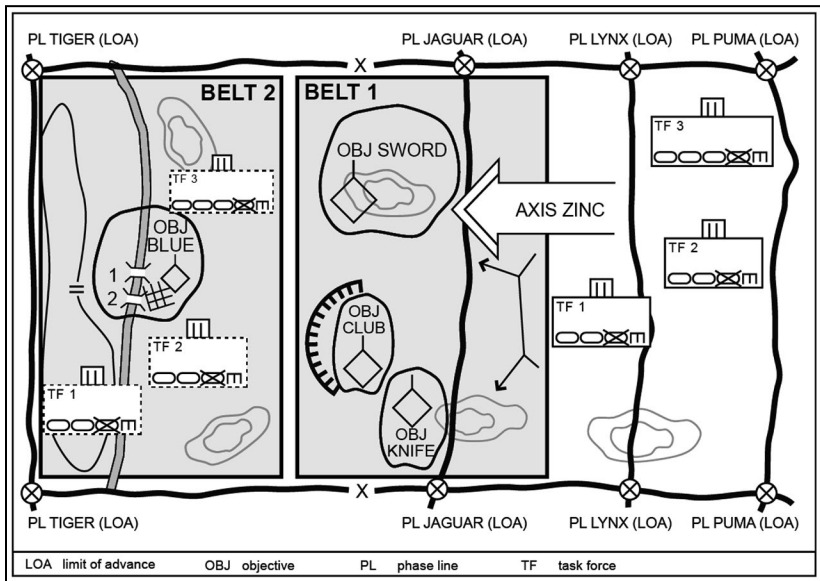


Figure 6-1. Belt method

Belt method (by phase): The belt method works best when conducting offensive and defensive tasks on terrain divided into well-defined cross compartments during phased operations (such as gap crossings, air assaults, or airborne operations), or when the enemy is deployed in clearly defined belts or echelons. Belts can also be adjacent or overlap each other.

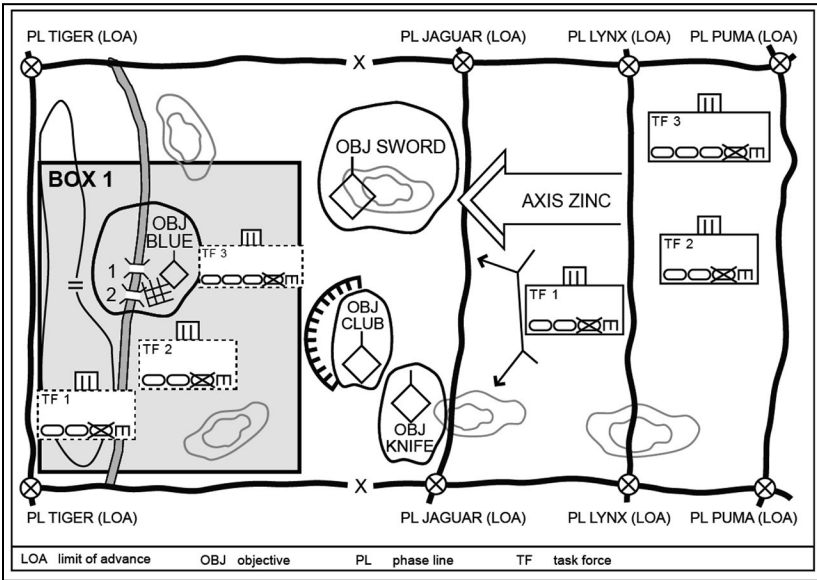


Figure 6-2. Box method

Box method (by critical event): The box method is based on a critical event in which a detailed analysis of a critical area is completed, such as an engagement area, a wet gap crossing site, or a landing zone. It works best in a time-constrained environment, such as a hasty attack, and is particularly useful when planning operations in noncontiguous areas of operation. When using this method, the staff isolates the area and focuses on critical events.

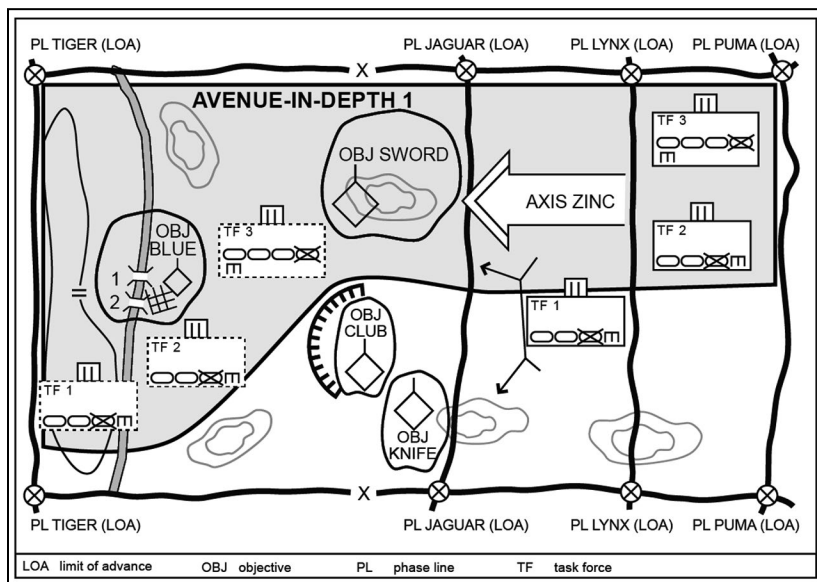


Figure 6-3. Avenue in-depth method

Avenue in-depth method (main effort): The avenue in-depth method focuses the staff on one line of effort at a time, beginning with the decisive operation, or main effort. This method is good for offensive COAs or in the defense when canalizing terrain inhibits mutual support. In stability tasks, planners can modify the avenue in-depth method; instead of focusing on a geographic avenue, the staff war-games a line of effort.

Another technique discussed in FM 6-0 is to divide the mission into three phases: Before, during, and after as opposed to the tactical phases.

Before, During and After Method: The “before” phase consists of everything that happens prior to line of departure (LD) in which the unit’s focus should include the following: Lay out current assets, unit maintenance collection point (UMCP) locations, combat power, critical logistical activities (24 hours out), critical shortages, throughput locations and times, ammunition transfer point (ATPs), and anticipated moves prior to LD.

The “during” phase is everything between LD and reaching the Commander’s end state in which the unit’s focus should include the following: En-route requirements; refuels on the move (ROMs); recovery, evacuations/ambulance exchange points (AXPs); relationships of logistics efforts; specified times/grids/communication nets/requirements; trigger points and control measures; and interactive coordination.

The “after” phase is everything that happens after reaching the Commander’s end state. The unit’s focus in the “after” phase should include: Recovery, clearing casualties, pre-positioning class IV and other commodities, re-establishment of the brigade support area (BSA) and logistics base, identifying routes for access and egress, and identifying locations of obstacles and minefields.

Best Practice: The unit actions checklist below will provide rehearsal participants a standard format to describe and relate their staff actions. In order for this type of rehearsal control measure to be effective, the enemy force must be displayed quickly and in a manner that is not distracting. A technique is to establish a unit action checklist like that of friendly units, but from an enemy perspective.

Table 6-14. Unit action checklist

Unit Action Checklist <i>GIVEN THIS INFORMATION....</i>	
Enemy	Friendly
Enemy CDR’s Desired End State	Task, Purpose, and End State
Enemy CDR’s Desired Effects	Task Organization/Slant
Enemy Locations	Unit Location
Enemy Capabilities	Capabilities
Enemy Formation and MVMT Technique	Formation
Enemy Concept of Operation (ECO)	Movement Technique
Current Actions	Current Actions and Responsibilities

CDR Commander **COA** Course of action **MVMT** Movement

Table 6-15. Conduct the rehearsal fight

<i>CONDUCT THE REHEARSAL FIGHT...</i> (Enemy Action/Friendly Counteraction)	
In case of enemy...	Consider...
Visual Contact	Where are their OP/recon units? When can they see us? What will they do? What are my contingencies? What are my countermeasures?
Physical Contact	When/where are we in direct fire range? By what systems? Fires received from where? Actions on contact?
Indirect Fire	When/where are we in range? By what systems? Actions to be taken?
Obstacles	What kind of obstacles? Where/when/how will they be emplaced? Best COA: breach, mark, bypass? Actions to be taken?
Air	Where/when committed? What type encountered? Actions to be taken?
NBC	When/where committed? Actions to be taken?
EW	When/where committed? Actions to be taken?
COA Course of action EW Electronic warfare	NBC Nuclear, biological, chemical OP observation posts

CHAPTER 7

Division and Corps Rehearsals

CONFIRMATION BRIEF

The confirmation brief is the initial backbrief, normally conducted immediately after the Commander issues an operations order (OPORD) to an orders group. The Commander requires his subordinate Commanders to restate what he intends them to do and why. Each brief should be no more than 10 minutes (see example briefing order and agenda below).

Table 7-1. Confirmation agenda

AGENDA
Most important specified tasks
Most important implied tasks
Essential tasks
Draft mission statement
Issues (War stoppers)

Table 7-2. Briefing order for confirmation brief

BRIEFING ORDER
1st Brigade
2nd Brigade
3rd Brigade
Aviation Brigade
Division Artillery
Division Support Command

BACKBRIEF

A backbrief is conducted prior to subordinate Commanders issuing OPORDs to their units. Subordinate Commanders brief their concept of operation to the Commander to explain how they will accomplish their mission within the Commander’s intent. For major division or corps operations, the final backbrief will be a formal structured event and may take place up to several days following issuance of the division/corps order.

The final backbrief should be presented as follows:

Table 7-3. Final backbrief agenda

Agenda		
G-3	Operational Update	Tip: Unit graphics displayed with division graphics. (CPOF or analog depending on rehearsal location.)
G-3	Division/Corps Mission and Commander's Intent	
G-3	Overview of Scheme of Maneuver	
G-2	Intelligence Update	1. We will accomplish this by conducting ..." (type of offensive, defensive, or stability task). 2. "Decisive to this operation is ..." (what action directly enables mission success). 3. Concept of fires 4. Concept of information collection 5. Concept of sustainment
Units	Task Organization (by phase)	
	Mission Statement	
	Concept Statement	
	Scheme of Maneuver (identify decision points)	
	Identify Risk	Note: Identify risk to the mission and the force (tactical or accidental) and mitigation.
	Resource Requests	
	Proposed Graphics Changes	
CG	Commander's Comments	

CG Commanding General CPOF Command Post of the Future

COMBINED ARMS REHEARSAL (CAR)

Following the backbrief, a division/corps rehearsal is scheduled. The OPORD brief starts the hand-off for responsibility of the operation from the G-3 plans and exercise (PLEX) to G-3 operations (OPS). The rehearsal usually marks the end of the hand-off of the plan/order from G-3 PLEX to G-3 OPS. The rehearsal is conducted using the execution matrix as a "script." Following the rehearsal, G-3 OPS will write and issue a fragmentary order (FRAGO) and execution checklist capturing changes made during the rehearsal.

Table 7-4. Rehearsal roles and responsibilities

Rehearsal Roles and Responsibilities			
Planning	Preparation	Execution	G4/G1/Surgeon
<p>COS</p> <ul style="list-style-type: none"> • Risk assessment <p>G1</p> <ul style="list-style-type: none"> • JPERSTAT <p>G2</p> <ul style="list-style-type: none"> • Disposition of enemy forces • R&S matrix/overlay • HUMINT plan <p>G35</p> <ul style="list-style-type: none"> • Operational timeline • Disposition of friendly forces • OPOD (DIV/CORPS mission and intent) • Decision support matrix • Rehearsal script • All operational graphics (G33) <p>G3 (AVN)</p> <ul style="list-style-type: none"> • AC Plan • Crew availability • Aircraft availability <p>G4</p> <ul style="list-style-type: none"> • Sustainment plan (G1/Surgeon) • LOGSTAT <p>G6</p> <ul style="list-style-type: none"> • Communications architecture • C2 locations <p>DIV Fires</p> <ul style="list-style-type: none"> • ESM • Target list worksheet • EFET's • EW/Cyber plan • IO/MISO/CA/PAO plan <p>OSJA</p> <ul style="list-style-type: none"> • ROE • Legal matrix <p>ADAM</p> <ul style="list-style-type: none"> • ADA plan 	<p>ACoFs/G2</p> <ul style="list-style-type: none"> • Determines security requirements and coordinates as required for area in which RXL will be conducted on model • Man access control point with current access roster • Mark terrain, including key terrain, on model • Places enemy unit symbols and graphics on model • Establish a classified trash collection point and dispose of classified trash following the RXL <p>G3 Operations</p> <ul style="list-style-type: none"> • Construct terrain model gridlines • Add friendly unit symbols and operation graphics • Place north arrow on the model • Place a task org. chart in the rehearsal area • Plan and mark seating assignments • Provide any necessary briefing aids (i.e. PA system pointer) • Mark decision points on terrain model • Provide recorder to capture issues and changes • Packs up and stores terrain model kit following RXL completion <p>DSFCOORD</p> <ul style="list-style-type: none"> • Marks fire control information on terrain model <p>ADSO</p> <ul style="list-style-type: none"> • Provide document reproduction for SECRET materials on the RXL site <p>DPM</p> <ul style="list-style-type: none"> • Provides security cordon for RXL site (as required) 	<p>G2</p> <ul style="list-style-type: none"> • Updated IPB (by exception) • Recent SIGACTs • Current enemy situation • Enemy COA (by turn/phase) • Intel/Collection (by turn/phase) • Enemy reactions (as necessary) <p>G3</p> <ul style="list-style-type: none"> • RXL orientation • Roll call • Orientation to the terrain model • Timeline (planning and operational) • Rules for the RXL • RXL events • Briefing order • Orients RXL products • Higher HQ mission and intent • Mission and CDR's intent • Adjacent unit's tasks and purpose • Initial DIV/CORPS unit locations and posture • Start and end point (by turn/phase) • Significant actions and decision (by turn/phase) • Task organization • DIV/CORPS scheme of maneuver (by turn/phase) • Review notes and observations (by turn/phase) • Annotate and announce additions/changes to the OPOD <p>G3 AVN</p> <ul style="list-style-type: none"> • Air Space management plan <p>G4</p> <ul style="list-style-type: none"> • Sustainment plan (G1/Surgeon) • LOGSTAT <p>G6</p> <ul style="list-style-type: none"> • Communications status (COMSTAT) • PACE 	<p>Concept of support Logistics status Personnel status Medical services</p> <p>G9</p> <ul style="list-style-type: none"> • Civil-Military operations plan <p>Subordinate CDRs</p> <ul style="list-style-type: none"> • Concept of operations with emphasis on task by WF (shaping operations=decisive operation) • Sustaining operation • Brief all details by exception in subsequent turns/phases <p>DFSCOORD</p> <ul style="list-style-type: none"> • Lethal effects plan • CAS/CCA integration <p>DIVEN</p> <ul style="list-style-type: none"> • Mobility/counter-mobility <p>DIVCHEM</p> <ul style="list-style-type: none"> • CBRNE operations • EW/Space • Effects plan <p>SWO</p> <ul style="list-style-type: none"> • Weather and light effects (by turn/phase) <p>PAO/IO/MISO</p> <ul style="list-style-type: none"> • Engagement plan <p>PMO</p> <ul style="list-style-type: none"> • MP operations <p>Follow Up:</p> <p>G35</p> <ul style="list-style-type: none"> • FRAGO • Revisions to operational graphics • Updated timeline <p>G4</p> <ul style="list-style-type: none"> • Movement plans • Concept of support changes • Medical services changes
<p>AC Aviation corridor</p> <p>ACoFs Assistant, Chief of Staff</p> <p>ADA Air defense artillery</p> <p>ADAM Air defense airspace management</p> <p>ADSO Assistant Division Signal Officer</p> <p>AVN Aviation</p> <p>CA Civil affairs</p> <p>CAS Close air support</p> <p>CBRNE Chemical, biological, radiological, nuclear, high yield explosive</p> <p>CCA Close combat attack</p>	<p>CDR Commander</p> <p>COA Course of action</p> <p>COS Chief of Staff</p> <p>COMSTAT Communications status</p> <p>DIVCHEM Division Chemical</p> <p>DIVEN Division Engineer</p> <p>DPM Deputy Provost Marshal</p> <p>DSFCOORD Direct Support Fire Support Coordinator</p> <p>EFET Essential fires and effects task</p> <p>EW Electronic warfare</p> <p>FRAGO Fragmentary order</p>	<p>HUMINT Human intelligence</p> <p>HQ Headquarters</p> <p>IO Information operations</p> <p>IPB Intelligence preparation of the battlefield</p> <p>JPERSTAT Joint personnel status and casualty report</p> <p>LOGSTAT Logistics status</p> <p>MISO Military information support operations</p> <p>MP Military police</p> <p>PACE Primary, alternate, contingency, emergency plan</p>	<p>OPOD Operations order</p> <p>OSJA Office of the Staff Judge Advocate</p> <p>PAO Public affairs office</p> <p>PMO Provost Marshal office</p> <p>ROE Rules of engagement</p> <p>RXL Rehearsal</p> <p>R&S Reconnaissance and Security</p> <p>SIGACTs Significant activities</p> <p>SWO Staff Weather Officer</p> <p>WIF Warfighting function</p>

Sequence of Events Script Checklist

Introduction and Overview:

Table 7-5. Rehearsal script checklist

X	Lead	Event
		INTRODUCTION AND OVERVIEW
	CoS/G-3	Conducts roll call
	CoS/G-3	Introduces participants (As needed)
	CoS/G-3	Provides overview of briefing topic, RXL subjects, and sequence
	CoS/G-3	Briefs the concept of rehearsal
	CG	Opening remarks

The chief of staff (CoS)/G-3 conducts roll call and provides the rehearsal overview and concept. This phase ends with the commanding general (CG) providing his or her opening remarks for the rehearsal. (<5 minutes)

Table 7-6. Orientation

CoS/G-3	Terrain model orientation
CoS/G-3	Establishes ground rules for the RXL
CoS/G-3	Describes relationship between how execution matrix portrays events
CoS/G-3	Establishes RXL timeline and designates starting time in relation to H-hour

The CoS/G-3 orients the participants/audience to the terrain model, establishes ground rules, and provides an overview of operational products that will be used to facilitate the rehearsal. This phase ends with the establishment of the rehearsal timeline. (<5 minutes)

Table 7-7. Mission, intent, and initial operational set

G-3	Reads mission statement
CG	Reads Commander's intent
G-3	Briefs concept of the operation and operational timeline
G-2	Briefs enemy composition, disposition, and strength
G-2	Briefs enemy battlefield stance
G-2	Briefs enemy mission and intent
G-2	Briefs enemy most probable course of action (MPCOA)
SWO	Provides weather forecast and light data; briefs potential operational impact

The G-3/CG reads the mission and intent, the G-3 briefs the friendly situation, and the G-2 briefs the enemy situation. This phase ends with the staff weather officer (SWO) briefing expected light and weather data for the operation. (<10 minutes)

Table 7-8. Critical event (walkthrough)

G-3	Briefs concept, objective, and timing (Including dates and how it fits into the big picture)
G-3	Briefs friendly situation and locations
G-2	Briefs enemy situation; including MPCOA, decision points, and timing
G-2	Briefs R&S concept of operations
Unit CDRs	Briefs their unit positions and particular points of emphasis; participants place markers, task organization, and current operational strength
MI BN CDR	Briefs intelligence plan
DFSCCOORD	Briefs fires plan
ADA CDR	Briefs air defense plan
ENG	Briefs mobility and survivability
G-4	Briefs concept of services and support
Signal	Briefs command and control
G-3	Provides event summary
*	Repeat sequence until all critical events are rehearsed

The G-3 will facilitate the subordinate Commanders walking through the conduct of the operation using the OPORD and execution matrix. Subordinate Commanders will address their unit’s actions-orders-reports, down to battalion and special assets. The G-2 will provide enemy perspective, allowing action and reaction interplay.

This is not a “war game,” but an articulation of anticipated enemy reactions to friendly actions. This phase ends with the G-3 providing the event summary. This phase repeats until all critical events are rehearsed. (<2.5 hours)

Table 7-9. Conclusion

Recorder	Restates changes, coordination, and clarifications directed by the CG and provides estimate on publication of FRAGO
CG	Provides closing remarks
REHEARSAL COMPLETE	

The recorder restates any changes and provides estimates on FRAGO publication. The CoS/G-3 summarizes the goals of the rehearsal and asks for final questions. This rehearsal ends with the CG's closing remarks. (<5 minutes)

Breakdown: Rehearsal materials will be removed. The area will be swept for classified information prior to reopening of facility.

**Sample Rehearsal FRAGO
(CLASSIFICATION)**

Copy ___ of ___ copies
HQ, XXd Infantry Division
Fort Riley, KS XXXXXX-5000
Date-time group of signature
Message reference number

FRAGMENTARY ORDER _____

References: (Mandatory) Reference the order being modified.

Time Zone Used Throughout the Order: (ZULU +/- ___ Hours) (Optional)

1. SITUATION. (Mandatory) Include any changes to the existing order.
2. MISSION. (Mandatory) List the new mission.
3. EXECUTION. Intent: (Optional)
 - a. Concept of operations. (Mandatory)
 - b. Tasks to subordinate units. (Mandatory)
 - c. Coordinating instructions. (Mandatory)

(1) Units listed as “major participants” in a critical event in the Division rehearsal agenda will brief the following:

- (a) Task.
- (b) Purpose.
- (c) Concept of operation.
- (d) Organization.
- (e) Orders they will issue during execution.
- (f) Reports they will render, to whom, and when.

(2) Base operating support (BOS) representatives as listed in Annex A will brief how they will support each critical event.

(3) BOS (Sep Bn) representatives as listed in Annex A will not brief slides.

APPENDIX A

Brigade Sustainment Rehearsal

The brigade combat team sustainment rehearsal ensures the synchronization of sustainment efforts before, during, and after combat operations. It also validates ‘the who, what, when, where, and how’ of support. The sustainment rehearsal usually occurs after the combined arms and FSC rehearsals and should not last more than 90 minutes. — FM 3-90.6

The sustainment rehearsal is where key sustainment actions are practiced; it allows participants to translate the tactical plan into visual impressions that leave a lasting mental picture of the sequence of key sustainment actions. Support and services to maneuver cannot be assumed as “automatic.” It must be carefully planned and thoroughly rehearsed. The sustainment rehearsal validates the synchronization of tactical sustaining operations and should clearly demonstrate that the support plan integrates the basic logistics tenets of anticipation, integration, continuity, responsiveness, and improvisation and provides visual acuity to the events and “triggers” that reflect change on the battlefield.

Similar to the combined arms rehearsal (CAR), the sustainment rehearsal requires the participation of subordinate units, ensures their plans and activities are synchronized, and validates these plans achieve the intent of the Commander. Conversely, this rehearsal is unique in terms of direction, attendees, response sequence, and actions taken. Essentially, it is a technical rehearsal which encompasses services, support, and operational maneuver events and ensures their integration are seamless and work to achieve the Commander’s desired end state.

Table A-1. Sustainment rehearsal attendees

ATTENDEES
Brigade Commander (CDR)/Command Sergeant Major (CSM)
Brigade Support Battalion (BSB) CDR
Brigade Executive Officer
BN CSMs
Brigade S-4
Brigade S-1
Brigade Surgeon
Brigade Medical Planner
BSB Support Operations Officer
Battalion XOs
Chaplain
Brigade S-2
Brigade S-3
Brigade support medical company CDR
Battalion S-1s
Battalion S-4s
Medical platoon leaders
Combat sustainment support battalion representative
Forward support company CDRs
Brigade logistics support team

SEQUENCE OF EVENTS

Introduction/overview: The Brigade Executive Officer (XO), directs the rehearsal, conducts roll call, and begins the sustainment rehearsal by discussing the ground rules on how the rehearsal will be conducted (by task force, by phase, by topic, etc.). The Brigade Support Battalion (BSB) Commander (CDR) gives opening remarks and covers CDR's intent, priority of support, and priority of maintenance. The XO or S-3 orients everyone to the terrain model showing key nodes like objectives, named areas of interest (NAIs), phase lines (PLs), etc., as well as the task organization and concept of operation for each battle phase. The S-2 briefs the enemy composition and disposition and most likely course of action (COA) for each battle phase, focused on the threat to sustainment forces. The S-2 also covers the status of main supply routes (MSRs) and alternate supply routes (ASRs).

Sustainment phase: The S-4, who works with the BSB support operations officer (SPO) to organize the rehearsal and ensures all critical events are covered, briefs combat slants and the CL VII regeneration process. The SPO covers brigade support area (BSA), forward logistics element (FLE), field trains command post (FTCP), combat trains command post (CTCP) and any logistics resupply point (LRP) locations. The SPO briefs the distribution method: who is getting what, when, where, and how. The Battalion XOs brief the scheme of maneuver for their task force. This portion has a tendency to go long, so it is important for them to just give an overview appropriate to the sustainment discussion. The battalion S-4s and forward support company (FSC) CDRs brief classes of supply on hand and needed at each phase of the operation based on logistics estimates they have already conducted.

Casualty/Medical Evacuation (CASEVAC/MEDEVAC) Phase: The surgeon briefs the overall CASEVAC plan, discusses ground and air evacuation capabilities, anticipated bands of casualties, and possible friction points in the medical support plan. The brigade S-1 briefs casualty estimates and personnel replacement operations. The battalion medical officers (MEDOs) brief main aid station (MAS) and forward aid station (FAS) locations and responsibilities, and both standard and nonstandard evacuation platform capacity, casualty collection point (CCP) locations, and actions from the point of injury to CCPs and Role Is. The BSB CDR briefs the Role II location, along with ambulance exchange point (AXP) locations, capabilities, and triggers to provide and shift support. The XO discusses air MEDEVAC prioritization and allocation.

Ongoing: The XO conducts injects throughout the rehearsal to test the reaction of the sustainment planners and executers.

Final Remarks: The BSB CDR ends the rehearsal with closing comments emphasizing the timely and accurate turn in of logistics status (LOGSTAT) reports.

Remember: It is acceptable to find shortfalls and problems at the rehearsal; that is its overarching purpose. Resolve them on the spot. If the problem requires too much time, put it aside for resolution following the rehearsal.

Table A-2. Sustainment rehearsal

<p>Technique: Utilize a script (similar to the CAR Script) and the sustainment synchronization matrix to drive rehearsal events.</p> <p>Tip: Conduct the rehearsal on the terrain model after the CAR in order to address any changes that happened.</p> <p>All briefers stand on, and point to, any locations they are referencing on terrain model.</p> <p>Tip: BN S4's and FSC CDRs stand side-by-side and brief/confirm the method and time of re-supply.</p> <p>It is essential that medical leaders consider casualty estimates during the rehearsal to determine support requirements (casualty volume and density) versus capabilities (MEDVAC and CASEVAC platforms).</p>	Sustainment Rehearsal Sequence of Events	
	XO	Roll Call
	CDR/BSB CDR	Opening remarks, priority of support, maintenance, CDR's intent
	S-3	Overview of terrain, task org., concept of the operation (by phase)
	S-2	Overview of the enemy situation, MSRs and ASRs
	SPO	BSA FTCP and CTCP locations, LOGSTAT reporting, LOGSYNC, and maintenance meeting
	S-4	CBT slant, ClassVII regeneration
	Surgeon	Role I/II, AXP locations and triggers
	S-1	Personnel replacements - casualty estimate
	BN XO's	Maneuver actions during each phase
	BN S4's	Estimated consumption by class of supply and resupply operations supporting each phase
	BN Med PL's	BN MAS/FAS locations - POI to Role I
	XO	Injects reaction drills (throughout rehearsal)
	BSB CDR	Final guidance
Technique: Utilize unscripted injects tied to the specific mission requirements of the operation to create adaptability to possible situations.		
<p>ASRs Alternate supply routes AXP Ambulance exchange point BN Battalion BSA Brigade sustainment area BSB Brigade Support Battalion CAR Combined arms rehearsal CASEVAC Casualty evacuation</p>	<p>CBT Combat CDR Commander CTCP Combat trains command post FAS Forward aid stations FSC Forward Support Company FTCP Field trains command post LOGSTAT Logistics status</p>	<p>LOGSYNC Logistics synchronization MAS Main aid stations MEDEVAC Medical evacuation MSRs Main supply routes POI Point of injury SPO Support operations XO Executive Officer</p>

Table A-3. Sustainment rehearsal action checklist

Maneuver	
Battalion XO	<ul style="list-style-type: none"> • Tasks • Purpose • Location • Actions (i.e. approach march, assault, etc.)
Battalion S-4	<ul style="list-style-type: none"> • Location of combat trains • Trains' movements • Combat trains command post (CTCP) actions (i.e., movements, reports, possible emergency requests)
Battalion Medical Officer	<ul style="list-style-type: none"> • Location of main and forward aid stations (MAS/FAS) • Displacement routes • Triggers • Setup times for ambulance exchange points (AXPs)
Battalion Maintenance Officer briefs:	<ul style="list-style-type: none"> • Location and organization of unit maintenance collection point (UMCP)
Headquarters and Headquarters Company (HHC) CDR	<ul style="list-style-type: none"> • Location of field trains • Resupply actions • Status of logistics civil augmentation program (LOGCAPs)
Support Platoon Leader	<ul style="list-style-type: none"> • Detailed resupply and movement actions

Table A-3. Sustainment rehearsal action checklist (continued)

Fires	
Battalion XO	<ul style="list-style-type: none"> • Location of batteries • Key actions
Battalion S-4	<ul style="list-style-type: none"> • Resupply actions
SVC Battery CDR	<ul style="list-style-type: none"> • Location • Status of LOGPAC • Resupply actions (As described by the S-4)

Engineer	
Battalion XO	<ul style="list-style-type: none"> • Location of units • Key actions
Battalion S4	<ul style="list-style-type: none"> • Resupply actions
HHC CDR	<ul style="list-style-type: none"> • Location • Status of LOGPAC • Resupply actions (As described by the S4)

Forward Support Battalion	
Support Operations	<ul style="list-style-type: none"> • Location and disposition of units • Critical support activities • Sustainment synchronization
A CO CDR	<ul style="list-style-type: none"> • Class I/II/III/IV activities and movements
B CO CDR	<ul style="list-style-type: none"> • Class IX activities • Maintenance support posture and movements
C CO CDR	<ul style="list-style-type: none"> • Class VII and blood resupply activities • Maintenance support posture and movements
AMB PL	<ul style="list-style-type: none"> • Describes AXP and routes

**Specialty Units: Only respond if they have critical issues or actions that impact a specific event (i.e., change to air corridors, main support battalion [MSB] has a specific trigger for resupply, etc.)*

Keys to Success:

- Last opportunity for shared understanding prior to mission execution
- Conduct before, during, or after brigade CAR
- Cover all classes of supply and services
- Sequence by phase and task force (similar to CAR)
- Execute in 90 minutes or less
- Scripted event, but not read verbatim
- Consider noise (generators, vehicles, aircraft, etc.) and security constraints

Common issues identified from the past:

- Leaders saying the right words but never grasping the meaning of those words in terms of time, location, and method of resupply.
- Rehearsal devolves into brigade leadership merely having a sustainment discussion that achieves little more than marginal levels of services/support coordination.
- Sustainment rehearsal occurs late in the preparation process and much of the resupply has already occurred, which may cause the rehearsal to be overcome by events or the only meaningful function remaining to rehearse is the CASEVAC/MEDEVAC plan.

APPENDIX B

Fire Support Rehearsal

Fire support (FS) rehearsals help a unit gain agility, achieve synchronization, increase initiative, improve depth of a force, and reinforce the fire plan's (lethal and nonlethal effects) integration into the operational scheme of maneuver. Essentially, the FS rehearsal focuses on maximizing the ability of fire support systems to aid the maneuver plan and achieve the Commander's intent. The FS rehearsal may be conducted prior to the combined arms rehearsal (CAR) to augment preparatory efforts and refine and reinforce key FS tasks.

Tip: If the FS rehearsal is held first, changes from the CAR may require a second FS rehearsal. If a CAR is not conducted, an FS rehearsal may serve as the primary preparation for execution of the fire support plan.

Table B-1. Fire support rehearsal attendees

<i>Brigade</i>	<i>FA Battalions</i>
FS Coordinator	CDR
FS Officer	CSM
Targeting Officer (TGTO)	S-3
Counterfire Officer (CFO)	S-2
Electronic Warfare Officer (EWO)	Fire Direction Officer (FDO)
S-3	Battery CDRs
S-2	Target Acquisition Platoon Leader (TA PL)
IC Manager, Brigade Collection Manager (BCM)	<i>MNVR Battalions</i>
S-6	BN FSO
Brigade Aviation Officer (BAO)	Air Liaison Officer (ALO)/Joint Terminal Attack Controller (JTAC)
Air Defense Officer (ADO)	Mortar Platoon Leader (MTR PL)
Air Liaison Officer (ALO)	Company FSOs
BDE Judge Advocate General (JAG)	<i>Other</i>
Attached Assets	Assistant FSOs
	FSNCOs
	Public Affairs Officer (PAO)

**The FA Battalion Commander assisted by his Fire Support Officer usually supervises the rehearsal for the Brigade CDR.*

The FS rehearsal is designed to allow detailed coordination and synchronization of the brigades’ fires warfighting function (WfF) activities through tactical positioning of delivery assets with observation assets and the scheme of maneuver. All parties will achieve shared understanding of the fire support plan including the criteria to execute all fire support tasks (FSTs). It supports the Brigade (BDE) Commander (CDR) by ensuring that all key tasks such as FSTs are met and are synchronized with the scheme of maneuver (detailed synchronization with the scheme of maneuver occurs subsequently, during the CAR).

Scripting the FS Rehearsal

Agenda: Utilize the fire support execution matrix. Prior to the FS rehearsal, the fire direction officer (FDO) will announce the Brigade consolidated target list by number, grid, and any special instruction for the targets.

Response Sequence: Establish the sequence early and reiterate during the rehearsal overview. Ensure it is posted visibly at the rehearsal site.

Tip: If utilizing the radio technique, pay special attention to maintain the flow of responses due to participant’s inability to see each other.

Technique: Units respond as they are deployed front to rear. Units with no targets state so and back-up observers are allowed to fire targets. The shortcoming to this technique is that often back-up observers call the target prior to the primary, but this technique ensures every “looker” rehearses every target for the phase.

Table B-2. Unit action checklist

UNIT ACTION CHECKLIST
When are the conditions or trigger?
Where is the target and where will it be observed?
Who is responsible for the target and the backup? Which radio net and the backup?
Purpose of target? (Why?)
What are the desired effects?

Tip: The maneuver plan includes ensuring observers are in the proper location at the proper time to observe planned targets, commonly known as the BCT Commander’s observation plan.

Sequence of Events

Table B-3. Fire support rehearsal script checklist

Fire Support Rehearsal Script Checklist			
X	Lead	Event	
Technique: Follow the same procedures outlined in the combined arms rehearsal			
Introduction			
	BDE FSO	Conducts Roll Call	
The rehearsal should last no more than 90 minutes.			
Overview			
The critical document supporting the fire support rehearsal is the fire support execution matrix, which includes all fire support tasks.			
	FSCOORD	Provides ground rules: Phases/critical events to be rehearsed; RXL timeline; and product version control validation	
	BDE FSO	Terrain model orientation	
	BDE S-2	Enemy operational update	
	BDE JAG	Rules of engagement (Fires W/F specific)	
	BDE S-3	Mission statement, CDRs intent, and concept of the operation (MNVN)	
	BDE FSO	Concept of fires (BDE)	
BDE	Brigade Commander	FSCOORD	Fire Support Coordinator
CDR		FSO	Fire Support Officer
JAG	Judge Advocate General	MNVN	Maneuver
RXL	Rehearsal	W/F	Warfighting function

Table B-4. By phase/critical event

By Phase/Critical Event					
BDE S-2	Enemy operational update				
BDE S-3	Friendly operational update				
BCM	Collection plan				
BAO	Airspace management plan				
ADO	Air defense plan				
BDE S-6	Communication plan (retrans and PACE)				
FSO	Priority of fires, allocations, FS coordination measures				
TGTO	Targeting guidance				
FAS-3	FA support plan				
EWO	Electronic warfare plan				
BAO	Attack aviation plan				
ALO	Close air support plan				
FSO	Scheme of fires (utilize execution checklist sequence)				
CFO	Counter fire plan				
BN FSO	BN fire support plans				
FDO	Firing unit tactical/technical fire direction				
Phase Complete					
ADO	Air Defense Officer	CFO	Counterfire Officer	FSO	Fire support
ALO	Air Liaison Officer	EWO	Electronic Warfare Officer	FSO	Fire Support Officer
BAO	Brigade Aviation Officer	FA	Field artillery	PACE	Primary, alternate, contingency, emergency plan
BDE CSM	Brigade command sergeant major	FDO	Fire Direction Officer	TGTO	Targeting Officer

Tip: Time permitting, the rehearsal can simultaneously function as a technical rehearsal employing all communications, coordination, and observation equipment.

Tip: In a time-constrained environment, the rehearsal focuses on the critical portions of the plan, to include preplanned fires, to ensure Soldiers correctly integrate and synchronize within the operational framework.

Technique: The rehearsal should address actions during degraded or intermittent communications to ensure interoperability to preserve the effectiveness of the force.

For each target address: Grid location; trigger point; engagement criteria; primary and backup observer and communications method; method of engagement; and attack guidance. Ensure the field artillery (FA) battalion S-3 presents the battery movement plans and out-of-action cycles. Rehearse the radar target handoff and include clearing the fires at the battalion level if the battalion fire support officers (FSOs) are involved. Rehearsal of counterfire during the rehearsal of priority targets is critical in rehearsing priority targets.

Tip: Direct the radar technician to insert one or two acquisitions per phase of the rehearsal.



Figure B-1. Fire support rehearsal

Example Scenario (Deliberate Attack)

Response sequence (front to rear) is: COLT, TF Mech, TF 1-1, ALO, and S-2.

S-2: “It is now H+6. SBF Mech has been established. All three enemy platoon positions are being obscured by smoke and suppressed by SBF Mech. TF 1-1 is moving on Axis Slam, approaching PP1.”

BDE COLT: “This is BDE COLT 2; I am backup for TGT AE0005 vic NA123456. TF 1-1’s closure on PP1 is the trigger to fire. I will observe the TGT from vic NA 345678 and call it on FS net _____; the alternate method is _____; the target (TGT) purpose is _____; the desired effects are _____; break; FDC, this is COLT 2 fire TGT AE0005, over.”

FDO repeats the call for fire and issues a message to observer to include time of flight.

Observer ends the mission.

TF Mech FSO: “No action.”

TF1-1 FSO: “This is TF 1-1 FSO; I am the priority for TGT AE0005. Our closure on PP1 is the trigger to fire TGT AE0005, NV 123456. Alpha Team FIST will observe the TGT from vic NA 234567 and call it on FS net _____; the alternate method is _____; the TGT purpose is _____; the desired effects are _____; break; FDC, this is TF1-1 FSO fire TGT AE0005, over.”

FDO repeats the call for fire and issues a message to observer to include time of flight.

Observer ends the mission.

ALO: “This is BDE Air Liaison Officer (ALO), TF 1-1 closure on PP1 is my trigger. Four A-10s with Mavericks are at initial point (IP) Cheese.” ALO provides magnetic heading from IP to TGT, TGT description, location, and elevation, method of marking location of friendlies, egress, time from IP to TGT.

S-2: “Radar, this is S-2. TF 1-1 closure on PP1 is my trigger, call for fire zone number 1, and critical friendly zones 4, 5, and 6 are in effect now. Queue radar schedule Jane, 12 minutes, over.”

Radar tech: “S-2, this is Radar Tech, call for fire zone number 1, and critical friendly zones 4, 5, and 6 are in effect. Queue radar schedule Jane, 12 minutes, out.”

Table B-5. Conclusion

		Conclusion	
	FSCOORD	Reiterates CDR's end state	
	BDE FSO	RXL review, identifies problem areas (with due outs), target refinement suspense; publishes timeline for product refinement/update; reviews operational timeline; gives final remarks	
	FSCOORD	Final remarks	
	BDE CDR	Final remarks	
RXL Complete			
	BDE Brigade	FSCOORD Fire Support Coordinator	RXL Rehearsal
	CDR Commander	FSO Fire Support Officer	

The FS rehearsal ensures the validity of the plan, illustrating why fires are needed in relation to specific maneuver events and what they are intended to accomplish. It cross-walks lookers with shooters and ties them to a condition/event on the battlefield. It ensures the obstacle plan is coordinated with the FS plan and that both support the maneuver plan. Essentially, the FS plan is validated with the scheme of maneuver, the Commander's intent, and attack guidance. Finally, it ensures the control measures for protecting and controlling aerial and ground forces are in place, integrated, and achieve a shared operational understanding.

APPENDIX C

Combined Arms Rehearsal Script Shells

BRIGADE REHEARSAL SCRIPT

Enter Operation Name Here

Orientation:

[XO] Conducts roll call

[XO] Introduces participants/distinguished visitors (if necessary)

[XO] Conducts physical orientation of the terrain model (boundaries, phase lines, engagement areas, routes, axis of advance, decision points, friendly/enemy unit markers, obstacles, magnetic north, coordination points, release points, battle positions, named areas of interest (NAI)/target areas of interest (TAIs), key terrain, fire control measures, assembly areas, objectives, and built-up areas)

[XO] Establishes ground rules for the rehearsal and standard of a successful rehearsal

[XO] Provides script overview and describes how events will be rehearsed

[XO] Establishes timeline and designates starting time in relation to H-hour

[XO] Updates friendly and enemy activities

[XO] Calls for questions

Mission, Intent, and Initial Operational Set:

[S-3] Briefs mission statement

[CDR] Provides opening comments and briefs his intent

PHXX (Phase Name):

[S-3] Provides phase overview

This phase begins with/ends with:

- Critical tasks
- Decision points
- Priority of support

[S-3] Briefs friendly situation (location and current combat power)

[S-2] Briefs enemy situation and describes operational environment

[S-2] Briefs enemy course of action (COA) and the operational context

**Brigade staff briefs phase overview and priorities. Focus on pertinent information in preparation to transition.*

[Fire Support Officer (FSO)]

- Fires
- Field artillery (FA) assets
- Concept of fires (priority, key control measures)
- FA coverage from (show coverage on terrain model)
- Radar location and coverage (show coverage on terrain model)

[Air Liaison Officer (ALO)]

- Close air support (CAS)
- Task
- Purpose

[Brigade Aviation Officer (BAO)]

- Combat power
- Task force (TF) location

[Cyber Electronic Magnetic Activities (CEMA)]

- Electronic warfare

[Protection]

- Protection
- Priority of engineer efforts

[S-4/Support Operations Officer (SPO)]

- Brigade sustainment plan
- Available classes of supply/quantities

[Medical Officer (MEDO)]

- Medical coverage
- Medical evacuation (MEDEVAC) plan (ground/air)
- Location of ambulance exchange points (AXPs)
- Location of military treatment facilities (MTFs) — By role

[S-6] Mission command communications plan

- Location of tactical command post (TAC)
- Location of tactical operations center (TOC)

[S-7] Overview

[S-2] Briefs information collection including the intelligence, surveillance, and reconnaissance (ISR) coverage plan (move icons on the terrain model)

Subordinate Commanders Brief Current Set:

[Each Subordinate Unit]: Commander briefs unit positions and particular points of emphasis: participants place markers; state task/purpose; task organization; current operational strength and combat power; concept for consolidation and reorganization; and minimum requirement to transition this phase

[Reserve – Unit Name Here]: Priorities of planning

Initiate Action:

[XO] States first event of the execution matrix

[S-2] Describes enemy actions and other operational factors (as applicable)

[XO] Determines that a particular enemy movement or action is complete

[CDR] Assesses situation to determine if decision point is reached — taken directly from the decision support template (DST)

[S-3] Description of key events during this phase (BNs describe task/purpose)

Subordinate Commanders Describe Actions:

[Each Subordinate Unit]: Commander briefs actions in relation to the enemy and adjacent units

**BDE staff briefs update by exception*

[FSO] [S-4/SPO]

[S-2] Description of expected adversary actions

[S-3] Description of BDE deep fight (as appropriate)

Reset (if necessary)

[S-3] Transition to the next phase of the operation

PHASE XX (Phase Name Here)

[XO] States next event of the execution matrix

[S-2] Describes enemy actions and other operational factors (as applicable)

[XO] Determines that a particular enemy movement or action is complete

[CDR] Assesses situation to determine if decision point is reached (taken directly from the DST)

[S-3] Description of key events during this phase (BNs describe task/purpose)

Subordinate Commanders Describe Actions:

[Each Subordinate Unit]: Commander briefs actions in relation to the enemy and adjacent units

**BDE staff brief update by exception*

[FSO] [S-4/SPO]

[S-2] Description of expected adversary actions

[S-3] Description of BDE deep fight (as appropriate)

Reset (if necessary)

[S-3] Announces operational end state has been achieved

End of Rehearsal:

[Recorder] Restates changes, coordination, clarifications directed by the Commander and provides estimate on publication of fragmentary order (FRAGO)

[XO] Completion of combined arms rehearsal (CAR)

[CDR] Brigade Commander's closing comments

EXAMPLE OF SUBORDINATE UNIT BRIEF

My task and purpose are _____.

My task organization has not changed and I anticipate my slant to be _____.

The conditions for success are the establishment of support by fire (SBF) Mech in the north, and the suppression/isolation of _____.

We will move from the assault position on axis SLAM to Passage Point 1 in a column formation and using traveling overwatch.

Alpha Company's (SO1) task and purpose is _____. They will lead the task force (TF) through the breach to establish SBF 1, orienting direct fires between troop (TRP) 2 and TRP 3. As A company (CO) moves through the breach, his fire support team (FIST) will call Target (TGT) AE0005 to support his team's (TMs) and C Company's (CO's) movement through the passage.

Charlie Company's (DO) task and purpose is _____, and will follow A CO through the passage. Once C CO clears the breach, they will bound forward to, and occupy, SBF 2. Once they are set in SBF 2, A CO will shift fires north orienting between TRP 3 and 4. From SBF 2, C CO will begin assaulting north orienting on TRP 3. B CO will follow C CO through the breach and occupy SBF 3 oriented northwest to block possible commitment of the combined arms reserve.

Bravo Company's (SO2) task and purpose is _____. At this point I will have three companies through the breach and the fourth ...

Delta Company's (RES) task and purpose is _____, moves to occupy SBF 2, ready to follow and support. D CO will have the forward aid station (FAS) moving behind him for initial establishment vicinity SBF 2.

C CO will continue assaulting north across objective (OBJ) South. As they reach the northern edge of OBJ South, C CO will call TGT AE0006 and A CO will shift fires to OBJ North. Once C CO is on OBJ Center, A CO will lift direct fires. This will allow C CO to move across OBJ Center. If the decisive operation (C CO) becomes combat ineffective at any point, I have the flexibility to either commit D CO or bring up A CO from SBF 3. As C CO reaches TRP 3, D CO will move off SBF 2 and follow C CO route across OBJ South. As C CO secures OBJ Center, they will establish SBF 4 to block the movement of the CAR if it is committed this late. We will then pass D CO through to continue onto OBJ North and establish SBF 5. The move onto OBJ North is the key for A CO to lift fires from OBJ North.

Actions on Contact:

VISUAL: As we enter the breach area, my lead company will be able to assess the effectiveness of the smoke and adjust as necessary. I will use my mortars to mark the TRPs.

PHYSICAL: I will establish a CCP behind SBF2 and as soon as possible move them back to the FAS behind Delta.

INDIRECT FIRE: We will depend on survivability moves and counter battery radar to handle any indirect.

OBSTACLES: We will use our tank plows to defeat these obstacles or any family of scatterable mines (FASCAM) used to close the breach. Every new team through the breach will lead with a plow tank to replot the breach and ensure it stays open. Any hasty protective obstacle breaches will be marked in accordance with (IAW) the BDE SOP. As A CO moves off SBF 2, C CO will send a guide back to lead them through any obstacles breached.

ENEMY AIR: A, B, and C Companies will have stingers oriented on enemy air corridors.

NBC: We will assume mission-oriented protective posture (MOPP) IV in the assault position.

EW: If we experience jamming, we will work through it by SOP.

Pending questions, I will be followed by_____.

DIVISION/CORPS REHEARSAL SCRIPT

Enter Operation Name Here

Introduction and Overview:

[G-3 SGM] Gatekeeper/Roll call (completed at the access point)

[G-35] Combined arms rehearsal (CAR) rules

Orientation:

[G-35] Terrain model orientation

- Room orientation (i.e., posted imagery, maps, synch matrices, etc.)
- Terrain Model Orientation (i.e., model: map ratio, graphic control measures, method of marking, etc.)

[G-35] Area of operation (AO)/Area of interest (AI)

[G-35] Higher HQ mission and Commander's intent

[G-35] Calls for questions

Mission, Intent, and Initial Operational Set:

[G-35] Higher Headquarters (HQ) mission and Commander's intent

[G-35] Unit mission and Commander's intent (include expanded purpose and key tasks)

[G-35] Concept of the operation

[G-2] Enemy disposition, composition, and most probable course of action (MPCOA)

[G-2] Scheme of information collection

[G-3 Fires/DFSCOORD] Concept of fires

[G-3 Fires/DFSCOORD] Fires associated with high payoff targets (HPTs) — include target numbers, primary/alternate delivery asset, and counterfire measures

[G-3 AVN] Initial air coordination plan (brief airspace priorities)

[JAGIC (Fires)] Deconfliction, kill boxes, and air tasking order (ATO)

[G-9] Effects and protection

[G-4] Concept of support (include service and support locations; key sustainment tasks; and priority of support, maintenance, supply, and movement)

[Sustainment BDE] Location, routes used, task, and purpose

[G-6] Mission command

**Staff briefs phase overview and priorities. Focus on pertinent information in preparation for transition.*

Critical Events:

PHXX (Phase Name):

[G-35] Provides phase overview

This phase begins with/ends with:

- Critical tasks
- Task organization changes (by phase)
- Breakdown of area of operation (AO): Security, close, and deep (if necessary)
- Decision points

[G-2] Enemy disposition/actions

[G-2 CSM] Concept of intelligence, surveillance, and reconnaissance (ISR) (include named areas of interest (NAIs)/target areas of interest (TAIs), platform/asset task, purpose, primary/alternate observer)

[G-3 Fires/DFSCOORD] Concept of fires

[G-3 Fires/DFSCOORD] Fire support coordination measures (FSCMs) in effect

[G-3 Fires/DFSCOORD] Priority of fires

[G-3 Fires/DFSCOORD] Fires associated with HPTs (include target numbers, primary/alternate delivery asset, and counterfire measures)

[G-9] Effects (non-kinetic, technical) and military information support operations (MISO)/civil affairs (CA)/public affairs office (PAO) operations

[G-3] Scheme of maneuver (brief shaping operation/element, decisive operation/main element, reserve, and fires)

[Shaping Element 1]: CDR briefs actions in relation to the enemy and adjacent units

[Shaping Element 2]: CDR briefs actions in relation to the enemy and adjacent units

[Main Effort]: CDR briefs actions in relation to the enemy and adjacent units

[Division Artillery]: CDR briefs actions in relation to the enemy and adjacent units

[Reserve]: CDR briefs actions in relation to the enemy and adjacent units

[G-3] Scheme of protection

[G-4] Concept of support (include service/support locations, key sustainment tasks, and priority of support, maintenance, supply, and movement)

[Sustainment Brigade (BDE)] Location, routes used, task, and purpose

[G-6] Mission command

- Division Tactical Command Post (DTAC)
- Rear Area Command Post (RACP)
- Division Main (DMAIN)

[G-2] Enemy reaction

[G-35] Friendly counter-reaction (describe criteria met for specific decision point[s])

[G-35] Announces conditions met for end of phase/turn

**Staff briefs phase overview/priorities. Focus on pertinent information in preparation for transition.*

[G-35] Transition to the next phase of the operation (“Pending any questions, we will move on to phase __. The time is now ____, we have ____ minutes remaining.”)

Reset or transition to the next phase/turn of the operation

[G-35] Briefs operational end state and announces it has been achieved

Conclusion:

[G-35] Provides overview of critical events rehearsed (and if necessary justification for not rehearsing specific events)

[Recorder] Restates changes, coordination, and clarifications directed by the Commander and provides estimate on publication of FRAGO

[G-35] Completion of CAR

[CDR] Brigade Commander's closing comments

End of Rehearsal

SAMPLE RULES OF THE REHEARSAL BRIEF (G-35)

"We have __ hours to complete this CAR; please keep sidebar discussions to a minimum and silence all cell phones."

"The purpose of the CAR is __. This is not a war-game, so all issues will be tabled with our note taker for resolution prior to issuance of FRAGO__. The G-2, providing the enemy, is the only authorized element to free-flow, all others will follow the OPORD."

"The only personnel on the terrain model will be the BCT CDRs and required staff representatives."

"I will moderate the CAR. I will initiate each sub phase and announce each briefer by unit. I will announce the beginning and end of each phase, the critical events, decision points, and risk. I will close out each subphase by addressing our reporting requirements, reserve planning priorities, and risk."

"BCT CDRs and HQ staff officers are the briefers. They will:

- Follow the CAR script and synchronization matrix
- While holding their unit icon facing the audience, the briefer will step forward and brief their content: Unit/composition (by phase)/disposition/task/purpose/action
- They will then move to their end position and place their icon in position
- Pending any questions from the CG, the briefer will then move off the board."

“We will rehearse critical events within Phase __ (D+__ to D+__) and Phase __ (D+__ to D+__). These critical events are: _____.”

“Plan. Complete. OPORD Operation __ was issued at (DTG).”

“Sir, the task organization as published in the OPORD and adjusted in FRAGO _____ is posted in front of you for your reference.”

SAMPLE AO BRIEF (G-35)

“The division’s northern boundary is phase line (PL) __. The southern boundary is PL __. The western boundary is PL __, and the eastern boundary is PL __. The AO is approximately __ km long and __ km wide. The initial avenue of approach __. To the (direction) of the mobility corridor is __, and to the north is __. As we continue to advance down the mobility corridor, we see __ in the northeast, and __ in the southeast. Crossing points we will traverse along the __ are in the vicinity of __.”

“Sir, the key graphic control measures within the AO are: tactical assembly areas (TAAs) __, OBJs __. Major routes include main supply route (MSR) __ in the north, and MSR __ in the south. Phase lines from north to south: PL __, and PL __. Phase lines from west to east are PL __, PL __.”

SAMPLE ENEMY SITUATION (G-2)

“From an (enemy unit) perspective, the (enemy unit) commander has made a decision that when multi-national division (MND) forces began movement via shaping fires or start to move onto (enemy unit) forces, he understood that he was incapable in protecting both the interior oil resources, and the line of communication with the (subordinate enemy unit). He chose to only protect the line of communication with the (subordinate enemy unit), and the (subordinate enemy unit) by retrograding the (subordinate enemy unit) behind the (subordinate enemy unit) to mass combat power at (location). In addition, the (enemy unit) commander ordered the (subordinate enemy unit) to array the (subordinate enemy unit) closer to the objective Rams but still within Ariana. Finally, the (subordinate enemy unit) moved north along the LOC to assume positions in the vicinity of (objective). The PIRs for D+__ to D+__ of this phase are: _____.”

SAMPLE CONCEPT OF SUPPORT (G-4)

“Beginning phase __, the current location of the (sustainment brigade) is at logistics support area (LSA) __, and the current location of the BSAs are IVO of PL __ in support of building combat power in preparation for the seizures of OBJ __ and __. All maneuver units will be at 95-100 percent combat power and within each BSB, the (sustainment brigade) will embed one director of support (DOS) via forward logistic element (FLE). The current MSR is __ and the ASR is __. ASR __ will be utilized for issue priority designators (IPD) movement. Upon seizure of OBJ __ and __, the LSA will begin its operation to displace to VIC OBJ __. The DIV will begin this phase at approximately 95 percent combat power and end at 75 percent.”

Key Sustainment Tasks:

1. Conduct replenishment operations in support of maneuver brigades
2. Stage combat configured loads of critical supplies
3. Push out FLEs at the LSA ISO of all BCTs

Priority of Support: _____

Priority of Maintenance:

1. Ground: M1A1, M2/M3, Stryker, MLRS, M109, Q36/Q37 (include any other vehicles as necessary)
2. Air: AH-64, UH-60, CH-47, UAS

Priority of Supply: IIIB, V, VIII, IX

Priority of Movement:

1. Forward: IIIB, V, IV, VII, VIII,
2. Replacements & RTD's, IX, I & H2O
3. Retrograde: MEDEVAC, Remains, Maint Evac, Flatracks, Bulk Fuel Tankers, EPWs, IPD

Sir, I will be followed by _____

SAMPLE REACTION (G-2) AND COUNTER-REACTION (G-3)

REACTION (G-2) “As a result of MND fires this phase, the enemy Commander retrogrades remaining elements of the (subordinate enemy unit) and (subordinate enemy unit) from defensive positions along the (graphic control measure), in order to conduct a hasty defense in the vicinity of OBJ __.”

COUNTER-REACTION (G-35) “This meets DP# __: (subordinate friendly unit) crosses the (graphic control measure) at OBJ __ to attack to OBJ __.” (subordinate Commander walks the TM) Crosses at OBJ __, then conducts the attack toward OBJ __ utilizing an alternate avenue of approach.

SCHEME OF MANEUVER (G-35) “Order of Movement is ____.” Subordinate Unit Movement “(ME) T1: crosses PL __ near OBJ __ (primary) or OBJ __ (secondary) to seize OBJ __ in order to compel the withdrawal of the (enemy) forces and reestablish the international border; (SE1) T1: OPCON (unit) to (ME) in direct support (DS) of attack on OBJ __, T2: BPT to conduct surge operation ISO attack on OBJ __, T3: O/O, conduct aerial resupply; (SE2) T1: conducts a guard near PL __ in order to protect the northern flank of (ME). T2: provides BN for reserve with a planning priority of (ME) at OBJ __, (SE2) at PL __, then (SE3) at PL __; (SE3) T1: guards to disrupt elements of the (enemy unit) near PL __ in order to protect the southern flank of massing on the ME. T2: BPT conduct a cover from PL __ to PL __.” The ME. (SE4) T1: continues to conduct a cover vicinity PL __ in order to prevent the (enemy unit) from disrupting the ME.

OBSTACLES: We will use our tank plows to defeat these obstacles or any FASCAM used to close the breach. Every new team through the breach will lead with a plow tank to replot the breach and ensure it stays open. Any hasty protective obstacle breaches will be marked IAW the BDE SOP. As A CO moves off SBF 2, C CO will send a guide back to lead them through any obstacles he breached.

ENEMY AIR: A, B, and C Companies will have stingers oriented on enemy air corridors.

NBC: We will assume MOPP IV in the assault position.

EW: If we experience jamming, we will work through it by SOP.

Pending questions, I will be followed by _____.

APPENDIX D

Sample Brigade Rehearsal Standard Operating Procedure (SOP)

REHEARSAL PROCEDURES

Outline

- A. General schedule
- B. Rehearsal site
- C. Confirmation brief
- D. Backbrief
- E. Commander's meeting (Rehearsal for the rehearsal)
- F. Fire support rehearsal (FS rehearsal)
- G. Combined arms rehearsal (CAR)
- H. Combat service support (CSS) rehearsal

A. General Schedule

The brigade should use this rehearsal order. As always, times for these rehearsals are dependent on the mission timeline:

Table D-1. General schedule

ORDER	REHEARSAL	PRIMARY LOCATION	TIME LIMIT
1	Confirmation brief	Operation order (OPORD) site	<30 min
2	Backbrief	Tactical operations center (TOC)	<45 min
3	Commander’s meeting	Terrain model (TOC/tactical command post [TAC])	<1 hr
*4	FS rehearsal	Terrain model (TOC/TAC)	<1 hr
5	Combined arms rehearsal	Terrain model (TOC/TAC)	<2 hrs
*6	CSS rehearsal	Terrain model (TOC/TAC)	<1 hr

**Option: FS/CSS rehearsals can be conducted before or after the CAR.*

B. Rehearsal Site

1. Location

The brigade S-3 determines the rehearsal site. The location will provide as much natural cover and concealment as possible. Additionally, the brigade S-3 will assign a subordinate task force to secure the site during the rehearsals.

2. Terrain Board

Personnel: When possible, the BCT will always use a terrain board to conduct rehearsals. The terrain board team will consist of the following personnel:

Table D-2. Terrain board personnel

Assistant S-3 officer in charge (OIC)
Plans NCO (NCOIC)
TAC NCO
S-3 personnel
Liaison officer (If available/necessary)

Orientation: The terrain board will be oriented to the actual terrain (north seeking arrow will point north) and will contain relief for terrain features and vegetation.

Size: Minimum size is 50 feet by 50 feet, providing room for all subordinate Commanders to stand on the terrain board.

3. Terrain Board Kit

The terrain board kit will consist of the following items and be inventoried and restocked by the Plans NCO prior to each field problem:

Table D-3. Terrain board kit

QTY.	ITEM
1	Engineer tape (Roll)
6	Metal tent stakes (Large)
Multi.	Thick, white cotton thread
200+	4 in. nails
1	Magnetic compass
1	Hammer
1	Knife
Multi.	Laminated 5x8 index cards
Multi.	Pre-made index cards (Unit icons)
1	100 ft. wind-up measuring tape
Multi.	Flagging tape (Multiple colors)
Multi.	Sandbags
2 Packs	Alcohol markers (Large)
1	Map (Depicts entire AO/AI)
1	Entrenching tool/shovel
Multi.	Styrofoam blocks

C. Confirmation Brief

The confirmation brief is the initial backbrief. It will be conducted immediately after the Commander issues the OPORD. Subordinate Commanders will restate the BDE CDR’s intentions of what to do and why.

Table D-4. Confirmation brief agenda

EACH COMMANDER BRIEFS:
Probable enemy course of action (ECO A)
Commander's intent and concept
Identified decisive points/actions
Tasks and purpose(s)
Issues (War stoppers)

Table D-5. Confirmation brief briefing order (unless otherwise directed)

Cavalry Squadron
1st Battalion
2nd Battalion
Field Artillery Battalion
Brigade Sustainment Battalion
Engineer Battalion

Type: The Brigade Commander directs the type; choosing between sketch map, map and radio, dependent upon mission, enemy, terrain and weather, troops, time available, and civil considerations (METT-TC.)

Time-Constrained Environment: In a time-constrained operational environment, the Commander will delegate the reception of confirmation briefs:

- Maneuver Battalion Commander briefs the S-3
- Field Artillery Battalion Commander briefs the S-3 and FSO
- Engineer Commander briefs the S-3 and staff engineer
- Sustainment Battalion, Military Police (MP), and Military Intelligence Company (MICO) Commander briefs the XO

Additional considerations:

1. Total briefing time should take no more than 30 minutes.
2. The operations assistant set up following the OPORD, which is conducive to receiving confirmation briefs.
3. Unless directed by the Brigade Commander, all the players will listen to the other confirmation briefs.

D. Backbrief

A backbrief will be conducted prior to subordinate Commander issuing OPORDs to their units. Subordinate Commanders will brief their concept of operation to the Commander to explain how they will accomplish their mission within the Commander’s intent.

Time and Location: The Commander directs when and where backbriefs will occur. This information will be established in the operational timeline during the brigade OPORD.

Table D-6. Backbrief agenda

Operational update (S-3)
Brigade mission/intent (S-3)
Scheme of maneuver overview (S-3)
Intelligence update (S-2)
EACH SUBORDINATE COMMANDER BRIEFES:
Specified/implied tasks
Mission/intent
Task organization (By phase)
Concept of operation
Fire support plan
Command and control
Issues
BRIGADE COMMANDER’S COMMENTS

Table D-7. Backbrief briefing order

Brigade S-3
Brigade S-2
Cavalry Squadron
1st Battalion
2nd Battalion
Field Artillery Battalion
Brigade Sustainment Battalion
Engineer Battalion
Brigade Commander

Type: The Brigade Commander directs the type choosing between sketch map, or map, dependent upon METT-TC.

Additional Considerations:

- Each brief will be no longer than 10 minutes.
- The AS3 will provide subordinate leaders a backbrief checklist format prior to the OPORD.

E. Commander’s Meeting (Optional)

This meeting serves as a rehearsal for the combined arms rehearsal. Time permitting, all Commanders will gather at the rehearsal site 2 hours prior to the CAR to discuss with the Brigade Commander and S-3 the critical events that will be rehearsed at the CAR.

Table D-8. Commander’s meeting attendees

Brigade Commander
Brigade staff
Maneuver Commanders
FA Battalion Commander
BSB Commander
ENG Battalion Commander
Liaison officers

Table D-9. Commander’s meeting agenda

Intelligence update (S-2)
Critical events for the CAR (S-3)
EACH SUBORDINATE COMMANDER BRIEFS:
Operational changes
Outstanding requests for information (RFI’s)
Unresolved issues
BRIGADE COMMANDER’S COMMENTS

F. Fire Support Rehearsal

The fire support rehearsal is held at the terrain model site and starts exactly 1 hour after the start of the Commander’s meeting. The fire support rehearsal is conducted by the brigade FSO under the supervision of the brigade fire support coordinator (FSCOORD) (DS Artillery BN CDR).

Table D-10. Fire support rehearsal attendees

Brigade Commander
Brigade S-3
Brigade S-2
Maneuver Commanders
FA Battalion Commander
Brigade FSO (Moderator)
Battalion FSOs
Battalion mortar platoon leaders

G. Combined Arms Rehearsal

The CAR will be fluid, crisp, and relatively free of disruptions and issues. No issues will be discovered during the CAR. The time for last-minute conflict resolution and RFIs is the Commander’s meeting.

Time and Location: The CAR is held at the terrain model site and starts exactly 1 hour after the start of the fire support rehearsal. Execution time does not exceed 2 hours.

Methodology: The Brigade XO is the rehearsal director and ensures the CAR follows the action/reaction/counter-reaction method.

Products: The Brigade S-3 brings copies of the OPORD, execution synchronization matrix, and decision support template/matrix.

Table D-11. Combined arms rehearsal attendees

Brigade Commander
Brigade XO (Director)
Brigade S-3
Brigade S-2
Maneuver Commanders
FA Battalion Commanders
Brigade Sustainment Battalion Commander
Engineer Battalion Commander
Brigade FSO
Battalion FSOs
Brigade S-6
Recorder (Provided by S-3)
TOC/TAC Battle Captains
Support operations
Brigade Surgeon

Table D-12. Combined arms rehearsal agenda

Introduction
Rehearsal overview
Mission, intent, and initial operational set
Initiate action
Reset
Conclusion
Transition to after action review

H. Combat Service Support Rehearsal

The CSS rehearsal is run by the Brigade S-4 under the direction of the Brigade XO. The S-4 moderates the rehearsal and the attendees rehearse CSS actions in each phase of the operation. The group carefully rehearses CASEVAC, particularly of the brigade reconnaissance troop (BRT) during early phases of the operation when they are operating deep. The rehearsal can be conducted before or after the CAR.

Time and Location: The CSS rehearsal is held at the terrain model site and starts exactly 2 hours after the start of the CAR. Execution time does not exceed 1 hour.

Table D-13. Combat service support rehearsal attendees

Brigade XO (Director)
Brigade CSM
Brigade S-3
Brigade S-2
BSB Commander
Brigade S4 (Moderator)
Brigade S-1
SPO
LNO(s)
Battalion CSMs
Battalion S-1s
Battalion S-4s
Brigade Surgeon
FSC Commander
Battalion medical officers (MEDOs)

Table D-14. Combat service support rehearsal agenda

Roll call (S-4)
Introduction (BSB CDR)
Operational overview (S-3)
Enemy situation (S-2)
BSA FTCP/CTCP (Locations)/LOGSTAT/LOGSYNC/MAINT (SPO)
CBT Slant, Class VII Regeneration (S-4)
Role I/II, AXP locations and triggers (Surgeon)
Personnel replacements/casualty estimate (S-1)
Maneuver actions (BN XOs)
Estimated consumption (BN S-4s)
BN MAS/FAS (Locations) and POI to Role 1 (BN MEDOs)
Injects reaction drills (XO)
Final guidance (BSB CDR)

APPENDIX E

Rehearsal Products

Execution Synchronization Matrix

A synchronization matrix records the results of a war game. It depicts how friendly forces for a particular course of action (COA) are synchronized in time, space, and purpose in relation to an enemy COA or other events in stability or defense support of civil authorities operations. For rehearsals, it is a tool to guide the sequence in which actions are rehearsed.

Table E-1. Synchronization matrix

Time/Event/Phase		H - 24 hours (or event or phase)	H-hour (or event or phase)	H + 24 (or event or phase)
Enemy Action		Initiates threat activities and movements	Defends from security zone	Commits reserve
Population or Civilian Action		Orderly evacuation from area continues		
Decision Points		Conduct aviation attack of OBJ Irene		
Control Measures				
Movement and Maneuver	1st ABCT	Move on Route Irish	Cross LD	Seize on OBJ Irene
	2d ABCT	Move on Route Longstreet	Cross LD	Seize on OBJ Rose
	3d ABCT			FPOL with 1st BCT
	Avn Bde	Attack enemy reserve on OBJ Irene		
	BFSB			
Reserve				
Information Collection				
Fires		Prep fires initiated at H-5 Suppression of enemy air defense initiated		
Protection	Engineer			
	PMO			
	CBRN			
Sustainment				
Mission Command			Main CP with 1st BCT	
Close Air Support				
Electronic Warfare			Enemy command and control jammed	
Nonlethal Effects		Surrender broadcasts and leaflets		
Host Nation				
Interagency				
NGOs			Begins refugee relief	
Note: The first column is representative only and can be modified to fit formation needs.				
AMD	air and missile defense		H	hour
Avn Bde	aviation brigade		LD	line of departure
ABCT	armored brigade combat team		NGO	nongovernmental organization
CBRN	chemical, biological, radiological, and nuclear		OBJ	objective
CP	command post		PMO	provost marshal office
FPOL	forward passage of lines			

Technique: During step three of the rehearsal sequence, initiate action utilizing the most likely enemy course of action as it relates to the point on the execution matrix.

Technique: The execution matrix and the DST should be used as the XO's script, guiding the agenda/sequence of events.

Tip: In the brigade's rehearsal SOP, it is helpful to define the relationship between the execution matrix and how units rehearse specific events.

Tip: Following the rehearsal, the operations section updates the OPORD, decision support template, and execution matrix based on the commander's decisions during the rehearsal

A common mistake during the planning and execution phases is a lack of familiarity with the synchronization matrix, causing it to be underutilized during the rehearsal.

Decision Support Template and Matrix

The decision support template and matrix portrays key decisions and potential actions that are likely to arise during the execution of each COA. Once the Commander chooses a COA, this product is used during the rehearsal to identify decision points, rehearse contingencies, and identify friction. Specifically, the rehearsal director (XO) utilizes this tool to cue the Commander to make a decision; participants react to this decision until the operational end state is achieved.

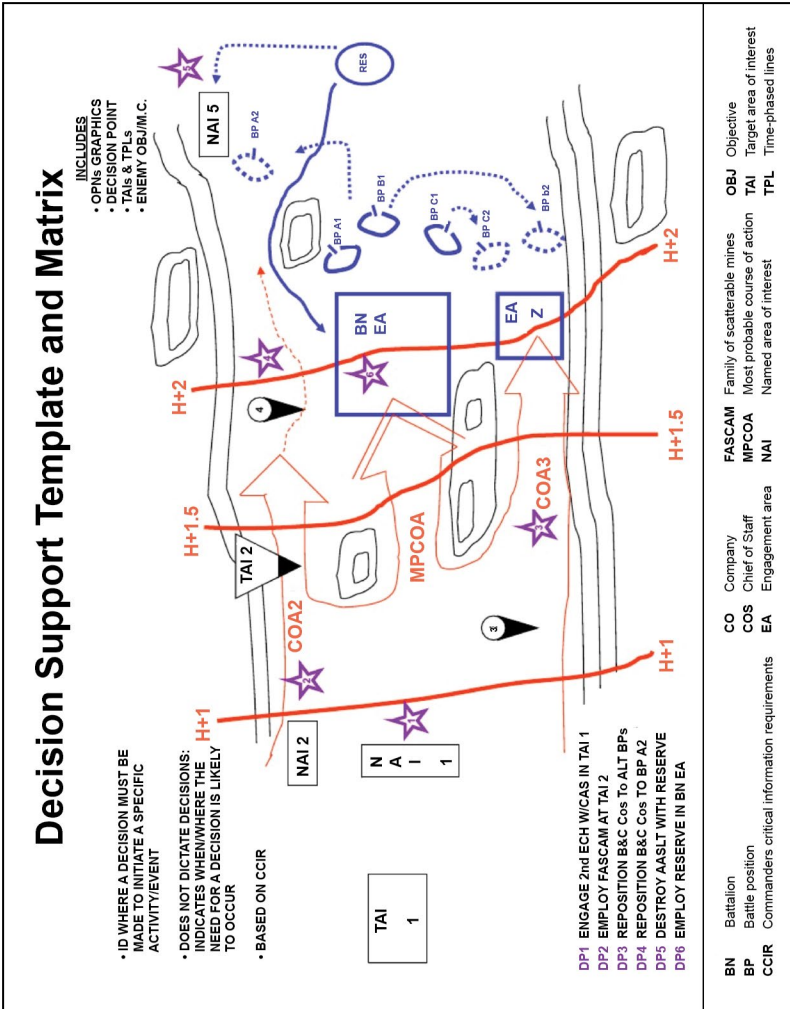


Figure E-1. Decision support template and matrix

Table E-2. Decision support template

DP#	Decision	Criteria/Conditions	Action	Supporting NAI/CCIR/Unit
	What decision must be made?	Criteria is condition(s) that when met require decision to be made	Action to be executed	
1	Engage 2nd ECH with CAs in TAI 1?	If 2nd ECH have been observed in TAI 1	Then request CAS engagement to fix/destroy	NAI/TAI: 1 CCIR: 3 UNIT: 4th Fighter Squadron
2				NAI/TAI: CCIR: UNIT:
3				NAI/TAI: CCIR: UNIT:
4				NAI/TAI: CCIR: UNIT:
5				NAI/TAI: CCIR: UNIT:
6				NAI/TAI: CCIR: UNIT:

CAS	Close air support	DP	Decision point	NAI	Named area of interest
CCIR	Commander's critical information requirements	ECH	Echelon	TAI	Target area of interest

Sustainment Synchronization and Support Matrices

The primary document used at the sustainment rehearsal is the sustainment synchronization matrix. This matrix enables the synchronization of logistical execution and helps the executors understand the sustainment plan.

Table E-3. Logistics synchronization plan

DAY	D+5 (12 APR 10)	D+6 (13 APR 10)	D+7 (14 APR 10)	D+8 (15 APR 10)	
PHASE	III	III	III	III	
CLASS I	Receive 3 DOS MREs (2 pallets) H&S 25,446 (1 pallet) HumMRE 975 (2.2pallets) BDE	<ul style="list-style-type: none"> • The matrix shows supported units: • Supply commodities they will receive • Time they will receive commodities • Methods of receipt (supply point, LRP, CSSB throughput, etc.) • The LOGSYNC matrix: <ul style="list-style-type: none"> • Prevents synchronization in support operations • Minimizes tactical risk in the BSA • Helps coordinate external support with the supporting sustainment BDE. 			
1-8 CAB					
1-68 CAB					
3-29 FA					
7-10 CAV					
WATER & ICE	Receive 3 DOS ICE from SUS BDE 25,446 lbs(27 pallets) Bottle Water 12,300 1.5L bottles (18 pallets), 2x freezers, and 4x chill vans Bulk water purification and production site established along the Aras River located in the BSA vic 38SQJ191577700	SP: 0600 with 20 x Pallets Ice on 4x chill vans, 6 x full HIPP0s to FSCs on 4 x LHS systems (truck and trailer) to the following grids: 1-8 CAB 38SQJ11257411, 1-68 CAB 38SQJ3156841, 3-29 FA 3SQJ16537883, 7-10 CAV 38SQJ24798288		Receive 2 DOS ICE 16,964 lbs (18 pallets) 8,200 1.5L bottles	
A CO conducts unit dist to FSCs 2 DOS					
BDE	Brigade	CAV	Cavalry	FA	Field artillery
BSA	Brigade sustainment area	CO	Company	LOGSYNC	Logistics synchronization
CAB	Combined Arms Battalion	CSSB	Combat Sustainment Support Battalion	LRP	Logistics resupply point
CAV	Cavalry	DOS	Director of Support	MREs	Meals ready to eat

The logistics synchronization (LOGSYNC) matrix is arguably the most important document a sustainer has to plan and execute a resupply mission.

Table E-4. Sustainment support matrix

Sustainment Support Matrix					
ORDER# _____		DTG: _____			
	DATE:				
	Event/PL Item				
	Enemy Actions				
	Friendly Actions				
Priority of Support	Sustainment Decision Point				
	Fix				
	Arm				
	Fuel				
	Sustain				
	Move				
	Protect				
	Man				
	MSR				
	ASR				
Requirements	Class I				
	Class II				
	Class III				
	Class IV				
	Class V				
	Class VI				
	Class VII				
	Class VIII				
	Class IX				
	Water				
	MED LOCs				
	MA CP PT				
	DC COL PT				
	EPW COL PT				
ASR Alternate supply route		MSR Main supply route		PL Phase line	

The sustainment support matrix focuses on who is getting what – such as key commodities and amounts, when (time window), where (grid), and how (supply point, unit distribution, throughput, logistics release point, forward logistic element).

Table E-5. Target synchronization matrix

TARGET SYNCHRONIZATION MATRIX (PHASE/EVENT: IIIb-AASLTI/ABN ASSLT)										AS OF: 080600(C) TO 090600(C)/OCT199						
DECIDE				DETECT			DELIVER				ASSESS					
PRI	CAT	HPT	LOCATION	N	AGENCY	ASSETS	DETECTION WINDOW	AGENCY	ASSETS	WHEN	EFFECTS	AGENCY	ASSETS	REMARKS		
1	ADA	DSHK	WQ020404210	1a	DIV	LRS	D-2	DIV	NGF/CAS	P/A	S/D (CAS)	DIV	LRS	LRS OFF @ P-HOUR		
				B/222 MI	QFIX	P-2	105mm	A	S	B/222	QFIX					
			WQ039431	1b	DIV	LRS	D-2	NGF/CAS	P/A	S/D (CAS)	DIV	LRS	LRS OFF @ P-HOUR	DIV	LRS	LRS OFF @ P-HOUR
				B/222 MI	QFIX	P-2	105mm	A	S	B/222	QFIX					
				DIV	LRS	D-2	NGF/CAS/ J-SEAD	P/A	S/EW							
WQ00654372	5a	DIV	LRS	D-2	105/155mm	A	S									
2	FS	81mm	WQ01654015	4a	2-318	Q36	P+2.5	DIV	J-SEAD	P/A	NEW	B/222	UAV	SPOT JAM FS NET FROM P-HOUR TO P+___		
				B/222 MI	QFIX	P-2	105mm	I	D	TF 1-83	OH-58D	I	D	2/318	P-BDA	
				DIV	LRS	D-2	NGF/CAS/ J-SEAD	P/A	S/EW							
				DIV	LRS	D-2	105/155mm	A	S							
				B/222 MI	QFIX	P-2	105/155mm	A	S							
3	MAN	SOD(+) HLZs	WQ042447	4c	2-318	Q36	P+2.5	DIV	NGF/CAS	P/A	N	B/222	UAV	SPOT JAM FS NET FROM P-HOUR TO P+___		
				B/222 MI	QFIX	P-2	105mm	I	D	TF 1-83	OH-58D	I	D	2/318	P-BDA	
				DIV	LRS	D-2	NGF/CAS/ J-SEAD	P/A	S/EW							
				DIV	LRS	D-2	105/155mm	A	S							
				B/222 MI	QFIX	P-2	105/155mm	A	S							
4	CIV	CARNIS	WQ05604105	4b	B/222	QFIX	P-2	DIV	NGF/CAS	P/A	N	B/222	UAV	SPOT JAM FS NET FROM P-HOUR TO P+___		
				2-318	Q-36	O/O	OH-58D	I	D	TF 1-83	OH-58D	I	D	2/318	P-BDA	
				TF 3-326	ORG	A	D									
4	CIV	CARNIS	WQ04543970	2a	CA	TPT	D-2	BDE FSE	NGF	P/A	N	B-222	ORG			
				WQ05954020	2b	CA	TPT	D-2	105mm	A	N	TF 1-83	BDE FSE	CA		
4	CIV	CARNIS	WQ02354455	7a	CA	TPT	D-2	BDE FSE	CAS	A	D					
				WQ02654400	8a	CA	TPT	D-2	DNE-INFO OPS							

Tip: Utilize the fire support execution matrix. Prior to the FS rehearsal, the fire direction officer will announce the BDE consolidated target list by number, grid, and any special introduction for the targets.

The critical documents supporting the fire support rehearsal is the fire support execution and target synchronization matrices, which includes all fire support tasks. These products provide guidance on targets, their effects (lethal and nonlethal), and ultimately synchronize the fires plan and scheme of maneuver.

APPENDIX F

Acronyms

AAR	After action review
ADO	Air defense officer
ALO	Air liaison officer
AO	Area of operation
AS	Assistant (Followed by which section they work in. AS-2 being intelligence, AS-3 being operations.)
ASRs	Alternate supply routes
ATP	Ammunition transfer point
AVN	Aviation
AXPs	Ambulance exchange points
BAO	Brigade aviation officer
BCM	Brigade collection manager
BCT	Brigade combat team
BDE	Brigade
BN	Battalion
BOS	Base operating support
BSA	Brigade sustainment area
BSB	Brigade support battalion
CA	Civil affairs
CALL	Center for Army Lessons Learned
CAR	Combined arms rehearsal
CAS	Close air support
CASEVAC	Casualty evacuation
CCPs	Casualty collection points
CDR	Commander
CEMA	Cyber electronic magnetic activities
CFO	Counterfire Officer

CG	Commanding General
CM	Collection manager
CO	Company
COA	Course of action
COS	Chief of Staff
CSM	Command Sergeant Major
CSS	Combat service support
CTC	Combat Training Center
CTCP	Combat trains command post
C2	Command and control
DMAIN	Division main
DOS	Director of Support
DP	Decision point
DTAC	Division tactical command post
DTG	Date time group
DS	Direct support
DSM	Decision support matrix
DST	Decision support template
EPW	Enemy prisoners of war
EWO	Electronic warfare officer
FA	Field artillery
FARPs	Forward area refueling points
FAS	Forward aid station
FASCAM	Family of scatterable mines
FDO	Fire direction officer
FIST	Fire support team
FLE	Forward logistics element
FM	Field Manual
FRAGO	Fragmentary order
FS	Fire support
FSC	Fire support company

FSCOORD	Fire support coordinator
FSCM	Fire support coordination measures
FSO	Fire support officer
FSTs	Fire support tasks
FTCP	Field trains command post
HHC	Headquarters and headquarters company
HPTs	High payoff targets
HPTL	High payoff target list
HQs	Headquarters
IAW	In accordance with
IC	Information collection
IP	Initial point
IPB	Intelligence preparation of the battlefield
IPD	Issue priority designators
ISR	Intelligence, surveillance, and reconnaissance
JAG	Judge advocate general
JRTC	Joint Readiness Training Center
LAN	Local area network
LD	Line of departure
LFX	Live-fire training exercise
LOGCAPs	Logistics civil augmentation program
LOGSTAT	Logistics status
LOGSYNC	Logistics synchronization
LRP	Logistics resupply point
LSA	Logistics support area
MAS	Main aid station
MDMP	Military decisionmaking process
ME	Main element
MED	Medical
MEDEVAC	Medical evacuation
MEDOs	Medical Officers

METT-TC	Mission, enemy, terrain and weather, troops, time available, and civil considerations
MICO	Military intelligence company
MISO	Military information support operations
MND	Multinational division
MNVR	Maneuver
MOPP	Mission-oriented protective posture
MP	Military police
MPCOA	Most probable course of action
MSB	Main support battalion
MSR	Main supply routes
MTFs	Military treatment facilities
MTR	Mortar
MTR PL	Mortar platoon leader
NAI	Named area of interest
NBC	Nuclear, biological, chemical
OBJ	Objective
OPORD	Operations order
OPSEC	Operations security
PACE	Primary, alternate, contingency, emergency (Typically used to make a communications plan.)
PAO	Public affairs office
PIRs	Priority intelligence reports
PL	Phase line
PLEX	Plans and exercise
PSOP	Planning standard operating procedure
RACP	Rear area command post
RFIs	Request for information
ROC	Rehearsal of concept
ROM	Refuel on the move
SBF	Support by fire

SOP	Standard operating procedure
SPO	Support operations
SPT	Support
SVC	Service
SWO	Staff weather officer
S-1	Personnel Officer
S-2	Intelligence Officer
S-3	Operations Officer
S-4	Logistics Officer
TAA's	Tactical assembly areas
TAC	Tactical
TACSOP	Tactical standard operating procedure
TAI	Target area of interest
TA PL	Target acquisition platoon leader
TF	Task Force
TGT	Target
TGTO	Targeting officer
TMs	Teams
TO	Task organization
TOC	Tactical operations center
TRP	Troop
TTP	Tactics, techniques, and procedures
UAS	Unmanned aircraft system
UMCP	Unit maintenance collection point
WAN	Wide area network
WARNORD	Warning order
WfF	Warfighting function
XO	Executive officer

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COMBINED ARMS CENTER (CAC)
Additional Publications and Resources

The CAC home page address is: <https://usacac.army.mil>

Center for the Army Profession and Leadership (CAPL)

CAPL serves as the proponent for the Army Profession, Leadership, and Leader Development programs and assists the Combined Arms Center in the integration and synchronization of cross-branch, career management field, and functional area initiatives. CAPL conducts studies on the Army Profession, Leadership and Leader Development and produces publications, doctrine, programs and products that support current operations and drive change.

Combat Studies Institute (CSI)

CSI is a military history think tank that produces timely and relevant military history and contemporary operational history.

Combined Arms Doctrine Directorate (CADD)

CADD develops, writes, and updates Army doctrine at the corps and division level. Find doctrinal publications at either the Army Publishing Directorate (APD) or the Central Army Registry.

Foreign Military Studies Office (FMSO)

FMSO is a research and analysis center on Fort Leavenworth under the TRADOC G-2. FMSO manages and conducts analytical programs focused on emerging and asymmetric threats, regional military and security developments, and other issues that define evolving operational environments around the world.

Military Review (MR)

MR is a revered journal that provides a forum for original thought and debate on the art and science of land warfare and other issues of current interest to the U.S. Army and the Department of Defense.

TRADOC Intelligence Support Activity (TRISA)

TRISA is a field agency of the TRADOC G-2 and a tenant organization on Fort Leavenworth. TRISA is responsible for the development of intelligence products to support the policy-making, training, combat development, models, and simulations arenas.

Capability Development Integration Directorate (CDID)

CDID conducts analysis, experimentation, and integration to identify future requirements and manage current capabilities that enable the Army, as part of the Joint Force, to exercise Mission Command and to operationalize the Human Dimension.

Joint Center for International Security Force Assistance (JCISFA)

JCISFA's mission is to capture and analyze security force assistance (SFA) lessons from contemporary operations to advise combatant commands and military departments on appropriate doctrine; practices; and proven tactics, techniques, and procedures (TTP) to prepare for and conduct SFA missions efficiently. JCISFA was created to institutionalize SFA across DOD and serve as the DOD SFA Center of Excellence.

Support CAC in the exchange of information by telling us about your successes so they may be shared and become Army successes.

CENTER FOR ARMY LESSONS LEARNED

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