U.S. ARMY
MISSION COMMAND STRATEGY
FY 13-19

JUNE 2013
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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Mission Command Strategy (AMCS)

1. The U.S. Army Mission Command Strategy (AMCS) integrates and synchronizes ends, ways, and means to implement mission command (MC) throughout the Army. The AMCS seeks to achieve unity of effort to effectively integrate and synchronize operational and institutional forces' roles and responsibilities to implement MC across the doctrine, organizational structures, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains.

2. The AMCS Strategic Endstate is Army-wide understanding and effective practice of the MC philosophy executed through the MC warfighting function (WfF) leading to successful Unified Land Operations in support of the joint force. There are three AMCS Strategic Ends:

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

3. The AMCS stakeholders include all military and civilian leaders, Army Commands, Army Service Component Commands, Direct Reporting Units, Army National Guard, U.S. Army Reserve, Army Secretariat, and the Army Staff. The method of achieving the strategic endstate includes actions by the operating force, institutional force, and individual leaders who each apply available ways and means.

4. I request that each of you read and digest the contents of this document and act to implement mission command across the Army. We will further develop goals and objectives and measure progress to reach our AMCS strategic endstate and strategic ends.

5. The Combined Arms Center/Mission Command Center of Excellence points of contact for this action is BG James Rainey, at comm: (913) 684-4275, DSN: 552-4275, or email: james.e.rainey.mil@mail.mil, and Mr. Dick Pedersen, at comm: (913) 684-6371, DSN: 552-6371, or email: richard.n.pedersen.civ@mail.mil.

Encl

RAYMOND T. ODIERNO
General, United States Army

SUBJECT: Army Mission Command Strategy (AMCS)

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Forward

The findings of our 2012 Army Leader Development Task Force affirm the primacy of Mission Command as the professional construct under which all leader development must occur. The study confirmed that the Mission Command philosophy, when exercised by a commander who balances the art of command and the science of control, is sound doctrine and essential to the development of leaders at all levels. Leaders need education, rigorous training, and experience to effectively apply the principles of the Mission Command philosophy. Mission Command is central to leader development and fundamental to ensuring the Army stays ahead of, and adapts to, the rapidly changing future environment.

All Army leaders must embrace the Mission Command philosophy and warfighting function. Out of operational necessity, Mission Command has already proved its value in Iraq and Afghanistan. Now codified in Army doctrine, Mission Command provides the right command concept for the times, yet it is not well understood in the total force or how it applies in non-tactical duties. The Army needs to continue to find ways to better teach the doctrine and show concrete examples of how Mission Command is applied in all duties. Understanding by all Army military and civilian leaders is critical. Embedding Mission Command in the Army will only be successful with the knowledge and assistance of our noncommissioned officers.

Mission Command is an intellectual and cultural shift for the Army that must be driven through education and training to yield the desired Mission Command outcomes. The path to successful unified land operations in support of the joint force is Army-wide understanding and effective practice of the Mission Command philosophy executed through the Mission Command warfighting function. The Army's ultimate effectiveness, contribution, and value to the national defense are determined by how well Mission Command enables operational units to prepare for and execute assigned missions. The Army must lead the Joint Force in the development of Mission Command.

Trust, communication, and empowerment are paramount in Mission Command. Building and maintaining trust is a complex human endeavor that is absolutely critical. People are at the center of Mission Command, but people must take advantage of what technology offers. The Army must be a networked, mobile and survivable force that effectively contributes to unified action. Effective integration requires shared understanding of purpose through collaboration. Although Mission Command is fundamentally about leaders and people, commanders must understand their Mission Command system in order to effectively employ it to manage, prioritize, and share information.

The Army Mission Command Strategy outlines how we will orchestrate full implementation of Mission Command throughout the Army. I charge all Army leaders with implementing Mission Command.
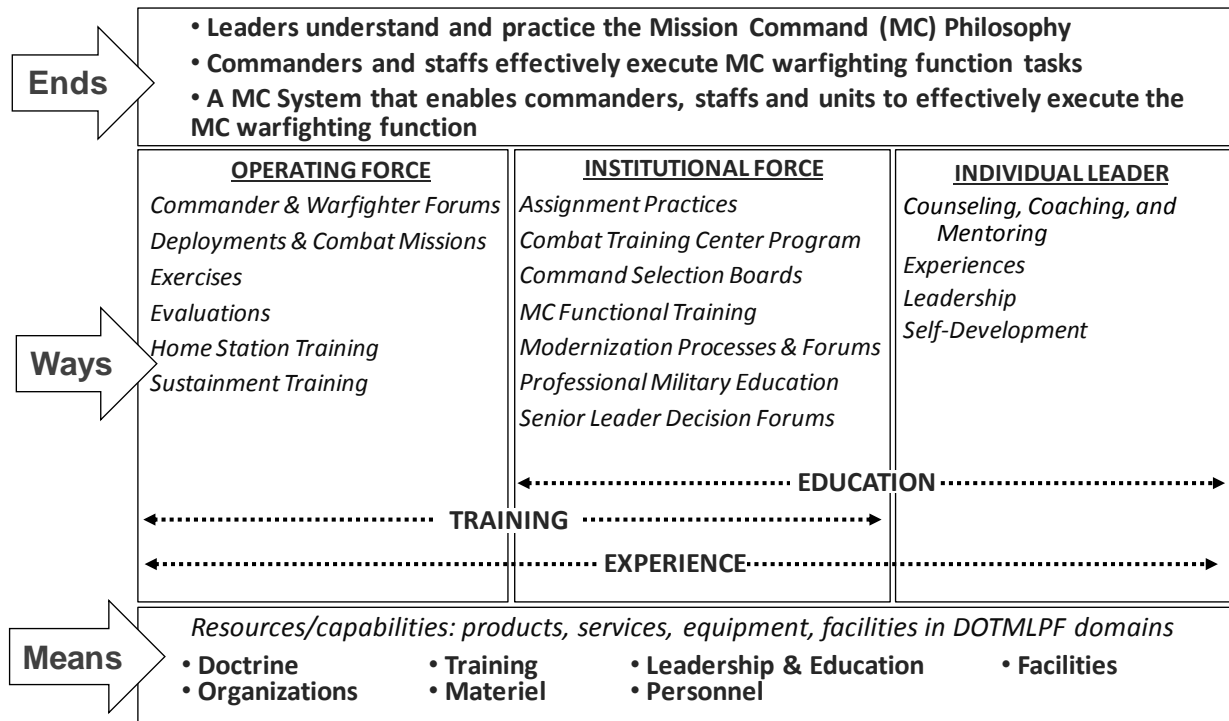
RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

EXECUTIVE SUMMARY

The U.S. Army Mission Command Strategy (AMCS) integrates and synchronizes the ends, ways, and means to implement mission command (MC) throughout the Army. The AMCS seeks to achieve unity of effort to effectively integrate and synchronize operational and institutional forces' roles and responsibilities to implement MC across the doctrine, organizational structures, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains.

MC is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations (ULO). Throughout history, many successful commanders practiced what doctrine now describes as the MC philosophy. The term "mission command" now includes a philosophy and a warfighting function (WfF) that incorporates commander, staff, and other tasks and an enabling MC system.

The strategic end state is Army-wide understanding and effective practice of the MC philosophy executed through the MC WfF leading to successful ULO in support of the joint force.

Ends
- Leaders understand and practice the Mission Command (MC) Philosophy
- Commanders and staffs effectively execute MC warfighting function tasks
- A MC System that enables commanders, staffs and units to effectively execute the MC warfighting function

Ways

OPERATING FORCE	INSTITUTIONAL FORCE	INDIVIDUAL LEADER
Commander & Warfighter Forums	Assignment Practices	Counseling, Coaching, and Mentoring
Deployments & Combat Missions	Combat Training Center Program	Experiences
Exercises	Command Selection Boards	Leadership
Evaluations	MC Functional Training	Self-Development
Home Station Training	Modernization Processes & Forums	
Sustainment Training	Professional Military Education	
	Senior Leader Decision Forums	

····· EDUCATION ·····
····· TRAINING ·····
····· EXPERIENCE ·····

Means

Resources/capabilities: products, services, equipment, facilities in DOTMLPF domains
- Doctrine
- Organizations
- Training
- Materiel
- Leadership & Education
- Personnel
- Facilities

Figure 1 – AMCS Ends, Ways, and Means

The Training General Officer Steering Committee (TGOSC), LandWarNet Mission Command General Officer Steering Committee (LM GOSC), Army Leader Development Forum (ALDF), Army Campaign Plan (ACP) Forums, and other senior leader forums govern aspects of AMCS implementation.

AMCS stakeholders, in accordance with the Army Total Force Policy, include all military and civilian leaders, Army commands (ACOM), Army Service Component Commands (ASCC), direct reporting units (DRU), Army National Guard (ARNG), U.S. Army Reserve (USAR), Army Secretariat, and the Army staff. To achieve success, commanders and leaders must take ownership of mission command by being involved in Army-wide implementation. Additionally, all stakeholders, including the educational, training, and force modernization communities, must collectively achieve a unity of effort to attain the strategic end state.

U.S. Army Mission Command Strategy

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I. FRAMING THE STRATEGY

PURPOSE

The U.S. Army Mission Command Strategy (AMCS) integrates and synchronizes the ends, ways, and means to implement mission command (MC) throughout the Army. The AMCS seeks to achieve unity of effort to effectively integrate and synchronize operational and institutional forces' roles and responsibilities to implement MC across the doctrine, organizational structures, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains. People are the centerpiece of MC. It is critical, in this endeavor, to develop commanders, staffs, and leaders with the right knowledge, skills, abilities, and other characteristics to practice the MC philosophy, effectively execute MC WfF tasks, and organize and employ the MC system. Additionally it guides development of the MC system. The AMCS supports the Army Leader Development Strategy (ALDS) and Army Training Strategy (ATS) by focusing on the MC aspects of training, education, and experiences. The ALDS and ATS governance forums provide senior leaders with overarching training, leadership, education, modernization, and resource validation forums.

APPLICABILITY

Throughout history, many successful commanders practiced what doctrine now describes as the MC philosophy. The term "mission command" has evolved to include a MC philosophy and a MC WfF with an enabling MC system. AMCS stakeholders, in accordance with the Army Total Force Policy, include all military and civilian leaders, Army commands (ACOM), Army Service Component Commands (ASCC), direct reporting units (DRU), Army National Guard (ARNG), U.S. Army Reserve (USAR), Army Secretariat, and the Army staff. The operating and institutional forces, including the educational, training, and force modernization communities, have vital roles and responsibilities to fulfill to realize the desired strategic end state. The method of achieving the strategic end state includes actions by the operating force, institutional force, and individual leaders who each apply available ways and means. This strategy is primarily focused on the FY13 through FY19 time period.

STRATEGIC END STATE

Army-wide understanding and effective practice of the MC philosophy executed through the MC WfF leading to successful ULO in support of the joint force.

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

FOUNDATIONAL TERMS

The AMCS reinforces key doctrinal terms and ideas.

- *Mission command (philosophy)* is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of ULO. (Army Doctrine Publication (ADP) 6-0)
- The *mission command warfighting function* is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions. (ADP 6-0)
- The *exercise of mission command* encompasses how Army commanders apply the foundational MC philosophy with the MC WfF. Together, the *mission command* philosophy and warfighting function guide, integrate, and synchronize Army forces throughout the conduct of ULO. (ADP 6-0)
- A *mission command system* is the arrangement of personnel, networks, information systems, processes, procedures, facilities, and equipment that enable commanders to conduct operations. (ADP 6-0)
- The *operating force* consists of units organized, trained, and equipped to deploy and fight. (ADP-1)

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

THE NEED FOR A MISSION COMMAND STRATEGY

The Army has not fully implemented MC because there is not uniform understanding of MC doctrine across the Army. Previous doctrine described MC simply as a command technique based on decentralized execution. While the decentralized command technique remains a critical component, MC is now both a philosophy based on trust and empowerment and a WfF with an enabling system. The Army needs a common understanding and a shared vision across the operational and institutional forces to provide unity of effort for implementing MC.

MC has a central role in shaping and training the force for current and future operations. Implementing MC is an imperative for the joint force and the Army. The *Capstone Concept for Joint Operations* (CCJO) states that the primary requirement for the joint concept for globally integrated operations is a commitment to the use of MC. The Army Campaign Plan (ACP) emphasizes that the Army must shape and train itself for 21st century operations. MC has a central role in shaping and training the force for current and future operations. The TRADOC Strategic Plan identifies implementing MC as a key task in adapting the force. See Appendix A for reference descriptions.

The National Security Strategy, National Defense Strategy, Defense Strategic Guidance, and National Military Strategy describe characteristics of the future operational environment and are reflected in Army concepts and doctrine. Characteristics include uncertainty, volatility, ambiguity, complexity, increasing technological change, greater connectivity and linked aspects of human and technological networks, convergence of land and cyberspace operations, and interaction with determined, adaptive adversaries, as well as numerous other characteristics of the operational variables: political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT). The networking of human societies, the proliferation of information technologies, and the emergence of cyberspace has created operational challenges and opportunities. War and nature remain in the realm of uncertainty due to interaction with enemies, bad information, information overload, and other considerations.

New MC doctrine, within the context of current and future operational environments, requires much more from commanders. Commanders must drive the operations process through their unique activities of understanding, visualizing, describing, directing, leading, and assessing operations. Ultimately, MC remains a human interaction amongst teams. They must develop teams, within their own organization and with unified action partners and must inform and influence audiences both inside and outside of their organizations. Lastly, they must organize and employ the MC system.

Current and future environmental characteristics, strategic guidance, and the lack of a uniform understanding of MC doctrine across the Army mandate rapid implementation of MC across the Army. The Army needs a strategy to ensure Army-wide understanding and effective practice of the MC philosophy executed through the MC WfF leading to successful ULO in support of the joint force.

AMCS RELATIONSHIP TO OTHER ARMY STRATEGIES

How well MC enables operational units to prepare for and execute assigned missions determines the AMCS's ultimate value and effectiveness. Operational effectiveness depends on how well the Army implements MC. The AMCS provides a framework for the integration and synchronization of MC training, education, and force modernization efforts. The AMCS supports numerous Army-level strategies by using a MC lens for all DOTMLPF domains. MC issues, initiatives, and decisions often cross multiple DOTMLPF domains and areas within the domains so they require coordination and synchronization across multiple strategies. The AMCS does not replace existing documents or forums. Rather, it supports key elements of these various strategies to accomplish the MC strategic ends. The AMCS relationship with the

ATS and ALDS is of utmost importance because MC training, education, experience, and force modernization activities implement the AMCS. Appendix A contains AMCS references.

The ALDS provides vision and guidance on aligning training, education, and experience to prepare leaders of all cohorts who exercise mission command to prevail in ULO. It states that the Army will produce professional leaders that practice the mission command philosophy whether conducting unified land operations or Army generating force functions and with an understanding of and ability to execute the MC WfF. The Army Leader Development Forum (ALDF) and Army Learning Coordination Council (ALCC) provide essential leader development planning and resource validation forums for successful integration of mission command across training venues, the education cohorts, and the Army.

The ATS provides guidance for training Soldiers, leaders, Army Civilians, and units to support operational adaptability and sustain readiness. The ATS states that Army training focuses on two central tenets of ULO: accomplish tasks and requirements of decisive action, and effective application of mission command in ULO. The current Mission Command Training Strategy and Implementation Plan will be refined and incorporated into the AMCS. The Training General Officer Steering Committee (TGOSC) provides the opportunity for senior leader input to training, resource validation and for integration of MC across all training domains.

The AMCS focus is narrower than the ALDS and ATS. It addresses developing commanders and leaders capable of practicing the MC philosophy executed through the MC WfF and integrating MC-capabilities development. The AMCS moves beyond basic leadership skills and training by focusing on developing the requisite skills, knowledge, abilities, and other characteristics to practice MC. The AMCS focuses on honing leaders' competence by continually developing a specific MC expertise. The AMCS identifies specific commander and staff tasks and other expertise that leaders need education and training on throughout their careers. The AMCS implementation must be synchronized with and integral to the ALDS and ATS. The three strategies must inform each other in order to achieve the Army's desired training, education, and experiential end states.

The Army Modernization Strategy (AMS) centers on the materiel domain as an integral part of the MC system and has one section that describes MC. It focuses on developing and fielding new capabilities; procuring upgraded capabilities, recapitalization and divesting existing equipment; and fielding and distributing capabilities. The Army Mission Command Portfolio Strategy (MCPS) for Program Objective Memorandum (POM) 15-19 goes into detail and ties together seven mutually supporting strategies that address: transport, command post, handheld, network operations (NetOps), common operating environment (COE), network integration evaluation, and testing. The network and various other technological systems are key parts of each commander's MC system. The AMS and the AMCS inform and support each other to achieve the MC strategic end state.

The power of these collective strategies is essential to implementing the MC philosophy across the Army and the effective execution of the MC WfF by operational units. AMCS implementation will use senior leader guidance and lessons learned to continuously and rapidly assess, adapt, and innovate MC requirements and DOTMLPF capability development efforts.

Section I of the AMCS provided purpose, scope, and foundational terms, identifies the strategic end state with its three strategic ends, states the need for the strategy, and describes the AMCS relationship to other Army strategies. Section II states the problem, lays out facts and assumptions, defines strategic objectives, and describes how to employ the various ways and means to accomplish the strategic end state.

II. THE STRATEGY

The practicability of a strategy is determined by how ways and means interact to achieve the ends. Section II provides the strategy framework with specific objectives and tasks that begin to describe the interaction between ways and means. AMCS implementation requires developing measures of effectiveness,

addressed in a follow-on implementation plan. Existing senior leader forums integrate, synchronize, and govern the interaction between MC ways and means. The practice of the MC philosophy to support the joint force manifests within the MC WfF. The MC WfF is comprised of tasks and the MC system. Strategic End (SE)-1 addresses the MC philosophy, SE-2 addresses MC WfF tasks, and SE-3 addresses the MC system.

PROBLEM

How does the Army create unity of effort to effectively implement mission command to achieve Army-wide understanding and practice of the MC philosophy executed through the MC WfF leading to successful ULO in support of the joint force?

FACTS BEARING ON THE PROBLEM

● The Army has made mission command an instrument of cultural change and emphasized the mission command philosophy and warfighting function in doctrine.

● The Army has not fully implemented MC doctrine.

● Time constraints and rapid train-ups for deployments have created unclear roles and responsibilities between and within the institutional and operating forces.

● Near-term fiscal challenges will require prioritization and sequencing for MC capability development and AMCS implementation.

ASSUMPTION

● MC will remain one of the doctrinal foundations of ULO.

ACHIEVING STRATEGIC END 1 (SE-1)

SE-1. All Army leaders <u>understand</u> and <u>practice</u> the MC philosophy. Six doctrinal principles (ADP 6-0, *Mission Command*) further define SE-1:

>*Build cohesive teams through mutual trust*
>*Create shared understanding*
>*Provide clear commander's intent*
>*Exercise disciplined initiative*
>*Use mission orders*
>*Accept prudent risk*

SE-1 addresses the MC philosophy that fosters an environment of mutual trust and shared understanding among commanders, staffs, and subordinates. MC is an integral part of the Army Profession. The first step for the successful practice of MC is for leaders to demonstrate the character, commitment, and competence that form the profession's baseline. Leaders must be grounded and proficient in Army leadership competencies and attributes that enable the practice of MC. The next step is developing an Army-wide culture and organizational command climates where commanders and leaders have an obligation to act and synchronize their actions with the rest of the force, accept prudent risk, and enable subordinates to exercise disciplined initiative within the commander's intent.

The MC philosophy espouses that commanders must issue clear intent, use mission orders and become comfortable with decentralizing control in order to foster initiative and adaptation by allowing subordinates the greatest freedom of action in determining how best to accomplish the mission. The understanding and practice of the MC philosophy applies to all leaders in the operating and institutional forces. SE-1 requires continual focus on developing leaders throughout their careers in order to provide the building block understanding for applying the six principles at each command echelon. Understanding and practicing the MC philosophy are key parts of the ATS and ALDS, which place emphasis on MC in Army training and leader development. SE-1 has two objectives that naturally reinforce each other. Appendix B contains detailed SE-1 specified tasks to the operating force, institutional force, and individual leaders.

OBJECTIVE 1-1
SE-1. OBJ 1-1. All Army leaders <u>understand</u> the MC philosophy. The institutional force teaches the philosophy in Professional Military Education (PME). The operating force creates opportunities to practice the philosophy in training and leader experiences that deepen understanding.

OBJECTIVE 1-2
SE-1. OBJ 1-2. All Army leaders are proficient in the <u>practice</u> of the MC philosophy. The operating force is where commanders and leaders practice the MC philosophy executed through the warfighting function in both training and operations. The institutional force practices the MC philosophy in the conduct of daily operations and develops DOTMLPF capabilities to support the practice of the MC philosophy.

ACHIEVING STRATEGIC END 2 (SE-2)
SE-2. <u>Commanders</u> and <u>staffs</u> effectively execute the MC WfF tasks. Sixteen doctrinal tasks (ADP 6-0 and FM 7-15, *Army Universal Task List*) further define SE-2:

- Commanders:
  Drive the operations process through their activities of understanding, visualizing, describing, directing, leading, and assessing operations
  Develop teams, within their own organization and with unified action partners
  Inform and influence audiences, inside and outside their organizations
  Establish and maintain discipline
  Execute command programs
- Staffs:
  Conduct the operations process; plan, prepare, execute, and assess
  Conduct knowledge management and information management
  Conduct inform and influence activities (IIA)
  Conduct cyber electromagnetic activities (CEMA)
- Staffs assist commanders in additional tasks:
  Conduct military deception
  Conduct airspace control
  Conduct information protection
  Conduct civil affairs operations
  Install, operate, and maintain the network
  Integrate space operations
  Conduct command post operations

SE-2 involves the actual execution of MC WfF tasks. The MC WfF is an evolution of the previous command and control WfF adapted to include commander, staff, and additional tasks and a MC system. It is through the MC WfF that commanders integrate all the WfFs through their creative and skillful exercise of authority by balancing the art of command with the science of control while focusing on the human aspects of MC. SE-2 builds on individual leader knowledge, skills, abilities, and other characteristics developed through understanding and practicing the philosophy. Executing MC WfF tasks is integral to the ATS, as operational adaptability requires the ability to execute MC. Executing MC WfF tasks is foundational to the ALDS as education, training, and experiences progressively develop MC skills throughout a leader's career.

SE-2 focuses on the commanders' ability to exercise leadership by practicing the MC philosophy to accomplish specified tasks while their staffs execute supporting tasks. SE-2 has two objectives, listed below, that naturally reinforce each other. Appendix C contains detailed SE-2 specified tasks to the operating force, institutional force, and individual leaders.

OBJECTIVE 2-1
SE-2. OBJ 2-1. Commanders, staffs, and units understand all aspects of the MC WfF. The institutional force teaches the MC WfF in PME and functional training across cohorts. The operating force builds on

what leaders have learned during PME and functional training through Home Station Training (HST), Combat Training Center (CTC) rotations, and operational deployment experiences.

OBJECTIVE 2-2

SE-2. OBJ 2-2. Commanders, staffs, and units effectively execute MC WfF tasks. Operating force commanders and staffs execute the MC WfF tasks during training and operations. The institutional force educates and trains MC WfF tasks during PME and functional training.

ACHIEVING STRATEGIC END 3 (SE-3)

SE-3. The MC system enables commanders, staffs, and units to effectively execute the MC WfF. Four doctrinal functions (ADRP 6-0) further define SE-3:

Support the commanders' decisionmaking

Collect, create, and maintain relevant information and prepare knowledge products to support commanders' and leaders' understanding and visualization

Prepare and communicate directives

Establish the means by which commanders and leaders communicate, collaborate, and facilitate the functioning of teams

SE-3 focuses on the MC system, which enables MC WfF commander, staff, and additional tasks even during periods of degraded networks. The MC system centers on the commander. Technology has provided unprecedented MC capability and challenges. Commanders organize and tailor this system based on the mission, the operational environment, and personal style and preference. Commanders routinely employ static, mobile, mounted, and dismounted command posts to exercise MC. This includes the seamless capability to deploy with reach back to, and forward from, camps/posts/stations. The MC system is integral to a larger joint command and control system.

Organizational personnel, networks, information systems, processes, procedures, facilities, and equipment form the backbone of a commander's MC system. The MC system must be sufficient to take advantage of and defend against technological threats in order to ensure freedom of action. SE-3 has two objectives that naturally reinforce each other. It is critical to identify all MC network and cyberspace requirements, gain consensus from stakeholders, and prioritize requirements to pursue solutions with unity of effort. Appendix D contains detailed SE-3 specified tasks to the operating force, institutional force, and individual leaders. Appendix E details various MC modernization requirements.

OBJECTIVE 3-1

SE-3. OBJ 3-1. A MC system enables units to effectively execute MC WfF commander, staff, and additional tasks. The institutional force identifies, develops, and modernizes the technical aspects. The operating force, as the end user, identifies requirements and determines sufficiency of their MC system.

OBJECTIVE 3-2

SE-3. OBJ 3-2. Commanders, staffs, and units are proficient in organizing and employing the MC system. Operators must understand and be able to use the MC system; staffs must integrate it with all WfF systems; and commanders must tailor and employ it. The institutional force teaches various aspects of the MC system in PME and functional training and conducts modernization activities.

WAYS

The ways are how the Army develops and applies the means to achieve the ends. Categories include operating force ways, institutional force ways, and individual leader ways. Appendix F contains detailed descriptions of each AMCS way.

OPERATING FORCE WAYS
   1) Commander and Warfighter Forums
   2) Deployments and Combat Missions
   3) Exercises
   4) Evaluations
   5) Home Station Training (HST)
   6) Sustainment Training

INSTITUTIONAL FORCE WAYS
   1) Assignment Practices
   2) Combat Training Center (CTC) Program
   3) Command Selection Boards
   4) MC Functional Training
   5) Modernization Processes and Forums*
   6) Professional Military Education (PME)
   7) Senior Leader Decision Forums**

INDIVIDUAL LEADER WAYS
   1) Counseling, Coaching, and Mentoring
   2) Experiences
   3) Leadership
   4) Self Development

Modernization Processes and Forums:
•*Agile Capabilities Lifecycle Process (Agile Process)*
•*Army Concept Framework (ACF)*
•*Campaign of Learning (CoL)*
•*Joint Capabilities Integration & Development System (JCIDS)*
•*Mission Command Portfolio Review (MCPR)*
•*New Equipment Training (NET)*
•*Force Design Updates (FDU)*

**Senior Leader Decision Forums:*
•*Army Business Council (ABC)*
•*Army Campaign Plan (ACP)*
•*Army Learning Coordination Council (ALCC)*
•*Army Leader Development Forum (ALDF)*
•*CSA Futures Forum*
•*Human Capital Executive Board (HCEB)*
•*LandWarNet MC GOSC (LM GOSC)*
•*Training GOSC (TGOSC)*
•*Total Army Analysis (TAA)*

MEANS

The available means to implement MC are resources/capabilities (products, services, facilities, and equipment) in each of the DOTMLPF domains. All capabilities in the DOTMLPF domains must be continually developed and refined to address gaps, take advantage of opportunities, and resolve issues. Appendix G contains descriptions of the DOTMLPF domains and examples of specific means.

RISK

There are three major risks to the AMCS and MC implementation in the Army.

RISK 1: Army leaders DO NOT implement the MC philosophy. Mitigation measures follow:

   a. Doctrinal consistency: The Army Doctrine Program, under Doctrine 2015, remains unchanged until implementation effectiveness is assessed. Senior leaders direct appropriate doctrinal changes.

   b. Leader development: Army leader development processes must provide leaders with requisite, sequenced, and timely education, training, and experiences to implement and sustain MC across the force.

   c. Leadership and accountability: Commanders and leaders at all levels must internalize and take ownership of the MC philosophy. Counseling, coaching, and mentoring; assessments and evaluations; and guidance to command selection and promotion boards place priority on practicing the MC philosophy.

RISK 2: Commanders, staffs, and units DO NOT have the capabilities, education, training, and experience to execute the MC WfF tasks and employ the MC system. Assessments and evaluations identify potential problems and assist in determining remedial actions. Mitigation measures follow:

   a. Unity of effort in MC capability development: Maximize delivery of required capabilities through a focused unity of effort that results in integrated and synchronized MC capability development.

   b. Clearly defined roles and responsibilities: Each institutional and operating force organization and echelon must focus on their lane/role and execute their responsibilities. Execution of clearly defined roles and responsibilities minimizes potential capability shortfalls.

c. Senior leader decision forums: Provide opportunities (i.e. ACP, TGOSC, ALDF, and LM GOSC) to highlight capability and resourcing challenges. These forums have the ability to influence resourcing strategies and funding decisions by prioritizing MC requirements.

RISK 3: The MC system IS NOT capable or modernized to enable commanders, staffs, and units to execute the MC WfF resulting in inefficient or ineffective operations. Mitigation measures follow:

a. Agile processes: Army DOTMLPF processes and development organizations are agile enough to support technological modernization through materiel fielding efforts. Properly executed new equipment and technology fielding to include supporting education and training will result in capabilities that are more effective for units. Modernizing the training base in concert with operating forces also increases the effectiveness of employing all new equipment and technology.

b. Integrated DOTMLPF approach: All DOTMLPF aspects of the MC system, including development and training, are an integral part of leader development and MC system development. This leads to effective use of available capabilities.

c. Prioritize MC system development and modernization: Maximize delivery of required capabilities through a focused unity of effort, including threat assessments and vulnerability analyses, which result in integrated and synchronized MC capability development.

d. Senior leader decision forums: Provide opportunities (i.e. ACP, TGOSC, ALDF, and LM GOSC) to highlight capability and resourcing challenges. These forums have the ability to influence resourcing strategies and funding decisions by prioritizing MC requirements.

IMPLEMENTATION AND GOVERNANCE
Identifying and developing MC DOTMLPF solutions (means) and then integrating and synchronizing the ways to deliver MC capabilities will achieve the AMCS strategic ends. In this way, the AMCS serves to integrate and synchronize MC efforts of the operating and institutional forces.
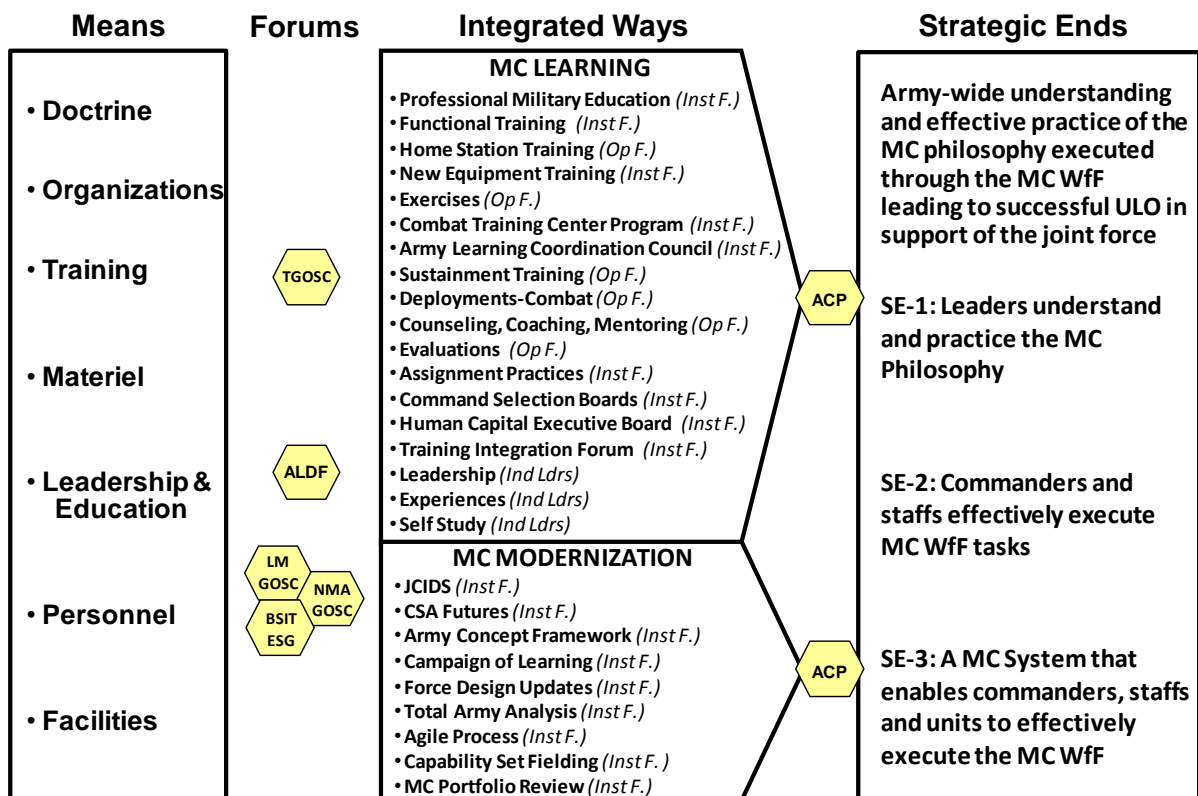

Figure 2 – AMCS Implementation Framework

Four primary senior leader forums enable AMCS implementation: ACP, TGOSC, LM GOSC, and ALDF. The goal is to ensure all actions that develop and apply MC means effectively contribute to achieving AMCS strategic objectives. The ACP forum reviews overarching MC issues. The TGOSC, ALDF, and LM GOSC address MC-related training, leadership and education, and materiel issues respectively. All AMCS strategic objectives are applicable in all forums. The ADLF is most appropriate to address issues of understanding the MC philosophy and MC WfF. The TGOSC is most appropriate to address issues of practicing the MC philosophy, executing MC WfF tasks, and commander/staff proficiency in organizing and employing the MC system. The LM GOSC, NMA GOSC, and Army Business Council are most appropriate to address issues concerning MC system development that enables commanders and staffs to effectively execute MC WfF tasks. MC-related issues requiring decisions across multiple DOTMLPF domains require coordination and synchronizing across multiple forums. This description of AMCS implementation forms the basis for a follow-on AMCS Implementation Plan.

III. CONCLUSIONS

People, rather than technology, systems or processes, are the center of MC. In order, the AMCS priorities are SE-1: understanding and practice of the MC philosophy; SE-2: understanding and execution of the MC WfF; and SE-3: a MC system that effectively enables the MC WfF. SE-1 is the foundation from which leaders execute the MC WfF with its enabling system. It is primarily individual leader development as a leader's career progresses. SE-2 is how the commander, staffs, and units execute the MC WfF. It is primarily commanders and staffs executing their respective tasks in an integral and synchronized manner. SE-3 is comprised of the human and technological enabling systems that make up the MC system, which enables accomplishment of the WfF tasks. Pursuit of these three ends requires balancing human considerations with the enabling equipment and developmental education and training.

Two factors determine the AMCS's success. First, commanders and leaders must take ownership of mission command by being personally involved in implementing it across the Army. Commanders must train their units and tailor their MC system to their unit's mission essential task list (METL), modified tables of organization and equipment (MTOE), environment, mission, and personal style. Second, all stakeholders must collectively achieve a unity of effort that effectively attains the strategic end state. The strategic end state is realized when the integrated and synchronized efforts to implement this strategy produces leaders who understand and practice the MC philosophy, commanders and staffs who execute MC WfF tasks, and a MC system that enables commanders and staffs to practice MC successfully in ULO. Stakeholders must work together to focus on priorities and properly sequence objectives, tasks, and actions associated with developing the means and employing the ways.

Efforts to meet warfighters' needs over the last ten years have caused a misalignment in the proper sequence for MC development. This resulted in partial, rather than full, DOTMLPF solutions. Materiel solutions were not always accompanied by the necessary doctrine, education, and training. It is imperative for the operational force to receive NET when receiving new equipment. It is also imperative that Army schools and centers receive new equipment and NET concurrently to enable the institutional force to adapt PME and functional training appropriately. The AMCS strives to restore proper sequencing for MC DOTMLPF capabilities development (means). Whenever feasible, doctrine should lead the development of subsequent means or be updated based on newly identified requirements. Resourcing and force modernization activities must be in concert with each other and with leader development activities.

The AMCS provides a mechanism to sequence operating force, institutional force, and individuals' actions to achieve the ends. Correctly sequencing these ways throughout a leader's career is vitally important. The institutional force should appropriately address the three strategic ends at each level of PME along with functional training. Operational units should then address the three strategic ends during HST, exercises, CTC training events, and actual deployment experiences. Operating and institutional force assignment practices

must ensure leaders receive the right experiences at the right times throughout their careers. Individuals must continuously pursue self-development to hone their skills and improve their knowledge.

Successful ULO in support of the joint force requires Army-wide understanding, acceptance, and effective practice of the mission command philosophy executed through the MC WfF. Given current and future operational environments, every commander must be able to employ their MC system that enables the effective execution of the MC WfF. Commanders must take ownership and be personally involved with implementing the AMCS across the Army.

APPENDIX A - Annotated References

Numerous joint and Army documents are relevant to the AMCS. Categorized as concepts, doctrine, JCIDS, regulations, pamphlets, strategies, charters, plans, assessments, or guidance, the AMCS does not replace, supplant, or overshadow any of these documents. Rather, it incorporates their key elements to accomplish the three MC strategic ends.

JOINT PUBLICATIONS AND DOCUMENTS

Capstone Concept for Joint Operations (CCJO). 10 Sept 2012. CJCS. Guides force development toward Joint Force 2020 and describes potential operational concepts the future joint force will use to defend the nation against a wide range of security challenges. The CCJO's underlying concept, globally integrated operations, requires the committed use of MC.

Mission Command White Paper. 03 April 2012. CJCS. Provides ideas to inform the development of the joint force. The key point is the joint force's need to pursue, instill, and foster MC for joint force operations in an increasingly complex and uncertain operating environment.

ARMY PUBLICATIONS AND DOCUMENTS

ADP-1. *The Army.* 17 September 2012. CSA. States what the Army is, what the Army does, how the Army does it, and where the Army is going.

ADP/ADRP 3-0. *Unified Land Operations.* 10 Oct 2011/16 May 2012. CAC CADD. Presents overarching doctrinal guidance and direction for conducting operations.

ADP/ADRP 5-0. *The Operations Process.* 17 May 2012. CAC CADD. Constitutes the Army's view on planning, preparing, executing, and assessing operations.

ADP/ADRP 6-0. *Mission Command.* 17 May 2012.CAC CADD. Presents guidance on command, control, and the MC WfF.

ADP/ADRP 7-0. *Training Units and Developing Leaders.* 23 August 2012. CAC-T, CAC CADD. Establishes doctrine for training units and developing leaders for ULO.

ADP/ADRP 6-22. *Army Leadership* 1 August 2012. CAC LD&E-CAL. Describes the Army's view of leadership, outlines the levels of leadership (direct, organizational, and strategic), and describes the attributes and core leader competencies across all levels.

*The supporting MC-related field manuals and Army techniques publications are under development as part of Doctrine 2015. They are relevant and important to understand the details of MC but not included in the reference list.

AR 1-1. *Army Planning, Programming, Budgeting, and Execution System.* 30 Jan 1994. Explains how an integrated Secretariat and Army Staff with the full participation of Army Commands (ACOMs), Program Executive Offices (PEOs), and other operating agencies 1) plan, program, budget, allocate, and manage approved resources; and 2) provide combatant commanders and the joint force with the best mix of Army forces, equipment, and support attainable within available resources.

AR 5-22. *Army Force Modernization Proponent System.* 20 Mar 2011. HQDA DCS, G-3/5/7. Establishes policies, duties, responsibilities, and relationships applicable to the Army Force Modernization Proponent System, to include determining DOTMLPF requirements with regard to a particular function or branch.

AR 350-1. *Army Training & Leader Development.* 11 Dec 2009. HQDA DCS, G-3/5/7. Prescribes and consolidates policies, procedures, and responsibilities for developing, managing, and conducting Army training and leader development.

AR 350-18. *The Army School System.* 20 July 2010. DCG, TRADOC. Defines The Army School System (TASS) and prescribes policy and guidance for TASS particularly as it relates to the operation, support, and accreditation of reserve component TASS institutions.

AR 350-50. *Combat Training Center Program.* 24 Jan 2003. HQDA DCS, G-3/5/7. Describes the objectives, concept of operations, and establishes and prescribes HQDA responsibilities, policies, and planning guidance for the CTC Program.

AR 600-100. *Army Leadership.* 22 Mar 2007. HQDA DCS, G-1. Establishes Army policy for leadership, by defining key terms associated with leadership, assigning responsibilities for management of leadership policy, and clarifying leadership definitions and responsibilities.

Army Directive 2012-08, *Army Total Force Policy.* 04 Sep 2012. SA. Establishes policy for the integration of the Army's active component (AC) and reserve component (RC) as a Total Force. DOD policies require the military departments to organize, man, train, and equip their active and reserve components as an integrated operational force to provide predictable, recurring, and sustainable capabilities. The Total Force must be part of Army strategy and planning to fulfill national military needs.

Department of the Army General Orders 2012-01, *Assignment of Functions and Responsibilities within Headquarters, Department of the Army.* 11 Jun 2012. SA. Establishes SA expectations for the functioning of Headquarters, Department of the Army and assigns major functions and responsibilities to principal officials of HQDA to assist the SA in the operation and functioning of DA.

DA Pam 350-58. *Leader Development for America's Army.* 13 Oct 1994. HQDA DCS, G-3/5/7. Describes the methodology and processes to manage the Army Leader Development Program, which supports the three pillars of leader development (education, training, and experience). (Under significant revision and expected to be published in 2d quarter 2013.)

DA Pam 600-3. *Commissioned Officer Professional Development and Career Management.* 1 Feb 2010. HQDA DCS, G-1. Serves as a professional development guide for all officers, including warrant officers.

DA Pam 600-25. *Noncommissioned Officer Professional Development Guide.* 28 Jul 2008. DCS, G-1. Provides guidance for the professional development of noncommissioned officers.

Integrated Electronic Warfare System (IEWS) Initial Capabilities Document. TBP. Electronic Warfare Proponent Office. Capabilities document that defines the requirements for the development of the IEWS.

LANDWARNET Initial Capabilities Document. Draft. TCM-GNE. Capabilities document that describes the Army's enterprise network requirements

Mission Command Capabilities Based Assessment (MC CBA). 31 Mar 2011. MC CDID. Serves as an analytic basis to identify MC operational capability requirements, capability gaps, and identified potential resource informed output DOTMLPF solutions. (The ongoing MC CBA, Space CBA, and Cyberspace Operations CBA products, as well as those from other WfF CBAs, will be incorporated into the AMCS Implementation Plan as they become available.)

Network Enabled Mission Command Initial Capabilities Document (NeMC ICD). 01 Dec 2011. VCSA. Joint Requirements Oversight Council approved Initial Capabilities Document with a Joint Potential Designator of JROC Interest. The Army is the designated lead component. Identifies ten Mission Command Essential Capabilities (MCEC).

TR 71-20. *Concept Development, Capabilities Determination, and Integration.* 23 Feb 2011. ARCIC. Prescribes responsibilities and policy for the development of warfighting concepts, the determination of capability requirements, integration of capabilities, and implementation of capabilities innovation throughout the Army, the Joint Capabilities Integration and

Development System (JCIDS), and how TRADOC's capability development efforts integrate with the Defense Acquisition System.

TR 25-36. *TRADOC Doctrine Publication Program*. 04 Sep 2012. Establishes regulatory standards for consistency and standardization of doctrine publications and assigns responsibilities to Army and branch proponents within TRADOC and non-TRADOC organizations that develop Army doctrine publications when applicable, under provisions of AR 5-22, AR 25-30, DA Pamphlet 25-40, and this regulation.

TRADOC Pam 525-3-0, *The Army Capstone Concept (ACC)*. 19 Dec 2012. CG, TRADOC. Describes the anticipated future operational environment, what the future Army must do based on that environment, and the broad capabilities the Army will require to accomplish its enduring missions successfully in the near to mid-term future. The ACC provides the basis for conducting capabilities-based assessments, which are the first analytical step of the Joint Capability Integration Development System process.

TRADOC Pam 525-3-1, *The Army Operating Concept (AOC)*. 19 Aug 2010. CG, TRADOC. Describes how Army forces conduct operations as part of the joint force to deter conflict, prevail in war, and succeed in a wide range of contingencies in the future operational environment. Introduced new MC ideas that have been adopted in doctrine (under revision).

TRADOC Pam 525-3-3. *Mission Command Army Functional Concept (MC AFC)*. 23 Feb 2011. DCG, TRADOC. Outlines MC force development and modernization efforts by establishing a common framework for capitalizing on MC in the conduct of future joint land operations (under revision).

TRADOC Pam 525-8-2. *Army Learning Concept: Training and Education 2018-2030.* TBP. CG, TRADOC. Consolidates TRADOC's pamphlets governing training and learning concepts; describes an encompassing future Army learning environment that meets the need to develop adaptive, thinking Soldiers, Civilians and leaders with the knowledge, skills and attributes to generate and sustain trained units (under consolidation and revision).

Training and Education Initial Capabilities Document. TBP. TRADOC. The Training and Education Initial Capabilities Document defines the materiel development requirements to execute training and education across the Army.

STRATEGIES AND PLANS

Army Campaign Plan (ACP). 30 May 2012. SA/CSA. Provides direction for detailed planning, preparation and execution of the full range of tasks necessary to provide relevant and ready landpower to the Nation while maintaining the quality of the all-volunteer force. Implementing MC is a key driver to shaping and training the Army for 21st century.

Army Equipping Strategy (AES). 27 July 2011. HQDA VCSA. Ensures Soldiers have the right equipment, in the right amounts, and at the right time to accomplish assigned missions. It also strives to help the Army balance requirements with resources.

Army Equipment Modernization Plan 2013. 16 May 2012, DA G-8, SA and CSA. Describes the Army's Research, Development, and Acquisition portion of the FY13 President's budget request. It is updated annually to support the Army Equipment Modernization Strategy objectives and is included as part of the budget submission. Mission command materiel programs overview, accomplishments for the previous year and major investments in the budget request are included in the document.

Army Equipment Modernization Strategy (AEMS). 04 March 2013. HQDA DCS, G-8. SA and CSA. Represents the Army's Research, Development, and Acquisition Strategy. Mission command materiel programs are included as an annex to this strategy. This strategy establishes modernization priorities and guidance to near, mid, and long-term objectives. The AMCS

implementation efforts will strive to expand future revisions of this document to capture all the MC WfF requirements.

Army Language, Regional Expertise, and Culture Strategy (ALRECS). 01 Dec 2009. HQDA, DCS G-37 ICW TRADOC G-2. Describes pathways to developing the Total Force required capabilities, career development, and pre-deployment training, for developing cultural awareness, regional understanding and foreign language capabilities to support ULO.

Army Lessons Learned Program White Paper (ALLP). draft, 9 Apr 2012. CAC CALL. Outlines, in broad terms, how the Army will employ knowledge management techniques to implement an ALLP and strategy that significantly expands the Army's ability to gather, share, and use lessons and best practices at all levels of war.

Army Training Strategy (ATS). 03 October 2012. HQDA DCS, G-3/5/7. Provides vision and guidance on ends, ways, and means for training Soldiers, leaders, Army Civilians, and units to support operational adaptability and sustain readiness to conduct unified land operations.

Army Leader Development Strategy (ALDS). 25 November 2009. DCS, G-1; CAC CAL. Outlines a strategy to create the conditions for the development of leaders with the capabilities to meet 21st century challenges (under revision).

Army Battle Command Training Strategy (ABCTS). 22 March 2010. CAC-T. Facilitate integration of MC training and the numerous capabilities that now support it (under revision).

Army Mission Command Training Strategy Implementation Plan (AMCTSIP). 26 Feb 2012. CAC-T. Provides detailed guidance on MC networks and systems training and education requirements across the Army for individual operators, leaders, and staffs (under revision).

The Army Plan (TAP). Prescribes guidance for applying resources to execute four overarching, interrelated strategies. TAP includes: *Army Strategic Planning Guidance -* Serves as the principal institutional planning document; *Army Planning Priorities Guidance -* Translates planning guidance into programming guidance and priories and links the four strategies to capabilities needed to accomplish the Army's mission; *Army Program Guidance Memorandum -* Provides broad resourcing guidance needed to build Program Objective Memorandum; *Army Campaign Plan -* Provides authoritative direction for planning, preparation, and execution of Army operations and Army transformation within the context of ongoing strategic commitments.

TRADOC Strategic Plan (TSP). Sep 2012. CG, TRADOC. Describes how TRADOC will adapt and strengthen our Army as America's force of decisive action. It begins execution in FY13 and spans a seven-year period. Implementing MC is a key driver to adapting the force.

CHARTERS AND GUIDANCE

Army Leader Development Program (ALDP) Charter (21 Dec 2007). CSA. Establishes a single responsible official (CG, TRADOC) to direct ADLP execution to provide the ADLP management process.

Chief of Staff, Army Leader Development Task Force (CSA LDTF) Final Report (draft, 13 Feb 2012). LTG Huntoon, GEN® Franks. Final report of the CSA directed study to review officer leader development in the Army and make recommendations to reinforce and sustain practices that enabled a decade of superb battlefield performance, to re-establish standards as appropriate, and to boldly transform Army systems to best educate, train, and inspire leaders for the future.

FORSCOM Training and Leader Development Guidance (6 Feb 2012). CG, FORSCOM. Provides command guidance to FORSCOM major subordinate commands and informs the collective training effort of the ASCC and Army National Guard.

Mission Command Integrated Capabilities Development Team (ICDT) Charter (30 May 2012). CG, TRADOC. Provides guidance for conducting the MC ICDT to prioritize, integrate, and synchronize DOTMLPF requirements within the MC portfolio as informed by the MC AFC.

Network Integration Roles, Responsibilities, and Functions Memorandum. 14 Apr 2011. VCSA. Defines Army network integration roles, responsibilities, and functions.

TRADOC Capability Manager-Mission Command (TCM-MC) Charter (29 June 2007). CG, TRADOC. Establishes TCM-MC as the Army's centralized integrator for all combat development user activities associated with specified MC capabilities (under revision).

APPENDIX B - Strategic End-1 (SE-1) Objectives and Tasks

The understanding and practice of the MC philosophy applies to all leaders in the operating and institutional forces. **SE-1** requires continual focus on developing leaders throughout their careers in order to provide the building block understanding for applying the six principles at each command echelon. Understanding and practicing the MC philosophy are key parts of the ATS and ALDS by placing emphasis on MC in Army training and leader development. **SE-1** has two objectives, listed below, that naturally reinforce each other. The figures below show the **SE-1** objectives and tasks and also lists the organizations (Army Secretariat, ARSTAF, ACOM, ASCC, and DRUs) that have a role or responsibility for each of the tasks. The MC Implementation Plan will provide detail on organizational leads and specific roles and responsibilities.

SE	OBJ	Task	Description	Responsibility													
				ASA M&RA	ASA-ALT	ARSTAF	FORSCOM	TRADOC	AMC	NETCOM	ATEC	ARNG	USAR	IMCOM	DRUs	ASCCs	Individual Ldrs
SE-1			**All Army leaders understand and practice the MC philosophy**	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	1.1		All Army leaders understand the MC philosophy	X	X	X	X	X	X	X	X	X	X	X	X	X	X
		1-1.1	Develop doctrine, training, and leadership and education publications and products that clearly explain the Army's MC philosophy				X	X	X			X	X				
		1-1.2	Educate commanders, staffs, and leaders on the MC philosophy across all cohort PME					X									X
		1-1.3	Use the CTC program to provide training and experience to increase understanding of the MC philosophy				X	X				X	X			X	X
		1-1.4	Implement unit training and leader development plans that increase understanding of the MC philosophy	X	X	X	X	X	X	X	X	X	X	X	X	X	X
		1-1.5	Encourage the use of personal self-development to fully understand MC	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Figure B-1 – SE-1 Objectives and Tasks (1 of 2)

SE	OBJ	Task	Description	ASA M&RA	ASA-ALT	ARSTAF	FORSCOM	TRADOC	AMC	NETCOM	ATEC	ARNG	USAR	IMCOM	DRUs	ASCCs	Individual Ldrs
SE-1			**All Army leaders understand and practice the MC philosophy**	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	1.2		All Army leaders are proficient in the practice of the MC philosophy	X	X	X	X	X	X	X	X	X	X	X	X	X	X
		1-2.1	Implement unit training and leader development plans that enable leaders to practice the MC philosophy.	X	X	X	X	X	X	X	X	X	X	X	X	X	X
		1-2.2	Develop leader competence in MC philosophy principles with counseling, coaching, mentoring, and formal evaluations.	X	X	X	X	X	X	X	X	X	X	X	X	X	X
		1-2.3	Man, equip, educate, and train the training base to enable the practice of the MC philosophy (training base includes CoEs, MTCs, CTCs, and others).	X	X	X	X	X				X	X	X		X	
		1-2.4	Use CTC program to provide tailored training support for the practice of the MC philosophy to meet unit training objectives.				X	X				X	X	X		X	
		1-2.5	Design and execute PME exercises and other institutional training domain ways for leaders to practice the MC philosophy.					X									
		1-2.6	Develop assessment tools that accurately measure and evaluate Army leaders' understanding and practice of the MC philosophy	X			X	X									
		1-2.7	Provide counseling, coaching, mentoring, and evaluation methodologies for commanders, staffs, and leaders who practice the MC philosophy.	X	X	X	X	X	X	X	X	X	X	X	X	X	X
		1-2.8	Become proficient and require subordinates to become proficient in the practice of the MC philosophy.														X

Figure B-2 – SE-1 Objectives and Tasks (2 of 2)

APPENDIX C - Strategic End-2 (SE-2) Objectives and Tasks

SE-2 involves the actual execution of the MC WfF tasks. SE**-2** has two objectives: **2-1)** commanders and staffs <u>understand</u> the MC WfF tasks; and **2-2)** commanders and staffs effectively <u>execute</u> MC WfF tasks. The figures below show the **SE-2** objectives and tasks and lists the organizations (Army Secretariat, ARSTAF, ACOM, ASCC, and DRUs) that have a role or responsibility for each of the tasks. The MC Implementation Plan will provide detail on organizational leads and specific roles and responsibilities.

SE	OBJ	Task	Description	Responsibility													
				ASA-M&RA	ASA-ALT	ARSTAF	FORSCOM	TRADOC	AMC	NETCOM	ATEC	ARNG	USAR	IMCOM	DRUs	ASCCs	Individual Ldrs
SE-2			**Commanders and staffs effectively execute MC WfF**	X			X	X	X			X	X	X	X	X	X
	2-1		Commanders, staffs, and units understand all aspects of the MC WfF	X			X	X	X			X	X	X	X	X	X
		2-1.1	Develop doctrine, training, or leadership and education publications and products that explain the MC WfF tasks				X	X				X	X				X
		2-1.2	Educate commanders, staffs, and leaders on the execution and integration of the MC WfF tasks across all appropriate cohort PME	X				X									
		2-1.3	Use the CTC program to provide training and experience to increase understanding of the execution and integration of the MC WfF tasks				X	X				X	X	X		X	
		2-1.4	Incorporate appropriate aspects of mission command into the structured and guided self-development programs to increase understanding of the MC philosophy, MC WfF tasks, and MC system.	X				X								X	
		2-1.5	Implement unit training and leader development plans to increase understanding of the MC WfF tasks				X	X	X			X	X	X	X	X	X
		2-1.6	Encourage the use of personal self-development to fully understand the integration and employment of the MC philosophy, MC WfF tasks, and MC system	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Figure C-1 – SE-2 Objectives and Tasks (1 of 2)

SE	OBJ	Task	Description	ASA-M&RA	ASA-ALT	ARSTAF	FORSCOM	TRADOC	AMC	NETCOM	ATEC	ARNG	USAR	IMCOM	DRUs	ASCCs	Individual Ldrs
SE-2			**Commanders and staffs effectively execute MC WfF**	X			X	X	X			X	X	X	X	X	X
	2-2		Commanders, staffs, and units effectively execute MC WfF tasks	X			X	X	X			X	X			X	X
		2-2.1	Implement unit training and leader development plans that enable commanders, staffs, and leaders to practice the integration and employment of the MC philosophy, MC WfF tasks, and MC system				X	X	X			X	X			X	
		2-2.2	Develop commander, staff, and unit competence in the execution and integration of the MC WfF tasks with counseling,-coaching,-mentoring, and formal evaluations				X	X	X			X	X		X	X	
		2-2.3	Use the CTC program to provide tailored training support on the integration and employment of the MC philosophy, MC WfF tasks, and MC system to meet unit training objectives				X	X				X	X			X	
		2-2.4	Design and execute PME exercises for commanders, staffs, and leaders to practice the integration and excution of MC WfF tasks and employment of the MC system					X									
		2-2.5	Develop assessment tools that accurately measure and evaluate Army leaders' MC WfF understanding and practice	X			X	X									
		2-2.6	Become proficient and require subordinates to become proficient in the integration and employment of the MC philosophy, MC WfF tasks, and MC system														X

Figure C-2 – SE-2 Objectives and Tasks (2 of 2)

APPENDIX D - Strategic End-3 (SE-3) Objectives and Tasks

SE-3 focuses on the MC system. The figures below show the **SE-3** objectives and tasks and also lists the organizations (Army Secretariat, ARSTAF, ACOM, ASCC, and DRUs) that have a role or responsibility for each of the tasks. The MC Implementation Plan will provide detail on organizational leads and specific roles and responsibilities.

SE	OBJ	Task	Description	ASA-M&RA	ASA-ALT	ARSTAF	FORSCOM	TRADOC	AMC	NETCOM	ATEC	ARNG	USAR	IMCOM	DRUs	ASCCs	Individual Ldrs
SE-3			A mission command system that enables commanders, staffs, units, and leaders to effectively execute the mission command warfighting function	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	3.1		A MC system that enables units to effectively execute MC WfF commander, staff, and additional tasks		X	X	X	X	X	X	X	X	X	X	X	X	
		3-1.1	Develop doctrine, training, leadership and education publications, products, or capabilities that explain and enable organizing and employing the MC system	X	X	X	X	X			X	X	X			X	
		3-1.2	Design and implement organizational structures where commanders practice the MC philosophy and integrate and execute the MC WfF tasks and employ the MC system.			X		X									
		3-1.3	Develop networks, information systems, and other materiel solutions that enable commanders, staffs, units, and leaders to execute MC WfF tasks and employ the MC system		X	X		X	X	X	X	X	X				
		3-1.4	Implement personnel plans and policies that enable commanders to practice the MC philosophy, execute the MC WfF tasks and employ the MC system	X		X	X	X				X	X			X	
		3-1.5	Develop, modernize, or maintain the facilities and equipment that enable commanders to practice the MC philosophy, execute the MC WfF tasks and employ the MC system to include periods of degraded networks.		X	X		X	X	X	X	X	X	X			
		3-1.6	Modernize networks and information systems to take advantage of new technologies via Agile Capabilities Lifecycle Process and JCIDS from the warfighter, enterprise, and cyberelectromagnetic perspectives		X	X		X	X	X	X	X	X	X			
		3-1.7	Develop and implement an integrated, holistic command post strategy that designs, delivers, and trains CPs as a single package		X	X	X	X	X	X	X	X	X			X	

Figure D-1 – SE-3 Objectives and Tasks (1 of 4)

SE	OBJ	Task	Description	ASA-M&RA	ASA-ALT	ARSTAF	FORSCOM	TRADOC	AMC	NETCOM	ATEC	ARNG	USAR	IMCOM	DRUs	ASCCs	Individual Ldrs
SE-3																	
	3.1		A MC system that enables units to effectively execute MC WfF commander, staff, and additional tasks	X	X	X	X	X	X	X	X	X	X	X	X	X	
		3-1.8	Develop, revise, or otherwise address Joint and Army policies to enable commanders to practice the MC philosophy, execute the MC WfF tasks and employ the MC system.	X	X	X											
		3-1.9	Synchronize the manning, equipping, education, and training of the training base with operating force modernization plans to enable the commanders, staffs, units, and leaders to learn how to integrate and employ the system	X	X	X	X	X	X	X		X	X	X	X	X	
		3-1.10	Leverage the Army and MC Campaign of Learning to investigate and refine specific MC philosophy, MC WfF tasks, and MC system issues					X	X								
		3-1.11	Enable installations/Home Station Training (MTC, MSC, etc) to provide holistic and realistic (live and virtual) integration and employment training for the MC philosophy, MC WfF tasks, and MC system	X	X	X	X	X	X	X		X	X	X	X		
		3-1.12	Develop assessment tools that accurately measure the MC system's ability to enable units to effectively execute MC WfF commander, staff, and additional tasks		X			X	X								
		3-1.13	Provide subject matter expertise as appropriate for institutional force capabilities development efforts		X	X	X	X	X	X	X	X	X	X	X		
		3-1.14	Encourage the use of personal self-development to fully understand the integration and employment of the MC system	X	X	X	X	X	X	X	X	X	X	X	X	X	X
		3-1.15	Provide feedback and recommendations through lessons learned, mil-wiki, and other means on key operating and generating forces MC philosophy, MC WfF tasks, and MC system issues	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Figure D-2 – SE-3 Objectives and Tasks (2 of 4)

SE	OBJ	Task	Description	ASA-M&RA	ASA-ALT	ARSTAF	FORSCOM	TRADOC	AMC	NETCOM	ATEC	ARNG	USAR	IMCOM	DRUs	ASCCs	Individual Ldrs
SE-3			**A mission command system that enables commanders, staffs, units, and leaders to effectively execute the mission command warfighting function**	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	3.2		Commanders, staffs, and units are proficient in organizing and employing the MC system	X			X	X				X	X	X	X	X	X
		3-2.1	Train commanders, staffs,units, and leaders to be proficient in the operation, integration, and employment in all aspects of the MC system to include periods of degraded networks		X		X	X				X	X	X	X	X	X
		3-2.2	Implement unit training and leader development plans that enable commanders, staffs, and leaders to practice the operations, integration and employment of all aspects of the MC system				X	X				X	X			X	X
		3-2.3	Develop commander, staff, unit, and leader competence in operation, integration, and employment of the MC system through counseling, coaching, mentoring, and formal evaluations	X			X	X				X	X	X	X	X	
		3-2.4	Develop and exercise unit Standing Operating Procedures for command post and MC WfF procedures and processes					X				X	X			X	
		3-2.5	Educate commanders, staffs, and leaders on the operation, integration, and employment of all aspects of the MC system	X				X									

Figure D-3 – SE-3 Objectives and Tasks (3 of 4)

SE	OBJ	Task	Description	ASA-M&RA	ASA-ALT	ARSTAF	FORSCOM	TRADOC	AMC	NETCOM	ATEC	ARNG	USAR	IMCOM	DRUs	ASCCs	Individual Ldrs
SE-3	3.2		Commanders, staffs, and units are proficient in organizing and employing the MC system	X			X	X				X	X	X	X	X	X
		3-2.6	Army New Equipment Training is provided to units as part of capability set fielding		X		X					X	X			X	
		3-2.7	Synchronize the equipping, manning, education, and training of the training base with operating force modernization plans to enable commanders, staffs, units, and leaders to learn how to establish, operate, integrate, employ, and maintain all aspects of t	X	X	X	X	X				X	X	X	X		
		3-2.8	Use the CTC program to provide tailored training support on the operation, integration, and employment of all aspects of the MC system				X	X				X	X			X	
		3-2.9	Design and execute PME exercises for commanders, staffs, and leaders to practice the operation, integration and employment in all aspects of the MC system					X									
		3-2.10	Conduct MC functional training	X				X									
		3-2.11	Develop assessment tools that accurately measure commander, staff, and unit proficiency in organizing and employing the MC system.	X			X	X									
		3-2.12	Encourage the use of personal self-development efforts to be proficient with all aspects of the MC system	X	X	X	X	X	X	X	X	X	X	X	X	X	X
		3-2.13	Become proficient and require subordinates to become proficient in how to establish, operate, integrate, employ, and maintain all aspects of the MC system														X

Figure D-4 – SE-3 Objectives and Tasks (4 of 4)

APPENDIX E - MC Requirements

Within the JCIDS process, several requirements categories are relevant to the development of MC capabilities. These requirements support one of the four key functions, which enhance commander's ability to conduct operations. Required capabilities are specified in formal Army concepts (ACC, AOC, and MC Army Functional Concept (MC AFC)), JCIDS requirements documents, and validated urgent needs requirements. The combination of these requirements represents core capabilities identified by the sponsored community of interest that are necessary for the Army to execute one of the four key functions of MC while conducting ULO in support of the joint force. On 13 Nov 2012, the Director, ARCIC approved the MC required capabilities from the MC AFC. The 21 MC AFC required capabilities include:

- Mission command as a foundational element of the Army Profession
- Expertise in the operations process across the full range of military operations
- A robust network transport
- Proactive network operations (NetOps)
- A standard and shareable geospatial foundation
- The display and sharing of relevant information
- Multi-form collaboration
- Support to mission order development and dissemination.
- Mission command on-the-move
- Support to running estimates
- Interoperability and liaison with unified action partners
- Command posts to support ULO
- Understand and Integrate space operations and cyber electromagnetic activities
- Assured access to space capabilities
- Extensive cyberspace capabilities
- A full complement of electronic warfare capabilities
- Sustained inform and influence activities to build and maintain mission support
- Responsive airspace control to maximize aerial capabilities
- Unified exploitation activities to create opportunity and seize the initiative
- Civil affairs to shape the operational environment
- Effective teams responsive to Geographic Combatant Commanders' and Army institutional requirements

The Joint Requirements Oversight Council (JROC) approved the NeMC ICD which identified ten Mission Command Essential Capabilities (MCEC) and designated the Army as the lead service. The MCEC represents core materiel network and information system capabilities necessary for the Army to execute MC (they are accounted for in the MC required capabilities listed above). These capabilities are essential components of a MC system:

- A robust network transport capability
- Execute tactical network operations
- A standard & sharable geospatial foundation
- Display/share relevant tactical information
- Enable collaboration
- Create, communicate, and rehearse orders
- Mission Command on-the-Move (MCOTM)
- Execute running estimate
- Joint, interagency, intergovernmental and multinational interoperability
- Training support

MC and cyber electromagnetic CBAs conducted further analysis and identified MC tasks to accomplish the required capabilities:

- Uninterrupted mission command
- Install/operate/maintain mission command automated systems
- Mission command execution during system degradation
- Conduct the operations process with unified action partners
- Automated systems interoperability
- Assess performance and effectiveness
- Integrate and display the common operating picture
- Organize the mission command system through the knowledge management process
- Facilitate the operations process through knowledge management
- Leverage collaborative communities
- Mission command of unified exploitation operations
- Conduct inform and influence activities
- Process or produce multimedia products to support the commander's requirements to inform and influence key audiences
- Mission command of CEMA
- The 2012 MC, Space, and Cyber CBAs (FNAs) identified 36 gaps in required capabilities:
- Commanders situational awareness (common operational picture or COP)
- Network defense in depth
- Automated systems interoperability
- Operate networks
- Assured positioning, navigation and timing (PNT)
- Collect, process, analyze adversary cyber information
- Protect satellite communications (SATCOM) in a contested environment
- Conduct the operations process with unified action partners
- Mission command execution during system degradation/failure, to include degraded space environment
- Assured beyond line-of-sight communications
- Research, Development, Test & Evaluation, Rational Data Architecture (RDA) and technical architecture
- Cyber electromagnetic activities
- SATCOM capacity
- Uninterrupted mission command
- Offensive capabilities and overseas contingency operations network (operate, manage)
- Install/operate/maintain mission command automated systems
- Detect and identify PNT jamming
- Operations process through knowledge management
- Assured missile warning
- Cyber homeland defense/Defense Support of Civil Authorities
- Overhead persistent infrared (OPIR) integration
- Assured friendly force tracking
- Inform and influence activities
- Persistent intelligence, surveillance, and reconnaissance
- Leverage collaborative communities
- Mission command of unified exploitation operations
- Space knowledge and training
- Space integration into modeling and simulation
- Management of dynamic SATCOM change
- PNT in modeling and simulation

- Other space sensor integration
- meteorological and oceanographic (METOC) information
- Responsive launch capability
- Joint Worldwide Intelligence Communications System capability in Regional SATCOM Support Center and Wideband SATCOM Operations Center
- Space Control #1
- Space Control #2

Commanders in the operational force also generate network requirements. The operating and institutional forces through lessons learned, operational needs statements (ONS), joint urgent operational needs statements (JUONS), or from three and four-star leader guidance can generate these requirements. Current senior leader guidance describes the Army network as a single, secure, standards-based, network with an overarching architecture that connects all echelons from squad through the corps formations and the Theater Army of each geographic combatant command and the enterprise to our Joint, Interagency, Intergovernmental, and Multinational partners. The Army network provides connectivity with Joint assets, allowing access to Joint firepower enablers such as fires, intelligence, surveillance, reconnaissance, and logistics systems in the most complex physical and human terrain and ensures our leaders have the right information at the right time to make the best possible decisions (the art). Senior leaders including CSA; CG, TRADOC; CG, FORSCOM; DA staff and others have described Army network characteristics as being:

- Networked, mobile and survivable
- Headquarters capable of commanding joint task forces
- Flexible and agile
- Integrated and synchronized
- Combined, joint, expeditionary
- Balance access and security
- Relevant, secure, agile, flexible MC
- Seamless communications to lowest level
- Equip to train as you operate
- Clarify lines of command and control for cyber
- Communications and MC enable commanders
- Capable across the full range of military operations
- Not disabled when disconnected
- Single network; CONUS and deployed
- Data cloud that is protected and accessible
- Device agnostic capability
- Deployed units able to monitor network protection, defend the network and initiate cyberspace operations to eliminate threats
- Easier authentication solutions than just common access card
- Build additional capacity on post/camps/stations
- Improve security through Network access control and implementation of joint security architecture
- Extend Enterprise services to the operational edge

Responsiveness to the operational force requires synthesis of these requirements. Co-chaired by ARCIC and the MC Center of Excellence, the Mission Command Requirements Governance Team (MC RGT) is the initial group synchronizing core JCIDS requirements documents that include the network-enabled Mission Command ICD, LANDWARNET ICD, IEW ICD, and TNG & Education ICD. The MC RGT modernizes the network from the enterprise, warfighter, and cyber electromagnetic perspectives. The MC RGT develops a requirements document hierarchy to provide a more efficient development of MC DOTMLPF solutions for the warfighter.

APPENDIX F - Ways

OPERATING FORCE WAYS

DEPLOYMENTS AND COMBAT MISSIONS
Successful operational deployments, including combat missions, result from the Army investments in training, education, and force modernization. Leaders participating in operational deployments are afforded the ultimate experience for MC leader development as they conduct ULO. OPORDs govern deployments.

HOME STATION TRAINING (HST)
HST is where individual skills are honed and medium level collective unit readiness is developed. HST serve to either prepare units to execute a culminating training event at a CTC or provide the requisite level of training readiness needed to execute its operational mission. Mission training complexes (MTC) are key training resources that use live, virtual, constructive, and gaming to facilitate MC HST. MC HST must properly integrate and sequence individual, collective, and leader training. The ATS, ALDS, and AR 350-1 provide a framework to practice MC in HST.

COMMANDER AND WARFIGHTER FORUMS
Operational force commanders to discuss relevant professional topics related to their organization. Examples include the Maneuver Conference and the FORSCOM Commander's Forum.

SUSTAINMENT TRAINING
Sustainment training is individual and collective training conducted by and within a unit, or organization, to ensure continued expertise on the operation, maintenance, and employment of fielded equipment. AR 350-1 guides sustainment training.

EXERCISES
Exercises include those conducted at home station, deployed, or at one of the CTCs. Key types of exercises that support MC include: field training exercises (FTX), command post exercises (CPX), live fire exercises (LFX), joint exercises from the Joint Exercises Program (JEP), and other exercises described in Combined Arms Training Strategies (CATS). CTC rotations are high fidelity, complete METL exercises for battalions, brigade combat teams, divisions, corps, functional/multifunctional brigades, and theater/expeditionary sustainment commands. While FTXs at CTCs and home station introduce fog and friction that cannot easily be rendered elsewhere, CPXs that exercise the mission command mission essential tasks are primary drivers of MC training readiness. CPXs and lower fidelity training require commanders to be creative in how they apply training enablers such as MTCs and other live, virtual, constructive, and gaming training aids, devices, simulators, and simulations (TADSS). The capability to dynamically re-task organize across the network is a critical capability for exercises and operational deployments for both the operating and institutional forces.

INSTITUTIONAL FORCE WAYS

AGILE CAPABILITIES LIFECYCLE PROCESS (AGILE PROCESS)
The Agile Process is a seven-phase approach to DOTMLPF integration focused on LandWarNet that continuously identifies capability requirements, gaps, and candidate capability solutions and selects and tests potential solutions at semi-annual network integration evaluations. Each cycle culminates with an acquisition/fielding decision and implementation of DOTMLPF recommendations. The focus is on having Soldiers test potential solutions and the integration of these solutions to streamline the development of integrated capability set fielding to the operating forces. The Army uses the Agile Process to design and integrate capability sets in conjunction with other DOTMLPF initiatives.

ARMY BUSINESS COUNCIL (ABC)

Advises the Under Secretary of the Army on Army business operations and implementation of integrated management systems. The council focus includes integration and synchronization of the Army Operational Business Architecture consisting of the business processes, business rules, business and data standards and supporting IT systems.

ARMY CAMPAIGN PLAN (ACP)

The ACP is the SA and CSA's senior decisionmaking forum for their priorities and initiatives. It is both a plan that provides a method to identify and track key Army-level initiatives, issues, and priorities and a decisionmaking forum. The Under Secretary of the Army with the VCSA manages the ACP.

ARMY CONCEPT FRAMEWORK (ACF)

The ACF documents the Army's ideas about how to support future joint operations. Army concepts (TRADOC 525-series pamphlets) postulate how future forces will operate and the capabilities required to carry out a ROMO against adversaries in the JOE 6-18 years out. The translation of concepts into capabilities is an iterative process. Concepts are the basis for assessments including studies, experimentation, wargaming, analyses, testing, and simulations leading to determination of DOTMLPF solution sets to gain the specific capabilities required in approved concepts. TR 71-20 governs ACF.

ARMY LEARNING COORDINATION COUNCIL (ALCC)

The ALCC is an Army Learning Model governance forum led by TRADOC. It synchronizes learning provided by TRADOC to ensure progressive and integrated programs of life-long learning from initial military training to senior level education for officers, warrant officers, noncommissioned officers, and Department of Army Civilians. TRADOC OPORD 11-008 governs the ALCC.

ARMY LEADER DEVELOPMENT FORUM (ALDF)

The ALDF is the Army-level decision-making forum for the ALDP and the ALDS that addresses and makes decisions about Leader Development initiatives, topics, programs, resource priorities, etc. for the Army. The ALDP contains all HQDA-approved initiatives and provides the management process for program execution, approval, and incorporation of new initiatives, and prioritization of resources. CG, TRADOC leads ALDP efforts to develop officers, warrant officers, NCOs, and Army Civilians capable of thoughtful and decisive action. The ALDS provides vision and guidance on ends, ways, and means for developing leaders of all cohorts. AR 350-1 and DA PAM 350-58 guide and inform the ADLF.

ASSIGNMENT PRACTICES

Assignment practices balance Army Forces Generation Model timelines with PME start/end dates and other assignment considerations. Force manning provides professional development opportunities to individual leaders while providing manpower to the force. While there is no prescribed path of assignments or educational requirements that will guarantee success, there are many varied opportunities for developing successful commanders. DA Pam 600-3 and DA Pam 600-25 guide personnel assignments.

CAMPAIGN OF LEARNING (CoL)

The CoL is a comprehensive exploration of the challenges to the Army in 2020 and beyond. It assists Army leaders in directing efforts to transition the current Army of execution to an Army prepared for the security challenges of 2020 and beyond. Activities and events include Unified Quest, Mission Command Battle Lab (MCBL) experimentation, and other studies and surveys relative to developing the Army of 2020. AR 5-22 and TR 71-20 govern the CoL.

COMMAND SELECTION BOARDS

Command selection boards are one of the most important ways to inculcate MC across the force. Selecting leaders who are successful in understanding and practicing MC will be a key litmus test for the institutionalization of MC in the Army. Personnel policies, evaluation reports, and guidance to selection boards govern command selection.

COMBAT TRAINING CENTER PROGRAM (CTCS)

The CTC Program is the Army's premier MC training program and provides a crucible experience for MC leader development. It is comprised of training rotations at the National Training Center (NTC), Joint Readiness Training Center (JRTC), Joint Multinational Readiness Center (JMRC), and Mission Command Training Program (MCTP). Training rotations at NTC, JRTC, and JMRC, collectively known as the Maneuver CTCs, serve as the culminating training event for BCTs entering the Available Year for AC and select RC BCTs. MCTP exercises are the major MC training events for brigade combat teams, divisions, corps, functional/multifunctional brigades, and theater/expeditionary sustainment commands. Policies in the ATS and ALDS, AR 350-1, and AR 350-50 guide the CTC program.

CSA FUTURES

The CSA Futures Forum is a quarterly forum for CG, TRADOC to discuss TRADOC initiatives with the CSA and the rest of the Army senior leadership. TRADOC G3/5/7 ICW CSA guide CSA Futures Forums.

EVALUATIONS

Formal evaluation programs such as evaluation reports and the Multi-Source Assessment and Feedback Program create opportunities to reinforce desired MC principles. AR 623-105 and AR 623-205 guide evaluation reports.

FORCE DESIGN UPDATE

Force Design Update is the process to determine structure authorizations within organizations while the Total Army Analysis process determines organizational authorizations and provides the proper mix of Army organizations. Units and command and staff positions supporting the MC WfF are periodically reviewed to ensure TOE and MTOE authorizations are current, relevant, and sufficient. Branch or force modernization proponents' updates are based on changes to mission essential tasks, concepts of employment, and other considerations.

HUMAN CAPITAL EXECUTIVE BOARD

The HCEB is the SA's human capital forum co-chaired by ASA(M&RA) and the CG, TRADOC. It drives the Army's experience strategy for all cohorts and normally includes ALDF GOSC, OPMS GOSC, SMA BOD, and Civilian Workforce Transformation agenda topics.

JOINT CAPABILITIES INTEGRATION AND DEVELOPMENT SYSTEM (JCIDS)

JCIDS is the formal DOD procedure that defines acquisition requirements and evaluation criteria for future defense programs. JCIDS guides the development of requirements for future acquisition systems to reflect the needs of all four services by focusing the requirements generation process on needed capabilities as requested or defined by one of the US combatant commanders. JCIDS processes must continuously review MC requirements for currency, relevance, and sufficiency. CJSCI 3170.01H and the JCIDS Manual govern JCIDS.

LANDWARNET MISSION COMMAND GOSC

The LM GOSC is currently the primary Army decision-making forum to validate, prioritize, and synchronize Army network requirements in the warfighter mission area. It monitors the activities and outputs of the various Secretariats, ARSTAF, and other agencies supporting the development and delivery of the network capabilities that meet Army operational objectives and priorities. Network or system issues and initiatives will likely require cross coordination and synchronization between the warfighting, network, and business mission areas.

MISSION COMMAND FUNCTIONAL TRAINING

MC functional training qualifies leaders, Soldiers, and Army Civilians for assignment to duty positions that require specific MC functional skills and knowledge. Current MC functional training includes the Mission Command Digital Master Gunner's Course, Mission Command Systems Integration Course, Army Operational Knowledge Management Qualification Course, Functional Area 30 Information Operations Qualification Course, and Functional Area 29 Electronic Warfare Officer Qualification Course. Policies in the ATS, ALDS, and AR 350-1 guide MC functional training.

MISSION COMMAND PORTFOLIO REVIEW
The Mission Command Portfolio Review is the VCSA's forum to track the execution of the Army's acquisition strategy for mission command systems.

NETWORK MISSION AREA (NMA) GOSC (DRAFT)
Advises the Secretary of the Army on the implementation and status of the Army's network (LandWarNet) and IT capability sets required to support access to the LWN and enterprise services. The NMA will provide strategic guidance, enable the operational capabilities, and support the required capabilities of the Warfighting and Business Mission Areas.

NEW EQUIPMENT TRAINING (NET)
NET is the identification of personnel, training, TADSS, and the initial transfer of knowledge on the operation and maintenance on new/improved and displaced equipment gained through equipment development from the materiel developer/provider to the trainer, user, and supporter.

PROFESSIONAL MILITARY EDUCATION (PME)
PME is a progressive education system that prepares leaders for increased responsibilities and successful performance at the next higher level by developing the key knowledge, skills, and attributes they require to operate successfully at that level in any environment. All cohort PME is linked to promotions, future assignments, and career management models. MC is paramount in all PME components as it reflects how the Army sequences the development of its leaders to balance the art of command and science of control. The ATS, ALDS, AR 350-1, and TR 350-18 guide PME.

TOTAL ARMY ANALYSIS (TAA)
TAA is the Army process to determine organizational authorizations and provides the proper mix of organizations that comprise a balanced and affordable force structure for the Army. The TAA process typically consists of two phases: Capability Demand Analysis (requirements) and Resource Determination. Unit TOE and MTOE command and staff authorizations are periodically reviewed to ensure they are current, relevant, sufficient to enable units to execute the MC WfF. TAA cycles mirror POM cycles.

TRAINING GENERAL OFFICER STEERING COMMITTEE (TGOSC)
The HQDA DCS, G-3/5/7 manages Army training primarily through the TGOSC. The TGOSC manages the process to identify and resolve issues, determine priorities make decisions, and recommendations in support of Army Training and Leader Development. AR 350-1 provides policy guidance for TGOSC administration.

TRAINING INTEGRATION FORUM (TIF)
CG, TRADOC chairs a quarterly TIF to provide oversight, guidance, and decisions on key training and education concepts, plans, and priorities. The TIF is TRADOC's forum that feeds into HQDA TGOSC forums. It enables TRADOC to provide consolidated input to HQDA on resource priorities, key programs, and modernization plans that both shape and support the HQDA Army Training Strategy and Army Campaign Plan's 21st century training objectives. AR 350-1 governs the TIF.

INDIVIDUAL LEADER WAYS

COUNSELING, COACHING, AND MENTORING
Army leaders have an opportunity and responsibility to develop MC principles in subordinates. Leaders should counsel, coach, and mentor subordinates to improve performance and develop mastery of the requisite MC tactical and technical knowledge and skills. ADRP 6-22, *Army Leadership,* describes Counseling, coaching, and mentoring.

LEADERSHIP

Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. MC provides the framework for Army leaders charged with command authority to accomplish assigned missions.

SELF DEVELOPMENT

Army service requires continuous, life-long learning. Structured training activities in Army schools and in operational units will not always meet every individual's need for content or time. Self-development enables individuals to pursue personal and professional MC-related self-development goals. It is planned, goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, and situational awareness. Self-development goals can include MC topics that enable the leader to be more proficient and comfortable practicing mission command. Another key example of self-development is 360-degree assessments.

EXPERIENCES

Experience is often the best teacher. Experiences occur when the participant is subject to practical consequences of choices and actions. They comprise knowledge and skills gained through involvement or exposure to an event. They include deployments, assignments, jobs, training events, and educational opportunities. Individual leaders must seek and capitalize on MC experiential learning opportunities.

APPENDIX G - Means

Means are the resources/capabilities (products, services, facilities, and equipment) in the DOTMLPF domains. Each of the products and services in the DOTMLPF domains helps improve Army MC, but when developed in combination to address gaps, take advantage of opportunities, or solve issues, they provide significant advancements in multiple areas.

DOCTRINE
Doctrine is fundamental principles by which the military forces, or elements thereof, guide their actions in support of national objectives. Principal MC-related doctrinal resources are ADPs 3-0, 5-0, 6-0, 6-22, and 7-0, their associated ADRPs, field manuals (FM), and ATPs.

ORGANIZATION
Organization encompasses units with varied functions enabled by a structure where individuals cooperate systematically to accomplish a common mission and directly provide or support warfighting capabilities. Principal MC-related organizational resources are outlined in TOE, MTOE, tables of distribution and allowances (TDA), and associated contractor support.

TRAINING
An organized, structured process based on sound principles of learning designed to increase capabilities to perform specific military functions and associated individual and collective tasks. Training increases the ability to perform in known situations with emphasis on competency, physical and mental skills, knowledge, and concepts. Principal MC-related training resources include: training areas; ranges; combat training centers; mission command METL and associated individual and collective task lists; mission training complexes; installation as a docking station; TADSS; training support packages (TSP); Integrated Training Environment (ITE); and Army Training Network (ATN).

MATERIEL
All items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. Principal MC-related materiel resources include Soldier and leader dismounted equipment, platforms, command posts, transport, applications, software, power generation and other enablers, simulation equipment, infrastructures, and network services.

LEADERSHIP AND EDUCATION
Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. Education is continuous and progressive instruction and other programmed activity designed to develop knowledge, skills, and abilities. MC provides the framework for applying leadership at all levels and across all cohorts for maximum effect in the conduct of ULO. Principal MC-related education resources include professional military education curricula at all levels and across all cohorts to include resident, distance learning, and self-development venues.

PERSONNEL
The development of manpower and personnel plans, programs, and policies necessary to man, support and sustain the Army. Principal MC-related personnel resources include aspects of personnel manpower plans, programs, and policies that govern assignments, career development, evaluations, promotions, and command selection. MC personnel broadly includes all Army leaders and Functional Areas designed to support mission command tasks (i.e. FA-29, electronic warfare; FA-30, information operations).

FACILITIES
Facilities include real property consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land. Principal MC-related facilities include all real property and infrastructure supporting MC training, education, and experiences (i.e. mission training complexes).

Glossary

Acronym	Definition
ABC	Army Business Council
AC	active component
ACC	Army Capstone Concept
ACOM	Army command
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AFC	Army functional concept
ALCC	Army Learning Coordination Council
ALDF	Army Leader Development Forum
ALDP	Army Leader Development Program
ALDS	Army Leader Development Strategy
AMCS	Army Mission Command Strategy
AOC	Army Operating Concept
AR	Army regulation
ARNG	Army National Guard
ARSTAF	Department of the Army Staff
ASCC	Army Service Component Command
ATN	Army Training Network
ATS	Army Training Stratetgy
BCT	brigade combat team
BOD	Board of Directors
CAC	U.S. Army Combined Arms Center
CAC-T	U.S. Army Combined Arms Center - Training
CADD	Combined Arms Doctrine Directorate
CAL	Center for Army Leadership
CATS	combined arms training strategies
CBA	capabilities based assessment
CEMA	cyber electromagnetic activities
CG	commanding general
COE	common operating environment
CoL	campaign of learning
COP	common operational picture
CPX	command post exercise
CSA	Chief of Staff of the Army

CSMB	Capability Set Management Board
CSMB GOSC	Capability Set Management Board General Officer Steering Committee
CTC	combat training center
DA	Department of the Army
DCG	deputy commanding general
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, facilities
DRU	direct reporting unit
FDU	Force Design Update
FM	field manual
FORSCOM	U.S. Army Forces Command
FTX	field training exercise
GOSC	General Officer Steering Committee
HCEB	Human Capital Executive Board
HQDA	Headquarters, Department of the Army (includes both the office of the Secretary of the Army (Secretariat) and the Army Staff (ARSTAF))
HRC	Human Resources Command
HST	home station training
ICD	initial capabilities document
ICDT	integrated capabilities development team
ITE	integrated training environment
JCIDS	Joint Capabilities Integration and Development System
JEP	Joint Exercises Program
JMRC	Joint Multinational Readiness Center
JP	joint publication
JROC	Joint Requirements Oversight Council
JRTC	Joint Readiness Training Center
JUONS	Joint Urgent Operational Needs Statement
LFX	live fire exercise
LM GOSC	LandWarNet Mission Command General Officer Steering Committee
MC	mission command
MC RGT	Mission Command Requirements Governance Team
MCTP	Mission Command Training Program
MC WfF	mission command warfighting function
METL	mission essential task list
MTC	mission training complex
MTOE	modified table of organization and equipment
NMA GOSC	Network Mission Area General Officer Steering Committee

NCO	noncommissioned officer
NeMC	network-enabled mission command
NET	new equipment training
NetOps	network operations
NTC	National Training Center
ONS	operational needs statement
OPMS GOSC	Officer Personnel Management System General Officer Steering Committee
OPORD	operations order
Pam	pamphlet
PME	professional military education
POM	program objective memorandum
PNT	positioning, navigation, and timing
RC	reserve component
SA	Secretary of the Army
SATCOM	satellite communications
SE	strategic end
SMA	Sergeant Major of the Army
SMA BOD	Sergeant Major of the Army Board of Directors
TAA	Total Army Analysis
TADSS	training aids, devices, simulators, and simulations
TASS	The Army School System
TBP	to be published
TCM	TRADOC capabilities manager
TDA	tables of distribution and allowances
TIF	Training Integration Forum (TRADOC)
TGOSC	Training General Officer Steering Committee
TOE	tables of organization and equipment
TR	TRADOC regulation
TRADOC	U.S. Army Training and Doctrine Command
TSP	training support package
ULO	unified land operations
USAR	U.S. Army Reserve
VCSA	Vice Chief of Staff of the Army
WfF	warfighting function

SECTION II - TERMS

Army profession

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

Army modernization training

Required training to support Army modernization including new equipment and displaced equipment training, doctrine and tactics training, and sustainment training. Modernization training is the process which identifies training requirements for new or improved and displaced materiel systems.

art of command

The creative and skillful exercise of authority through timely decisionmaking and leadership.

authority

The delegated power to judge, act, or command.

capability

A capability is the ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks.

capability set management

The Army process to define, synchronize, and integrate tactical network solutions for fielding across all echelons as a cohesive portfolio in one year. It procures, integrates, and distributes capability sets throughout a combat formation. The process aligns program funding and delivery through the POM, providing operational units integrated capability during reset phases. The Capability Set Management Board (CSMB) provides capability set management. The CSMB Charter, as well as DCS, CIO/G-6 and DCS, G-3/5/7 memorandums, guide the CSMB process.

Civilian Workforce Transformation

The Army's program to put Army Civilians in a career program and train and develop them into leaders. The Army capitalizes on entry-level recruiting of high-quality candidates and provides a focused investment in developing the force into leaders throughout their careers. This is chaired by ASA(M&RA) and feeds the HCEB.

collective training

Training either in institutions or units that prepares cohesive teams and units to accomplish their missions on the battlefield and in operations other than war.

command

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

commander's intent

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

competency

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

control

The regulation of forces and warfighting functions to accomplish the mission in accordance with the commander's intent.

cyber electromagnetic activities

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

cyberspace

A global domain within the information environment consisting of the interdependent network of information technology infrastructures, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers.

cyberspace operations

The employment of cyberspace capabilities where the primary purpose is to achieve objectives in or through cyberspace.

disciplined initiative

The willingness to act in the absence of orders, when existing orders no longer fit the situation, or when unforeseen opportunities or threats arise.

displaced equipment training

Training on how to operate, maintain, and employ on displaced or cascaded equipment provided to the receiving unit and assigned personnel.

displaced equipment training plan

The plan detailing all the training required to support the redistribution of equipment within a ACOM or between ACOMs as a result of an Army equipment modernization action. The DETP describes training to be provided when the equipment is transferred to units that have not had previous experience on that equipment.

education

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

fires warfighting function

The related tasks and systems that provide collective and coordinated use of Army indirect fires, air and missile defense, and joint fires through the targeting process.

functional training

Training designed to qualify leaders, Soldiers, and Army Civilians for assignment to duty positions that require specific functional skills and knowledge.

generating (institutional) force

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

inform and influence activities

The integration of designated information-related capabilities in order to synchronize themes, messages, and actions with operations to inform United States and global audiences, influence foreign audiences, and affect adversary and enemy decisionmaking.

information management

The science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products.

integration

The process of comprehensive analysis, design, and assessment of requirements, concepts, and resources to combine and arrange DOTMLPF requirements and solutions to unify and improve warfighting capabilities.

intelligence warfighting function

The related tasks and systems that facilitate understanding the enemy, terrain, and civil considerations.

knowledge management

The process of enabling knowledge flow to enhance shared understanding, learning, and decisionmaking. Knowledge flow refers to the ease of movement of knowledge within and among organizations. The purpose of knowledge management is to create shared understanding through the alignment of people, processes, and tools within the organizational structure and culture in order to increase collaboration and interaction between leaders and subordinates.

LandWarNet

The U.S. Army's contribution to the global information grid that consists of the globally interconnected, end-to-end set of U.S. Army information capabilities, associated processes, and personnel for collecting, processing, storing, disseminating, and managing information on demand supporting warfighters, policy makers, and support personnel. It includes all Army (owned and leased) and leveraged Department of Defense and joint communications and computing systems and services, software (including applications), data security services, and other associated services. LandWarNet exists to enable the fight through mission command.

leader development

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

mission

The task, together with the purpose, that clearly indicates the action to be taken and its reason.

mission command (philosophy)

The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.

Mission Command Requirements Governance Team (MC RGT)

The MC RGT is TRADOC's governance structure that enables mission command users to be represented as the common operating environment and its supporting computing environments (CEs) are developed in the ASA(ALT) Common Operating Environment (COE) governance structure. The MC RGT develops the recommended TRADOC way forward in terms of the Mission Command Requirements Strategy. This strategy will determine the appropriate software application requirements to migrate to the COE and determine changes to current requirements documents in order to deconflict mission command requirements that support the maturation of the COE. The MC RGT supports ASA(ALT)'s Mission Command Capability Portfolio Review efforts.

mission command system

The arrangement of personnel, networks, information systems, processes, procedures, facilities, and equipment that enable commanders to conduct operations.

mission command warfighting function

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

mission orders

Directives that emphasize to subordinates the results to be attained, not how they are to achieve them.

movement and maneuver warfighting function

The related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats.

new equipment

New or improved equipment reintroduced into the Army. New equipment applies to developed, product improved, and non-development items.

new equipment training

The identification of personnel, training, TADSS, and the initial transfer of knowledge

Officer Personnel Management System GOSC

Officer Personnel Management System GOSC (OPMS GOSC) is chaired by the HQDA G-1 and HRC Commanding General to address AR 600-3 Army Personnel Development System officer and warrant officer issues. Evaluation reports, assignment policies, career timelines, and talent management are examples of topics addressed at the OPMS GOSC. The OPMS feeds the HECB.

operating force

The operating force includes forces whose primary missions are to participate in combat and the integral supporting elements thereof. (derived from JP 1–02)

protection warfighting function

The related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission

prudent risk

A deliberate exposure to potential injury or loss when the commander judges the outcome in terms of mission accomplishment as worth the cost.

requirement

An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks.

risk management

Actions to reduce and eliminate hazards or control the impact of hazards during training and operational activities.

science of control

Systems and procedures used to improve the commander's understanding and support accomplishing missions.

self-development training

Self-development is planned, goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, and situational awareness. Self-development will complement what is learned in the classroom and on the job, enhance professional competence, and help meet objectives. There are three types of self-development:

- *Structured self-development*: Required learning that continues throughout an individual's career and is closely linked to and synchronized with classroom and on-the-job learning.
- *Guided self-development*: Recommended but optional learning that will help keep individuals prepared for changing technical, functional, and leadership responsibilities throughout a career.
- *Personal self-development*: Self-initiated learning where the individual defines the objective, pace, and process.

Sergeant Major of the Army Board of Directors (SMA BOD)

The SMA BOD is the SMA's venue to discuss enlisted issues. NCO personnel issues raised at this board may feed the HECB.

sustainment training

Individual and collective training conducted in the unit or resident schools, units, and organizations to ensure continued expertise on the operations, employment, and logistics support of fielded systems or equipment.

sustainment warfighting function

The related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance.

synchronization

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

training

An organized, structured process based on sound principles of learning designed to increase the capability of individuals or units to perform specified tasks or skills. Training increases the ability to perform in known situations with emphasis on competency, physical and mental skills, knowledge and concepts. (TR 350-1)

TRADOC doctrine publications process

Army doctrine is fundamental principles with supporting tactics, techniques, procedures, and terms and symbols by which the operating force and elements of the generating force that directly support operations guide their actions in support of national objectives. It is authoritative but requires judgment in application. TR 25-36 includes a significant revision to encompass the Doctrine 2015 initiatives and doctrinal framework. There are numerous doctrine publications that relate to MC but ADP 6-0 and ADRP 6-0 Mission Command are the two primary documents.

training aids, devices, simulators, and simulations

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

unity of command

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

warfighting function

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

The proponent for the Army Mission Command Strategy is the United States Army Combined Arms Center. The preparing agency is the Mission Command Center of Excellence, United States Army Combined Arms Center. Send comments and recommendations via DA Form 2028 (Recommended Changes to Publications and Blank Forms), email, or phone call to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN ATZL-MC (AMCS), 801 Harrison Drive, Fort Leavenworth, KS 66027-2308; by email to Mr. Dick Pedersen, richard.n.pedersen.civ@mail.mil, (913)684-6371 or Mr. Jeff Hoing, jeffrey.l.hoing.civ@mail.mil, (913)684-6374.