

# **TRADOC OE-OPFOR PROGRAM**

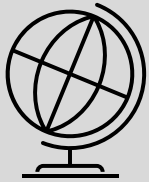


## ***How to Describe OE Variables in Training & Education***

For Additional Information on (T&EO) See

[Army Training Network - T&EO \(FM 7-0\)](#)

# *The Operational Environment*



1.

An operational environment (OE) is the aggregate of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 3-0)



2.

Proponents must describe the operational variables (PMESII-PT) of the training environment (the condition statement) which may include the OPFOR and selected counter-tasks.



3.

There are certain OE requirements that must be depicted at each echelon of training to obtain different proficiency ratings: Trained, Practiced, and Untrained also known as TPU. A Task Criteria Matrix provides the OE requirements for each echelon.

# Task Criteria Matrix

**Crew & Battle Drills** – OE has minimal tactical variation

**Company & Battalion METL** – Integrates specific OE variables to stimulate tactical tasks & training objectives

**BDE & Above METL** – Provides range of dynamic OE complexities to challenge multilevel training and MC

The Task Criteria Matrix enables leaders to train and evaluate task proficiency more accurately and objectively based on the criteria stated.

Plan & Prepare			Execute					Evaluate				
Operational Environment			Training Environment (L/M/C)	% Leaders present at training/authorized	% Present at training/authorized	External evaluation	Performance measures	Critical performance measures	Leader performance measures	Evaluator's observed task proficiency rating	Commander's assessment	
SQD and PLT	CO and BN	BDE and above	At the discretion of the commander	≥75%	≥80%	Yes	≥80% GO	All	≥80%	T	T	
Dynamic (single threat)	Dynamic and complex (4 + OE variables and hybrid threat)	Dynamic and complex (all OE variables and hybrid threat)										Night
Static (single threat)	Dynamic (single threat)	Dynamic and complex (all OE variables and single threat)										Day
	Static (single threat)	Dynamic and complex (< 4 all OE variables and single threat)		60-74%	60-79%	No	65-79% GO	<All	65-79%	P	P	
				≤59%	≥1		<85% GO		>85%	U	U	

BDE brigade  
 BN battalion  
 CO company  
 SQD squad  
 OE operational environment  
 P practiced  
 T live  
 U untrained  
 T C fully trained  
 PLT constructive  
 V virtual

Note: The percentages used in this figure are for illustration only. See the collective task's published training and evaluation outline for applicable percentages.

## DEFINITIONS:

**STATIC:** Aspects of operational *variables* (PMESII-PT) needed to stimulate mission variables (METT-TC) *are fixed* throughout the unit's execution of the task.

**DYNAMIC:** Operational *variables and Threat TTPs* for assigned counter-tasks *change* in response to the execution of BLUFOR's task.

**COMPLEX:** Requires a minimum of *four* (Terrain, Time, Military [Threat], and Social [Population]) *or more* operational *variables*; brigade and higher units require all eight operational variables (PMESII-PT) to be replicated in varying degrees based on the task being trained.

**SINGLE THREAT:** Regular, irregular, criminal *or* terrorist forces.

**HYBRID THREAT:** The diverse and dynamic *combination* of regular forces, irregular forces, terrorist forces, and/or criminal elements *unified* to achieve mutually benefitting effects.

# Selecting the OE Variables by Echelon

<b><i>Squad and Platoon (3 variables)</i></b>	<b><i>Company and Battalion (4 or more variables)</i></b>	<b><i>Brigade and Division (8 variables)</i></b>
Political Local tribes or religions	Political District tribes or religions	Political Provincial tribal or religions Provincial authoritarian or none
Military Dynamic Single threat OC/T adjudicate advanced weapons	Military Dynamic Hybrid threat OC/T adjudicate advanced weapons	Military Dynamic Hybrid threat OC/T adjudicate advanced weapons
Economic	Economic	Economic Dependencies upon NGOs Active and interdependent
Social Civilians as human shields	Social Civilians as cover or concealment Civil traffic within convoys	Social Civilians as cover or concealment Civil traffic within convoys
Information	Information Social media influence	Information Social media influences Nonlethal effects
Infrastructure	Infrastructure Local SWEAT issues	Infrastructure Must have civil implications Electric, water, and roads
Physical Environment Field environment Several buildings	Physical Environment Various field environments Combined Arms Collective Training Facility (CACTF)	Physical Environment Mixed field and urban Combined Arms Collective Training Facility (CACTF)
Time Compressed Dictated by OPFOR actions	Time Compressed Dictated by OPFOR actions	Time Compressed Dictated by OPFOR actions
NGO	nongovernmental organization	OC/T observer-controller trainer
OPFOR	opposing force	SWEAT sewage, water, electricity, academics, trash

# ***OE example for Movement to Contact***

	<b>STATIC</b>	<b>DYNAMIC</b>	<b>DYNAMIC &amp; COMPLEX</b>
<b>SQD-PLT</b>	A regular, conventional Squad or Platoon size OPFOR, with relative equivalent force-ratio, conducting an attack that is force oriented during the day, within the assigned area of operational boundaries and allotted time.	Applying described static conditions, the OPFOR may adjust their TTPs in response to training unit action and within the context of their assigned counter-task, to gain an unanticipated advantage, such as a hasty defense upon contact. Other examples for changing conditions could include introduction of non-combatants, unanticipated route deviations, loss of navigational systems.	N/A
<b>CO-BN</b>	A regular, conventional company or battalion size OPFOR, with relative equivalent force-ratio, conducting an attack that is force oriented during the day, within the assigned area of operational boundaries and allotted time.	Applying described static conditions, the OPFOR may adjust their TTPs in response to training unit action and within the context of their assigned counter-task, to gain an unanticipated advantage. Other examples for changing conditions could include introduction of a contested electromagnetic spectrum (EW), indirect fires, UAVs.	Must include four or more operational environment conditions that includes a hybrid threat, various types of terrain, time restrictions, social (population, cultural & language implications). Additional variables may include information (media, population perception), infrastructure (bridges, electricity, roads, urban area), or economic (local vendors, contractual & supply implications)
<b>BDE and Above</b>	N/A	N/A	A replicated (LVC) regular, conventional or hybrid threat BDE or Division size OPFOR, with near-peer enablers that should include cyber, degraded space, EW, advanced ISR, C3D, integrated air defense, counter and precision fires, SOF, CBRNE considerations, information warfare, and air threats. All operational variables must be present to various degrees to stimulate responses for key training objectives.

# OE examples for Maneuver Support & Sustainment

	STATIC	DYNAMIC	DYNAMIC & COMPLEX
<b>Conduct Tactical Convoy</b>	Use of terrain with rolling elevations and surrounding vegetation, improved road surfaces, and urban area; anticipated single threat with specified tasks that may include an ambush or IED attack.	Applying described static conditions with changing circumstances that may include constrained time, civil disturbances that block or obscure routes, unanticipated OPFOR engagements, unplanned route changes, escalation of hostility during scheduled halts, and/or disabled convoy vehicle.	Must include four or more operational environment conditions that must also include the social variable (population, cultural/ language, driving habits), and may also include other variables: <i>information</i> (media, population perception), <i>infrastructure</i> (bridges, electricity, roads, urban terrain), or <i>economic</i> (local vendors, contractual & supply implications)
<b>Provide Brigade Communications Support</b>	Operating in terrain with various types of terrain features and surrounding vegetation; crowded frequency spectrum.	Applying described static conditions with changing circumstances that may include constrained time, unintentional electromagnetic interference (frequency bleed-over), location change that interferes with established line-of-sight. OPFOR actions that may kinetically destroy or disrupt systems (sniper shot of equipment, insider threat cutting wire, etc.)	Must include four or more operational environment conditions that influence communication architecture which should include the <i>information</i> variable (availability of commercial cell phones, internet, social media, etc). Communication architecture may require interoperability with multinational or host nation forces. Hybrid threat with near-peer capabilities create intentional electromagnetic interference (Jamming).



## Examples of Relationship for Operational & Mission Variables

Operational Var. Mission Var.	Political	Military	Economic	Social	Information	Infrastructure	Physical Terrain	Time
Mission	Type and relationship to US forces; influence or impact on local political, tribal or religious order	Joint, NATO or multinational partners required to accomplish task or mission	Impact on local & regional economic trade & influence; local manufacturing & farming/ranch	Local support for US Forces; cultural, religious, and language barriers	Public perception; availability of cellular, TV, radio, news, literacy, etc	Housing and road network; electricity, water, sewage, roads, transportation.	Mobility and restrictions, complex urban terrain/sub-terrain with cover/conceal	Mission timeline in comparison to civil consideration or perception
Enemy	Governmental relationship, support/control or influence on local leaders, including religious leaders	Conventional, unconventional, regular/irregular, arms criminal elements, other combatants?	Dependence and support to and/or from local populace for supply & services	Ability to camouflage into populace or coerce/control local opinion and actions	Use of local info infrastructure & resources for coercion, IO, & perception management	Use of local infrastructure to provide mobility, sanctuary, cover, concealment, and deception.	Advantaged by known terrain, use of unnatural routes, & extensive caches	Use of time against U.S. mission timeline; trade space to buy time
Terrain & Weather	Is political/tribal structure terrain oriented or implicated; control/historic?	Impact of terrain & weather on Red, Green & Blue routes and actions	Trade routes, marketing, and economic dependencies on terrain/WX	Historic, religious & social importance of certain terrain (burial)	Restrictive or void locations for information influence; WX degraded	Impact or limitation on local roads and infrastructure; impact of natural disasters	Availability or restriction of weather on natural terrain	Consideration for extreme or flash weather conditions
Troops & Support	Existing relationships, key leader engagements, local support/ threats to troops	Coalition & cultural/language implications, maintenance & supplies	Localized battering relations to stimulate or stifle economic interests	Populace support for U.S. and coalition; religious & cultural implications	Ability to communicate with locals via media/other to promote inform/influence	Use of local infrastructure for movement & sustainment; knowledge of hidden areas	Knowledge of key terrain, Choke points, limited routes vulnerability to IED/ambush	Available time to influence OE & defeat / remove enemy influence
Time	Time availability to stabilize, gain and/or influence political/leadership changes	Red versus Blue timelines; green perception of military actions over time	Key events & time for markets, trade events, crops, herding, etc	Holidays, religious and /or special occasions & events	Activity level of social media, time needed to inform & influence	High vs low use of infrastructure resources (electric, rush-hour traffic, etc.)	Seasonal terrain & weather implications\	Perception of time on mission and Operational Variables
Civil Consid.	Strength or weakness of current system and leadership to influence populace	Civil perspective, influence and support of U.S. and enemy military ops	Civil perceptions of U.S. influence on economic growth (CERP)	Perception & relationships of U.S. purpose and interactions (CREL)	Gained or lost trust in messaging, inform & influence efforts	Advantages & disadvantages of U.S. assistance (ASCOPE)	Impact of military operations on locality (farms, rivers, etc.)	Acceptable expectations of time mgmt. for military operations

# Training and Evaluation Outlines

## OVERVIEW

A-1. A *training and evaluation outline* is a summary document that provides performance and proficiency standards for individual or collective tasks. T&EOs are also the Army's source for the procedures that Soldiers and units perform to perform tasks to standard. T&EOs are developed, approved, and published by responsible proponents. T&EOs provide summary information concerning individual, leader and critical tasks that support the successful execution of the task. The emphasis is on unit performance of tasks performed primarily in the operational training domain. This appendix focuses on collective task T&EOs.

## SOURCES OF T&EOS

A-2. The Army has several official repositories to access current, approved T&EOs:

- The ATN.
- The DTMS.
- The CATS.
- The CAR.

Users access the DTMS, CATS, and CAR via the ATN. Users accessing T&EOs through the ATN do not require additional privileges to view and print T&EOs. T&EOs obtained through other, non-government approved sources should not be used.

## TRAINING AND EVALUATION OUTLINE USES

A-3. T&EOs have three primary purposes:

- **Prepare and practice tasks.** Trainers use T&EOs to prepare and practice task execution. This use helps educate and familiarize Soldiers to the requirements and standards of the task. As the task is practiced, task standards provide the base to develop unit tactics and techniques to best execute the task when performed during operations
- **Evaluate training.** Evaluators use T&EOs as they observe and evaluate task performance. They also use T&EOs to plan and prepare how to best observe performance. Evaluators use T&EOs to identify task standards necessary to successfully perform the task. Evaluators evaluate task performance using the objective task criteria matrix and performance steps and measures.
- **Assess training.** Commanders use T&EOs to assess collective task proficiency as part of feedback. Commanders assess task proficiency using task proficiency ratings.

## PREPARE AND PRACTICE TASKS

A-4. Prior to training, leaders study task T&EOs to educate themselves and their Soldiers with task conditions, standards, and especially performance steps. Educated leaders can ensure that the unit understands the successful performance of the task. Additionally, this understanding allows leaders and Soldiers to consider and rehearse how they can best execute the task to get the best results.

A-5. As leaders review task T&EOs, they gain a better understanding of the types of resources that units may need to execute the task (refer also to the unit's CATS). These resources include TADDS, equipment, training areas, and any additional supporting resources necessary. Cross-referencing T&EOs to CATS and the training events that train the tasks provides more detail on the type and number of resources necessary to train.

A-6. The ability to practice task execution is an important step in training. It allows Soldiers and units the opportunity to try meeting tasks standards progressively and in multiple iterations until they meet task standards. This in turn builds confidence that the tasks can be done routinely and reliably under changing and varied conditions.



## EVALUATE TRAINING

A-7. As tasks are performed during training events, trainers and evaluators use T&EOs to observe and evaluate task proficiency. When complete, T&EOs provide an important part of feedback that unit commanders review to consider whether the unit can, or cannot meet task requirements.

## ASSESS TRAINING

A-8. Commanders refer to evaluator-completed T&EOs as well as other sources of feedback to make an informed and objective assessment of the unit's ability to perform tasks to the standard. In doing so, the evaluator's T&EO provides a primary record of how the task was performed. The commander also considers personal observations, experience, and knowledge of the task, the unit, and conditions as part of the assessment process. In assessing a task, the commander has three options-

- Accept the evaluator's task proficiency rating for the task.
- Upgrade the evaluator's task proficiency rating one rating (for example, upgrading an evaluator's 'P' rating to a 'T'). A task upgrade is done following dialogue with the next higher commander.
- Downgrade the evaluator's task proficiency one rating (for example, the commander downgrades an evaluator's 'T' rating to a 'P'). The unit commander can downgrade without further dialogue with the higher commander.

A-9. The commander initials and dates the assessment for all unit collective tasks on the T&EO. For METs and collective live-fire tasks, the commander initials and dates the final assessment on the T&EO. The results are recorded for future reference and unit training readiness reporting.

## PRIMARY TRAINING AND EVALUATION OUTLINE ELEMENTS

A-10. All T&EOs have the same basic elements in their outline. This appendix focuses on those elements that are crucial to using T&EOs by a trainer, evaluator, or commander. The following are all elements common to collective task T&EOs:

- Task number.\*
- Task title.\*
- Distribution Restrictions.
- Destruction Notice.
- Foreign Disclosure.
- Supporting References.
- Conditions.\*
- Standards.\*
- Live-fire.\*
- Objective evaluation task criteria matrix.\*
- Remarks.
- Notes.
- Safety risk.
- Cue.
- Performance steps and measures.\*
- Task performance summary block.\*
- Missions supported.
- Mission-oriented protection posture (known as MOPP) 4.
- MOPP 4 statement.
- Night vision goggles (known as NVG).
- Prerequisite collective tasks.
- Supporting collective tasks.
- Supporting individual tasks.

- Supporting drills.
- Supported Army universal task list or universal joint task list task.
- TADSS (known as training aids devices, simulations and simulators).
- Equipment (LIN) (known as line item number).
- Materiel items (NSN) (known as national stock number).
- Environment.
- Safety.

The discussion beginning on paragraph A-11 discusses those elements annotated by an asterisk (\*).

## TASK NUMBER

A-11. A task number is a unique identifier specifying an individual or collective task. The individual task number system differs from that for collective tasks. For collective tasks, the task number consists of two groups of numbers and one group of letters separated by hyphens.

A-12. An example of a task number is 07-CO-1256. The first set of numbers indicates the school or proponent code (see table A-1). In this example, the first two digits, 07, indicates an infantry task. In this case, infantry is the proponent for this task. A proponent is an Army organization or staff assigned primary responsibility for material or subject matter in its area of interest.

**Table A-1. School and proponent codes**

<b>Code</b>	<b>School or Proponent</b>	<b>Code</b>	<b>School or Proponent</b>
01	Aviation	34	Combat Electronic Warfare and Intelligence
02	Music	36	Environment Operations
03	Chemical Biological, Radiological, and Nuclear	37	Maneuver Support
05	Engineers	40	Space and Missile Defense
06	Field Artillery	41	Civil Affairs
07	Infantry	42	Supply
08	Medical	43	Maintenance (except missile)
09	Ordnance (missile and munitions)	44	Air Defense Artillery
10	Quartermaster	45	Public Affairs
11	Signal	54	Logistical Organizations and Operations
12	Adjutant General	55	Transportation
13	Cyber	60	Explosive Ordnance Disposal Procedures
14	Finance	63	Combat Service Support*
16	Chaplain	70	Acquisition, Logistics and Technology
17	Armor	71	Mission Command
19	Military Police	75	Military Advisory Groups
27	Judge Advocate	80	Special Operations
30	Military Intelligence	90	Combat Operations
31	Special Forces	95	Air Traffic Control
32	Intelligence and Security Command		
33	Psychological Operations		

\* Combat Service Support is known as *Sustainment*

A-13. Following the example of 07-CO-1256, the second set of letters are echelon codes for the level of command to which the collective task applies. In the example of 07-CO-5135, the CO applies to a task for a company. See table A-2 for echelon codes.

**Table A-2. Echelon codes**

<b>Echelon</b>	<b>Code</b>	<b>Echelon</b>	<b>Code</b>
Army Command	ACOM	Group	GRP
Battalion	BN	Joint	JT
Battery	BTRY	Office	OFF
Branch	BR	Platoon	PLT
Brigade	BDE	Regiment	REGT
Center	CTR	Regional Cyber Center	RCC
Command	CMD	School	SCHOOL
Company	CO	Section	SEC
Corps	CORP	Squad	SQD
Crew	CW	Squadron	SQDN
Detachment (TDA)	DT	Theater Army	TA
Detachment (TOE)	DET	Team (TDA)	TE
Division (TDA)	DV	Team (TOE)	TM
Division (TOE)	DIV	Troop	TRP
Echelons Above Corps	EAC		
TDA	table of distribution and allowances	TOE	table of organization and equipment

A-14. The school or proponent assigns the last set of four digits of the task number. These four digits are unique to the particular task and echelon. In the example of 07-CO-1256, the 1256 is the number assigned to that task by the infantry proponent.

### **TASK TITLE**

A-15. The task title is the alphabetic nomenclature (name) of the task as assigned by the proponent. The title includes both the verbiage description of the task and the echelon to which it applies. In the example of task number 07-CO-1256, the task title assigned by the proponent is Conduct an Attack by Fire (Company).

### **CONDITIONS**

A-16. A task condition statement provides the general information required to allow multiple units to perform a task to standard based on common doctrine. The condition statement identifies the general situation and training environment in which the unit should be able to perform the task to standard.

### **STANDARDS**

A-17. The task standard statement provides the criteria for determining the minimum acceptable proficiency of task performance under operating conditions. Users reference the task criteria matrix for minimum acceptable standards. The school or proponent specifies and modifies the matrix based on the requirements of the task, unit type, and echelon.

### **LIVE-FIRE**

A-18. The proponent indicates any requirements or specifications for live-fire associated with the task. Collective live-fire task proficiency is based on evaluation of a task(s) trained and evaluated under live-fire conditions and standards as defined in the task(s) T&EOs.

### **TASK CRITERIA MATRIX**

A-19. The task criteria matrix (also referred to as the objective task criteria matrix) as seen in figure A-1 enables leaders to train and evaluate task proficiency more accurately and objectively based on the criteria stated. It

provides the Army standard evaluation criteria providing commanders a way to objectively assess collective task proficiency. The task criteria matrix consists of the following fields:

- Operational environment.
- Training environment.
- Percent of leaders present or authorized.
- Percent of present at training or authorized.
- External evaluation.
- Percent of performance steps 'GO.'
- Percent of critical performance steps 'GO.'
- Percent of leader performance steps 'GO.'
- Task assessment.

## **Operational Environment**

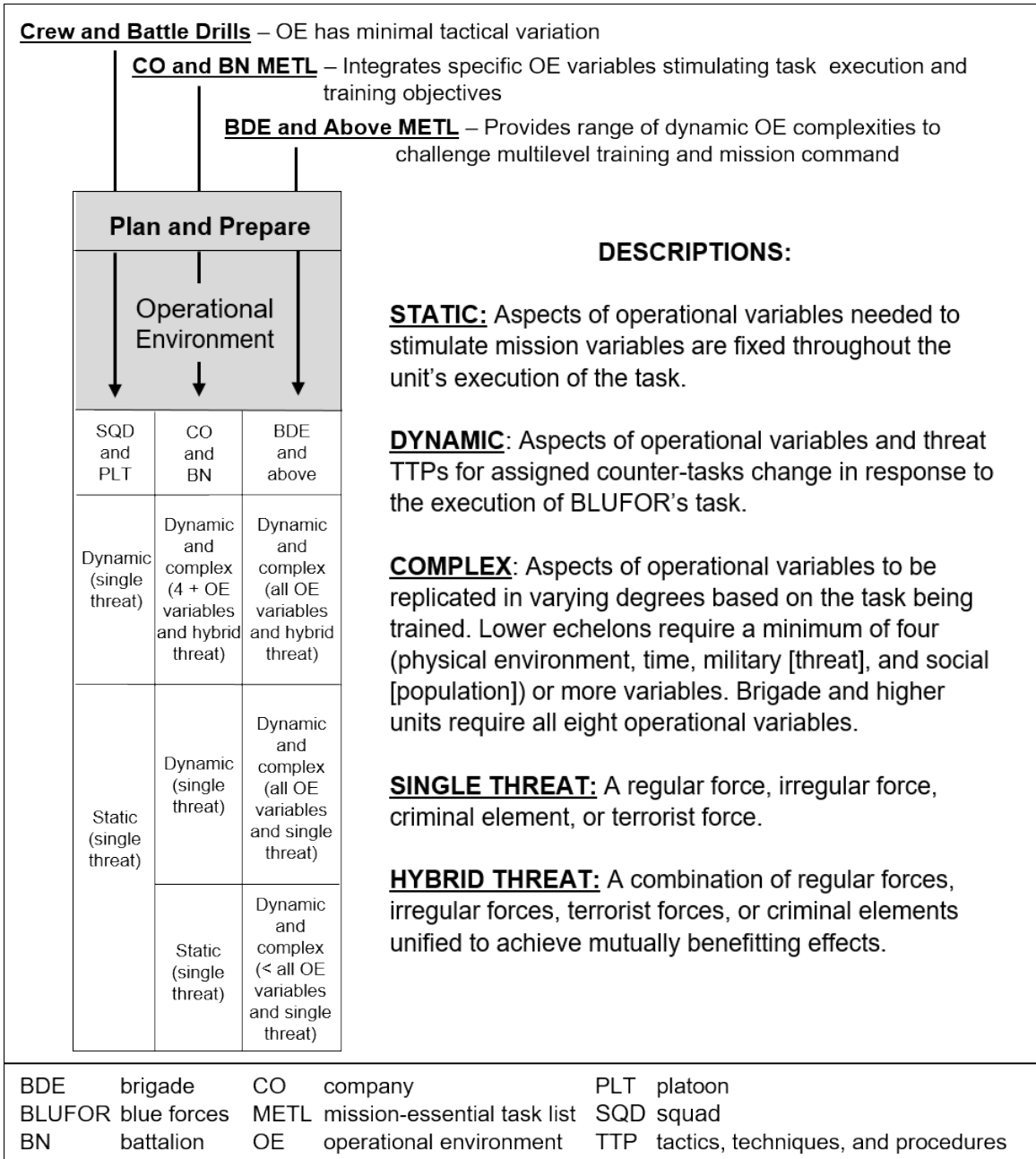
A-20. The proponent describes the variables of the operational environment in the condition paragraph of the T&EO. The proponent builds a near-peer competitor into the training scenario. The operational environment is within the Plan and Prepare section of the task criteria matrix, and depicts by echelon what the operational environment requirements are for obtaining different proficiency ratings (T, P, and U). The commander plans at echelon how to conduct METL training and in what environment the task is trained. See figure A-1.

A-21. This table follows the Army's operational variables (PMESII-PT) described in ADP 5-0. These are –

- Political
- Military
- Economic
- Social
- Information Infrastructure
- Physical environment
- Time
- Units with an assigned mission

A-22. For units training based on an assigned mission, commanders further filter information categorized by the operational variables into relevant information with respect to the assigned mission. They consider these mission variables in combination with the operational variables to further refine their understanding of the situation and to visualize, describe, and direct training. Refer to ADP 5-0 for a complete discussion of mission variable. The mission variables (METT-TC) are-

- Mission
- Enemy
- Terrain and weather
- Troops and support available
- Time available
- Civil considerations



**Figure A-1. Selecting operational environment by echelon**

A-23. Figure A-2 shows an example of addressing the operational environment. Of note, these are examples. Commanders may use any aspect of the operational variables in accordance with the training objectives. (See ADP 3-0 for a full description of operational and mission variables.)



<b>Squad and Platoon (3 variables)</b>	<b>Company and Battalion (4 or more variables)</b>	<b>Brigade and Division (8 variables)</b>
<b>Political</b> <ul style="list-style-type: none"> <li>Local tribes or religions</li> <li></li> </ul> <b>Military</b> <ul style="list-style-type: none"> <li>Dynamic</li> <li>Single threat</li> <li>OC/T adjudicate advanced weapons</li> </ul> <b>Economic</b> <ul style="list-style-type: none"> <li></li> <li></li> </ul> <b>Social</b> <ul style="list-style-type: none"> <li>Civilians as human shields</li> <li></li> </ul> <b>Information</b> <ul style="list-style-type: none"> <li></li> <li></li> </ul> <b>Infrastructure</b> <ul style="list-style-type: none"> <li></li> <li></li> </ul> <b>Physical Environment</b> <ul style="list-style-type: none"> <li>Field environment</li> <li>Several buildings</li> </ul> <b>Time</b> <ul style="list-style-type: none"> <li>Compressed</li> <li>Dictated by OPFOR actions</li> </ul>	<b>Political</b> <ul style="list-style-type: none"> <li>District tribes or religions</li> <li></li> </ul> <b>Military</b> <ul style="list-style-type: none"> <li>Dynamic</li> <li>Hybrid threat</li> <li>OC/T adjudicate advanced weapons</li> </ul> <b>Economic</b> <ul style="list-style-type: none"> <li></li> <li></li> </ul> <b>Social</b> <ul style="list-style-type: none"> <li>Civilians as cover or concealment</li> <li>Civil traffic within convoys</li> </ul> <b>Information</b> <ul style="list-style-type: none"> <li>Social media influence</li> <li></li> </ul> <b>Infrastructure</b> <ul style="list-style-type: none"> <li>Local SWEAT issues</li> <li></li> </ul> <b>Physical Environment</b> <ul style="list-style-type: none"> <li>Various field environments</li> <li>Urban terrain (CACTF)</li> </ul> <b>Time</b> <ul style="list-style-type: none"> <li>Compressed</li> <li>Dictated by OPFOR actions</li> </ul>	<b>Political</b> <ul style="list-style-type: none"> <li>Provincial tribal or religions</li> <li>Provincial authoritarian or none</li> </ul> <b>Military</b> <ul style="list-style-type: none"> <li>Dynamic</li> <li>Hybrid threat</li> <li>OC/T adjudicate advanced weapons</li> </ul> <b>Economic</b> <ul style="list-style-type: none"> <li>Dependencies upon NGOs</li> <li>Active and interdependent</li> </ul> <b>Social</b> <ul style="list-style-type: none"> <li>Civilians as cover or concealment</li> <li>Civil traffic within convoys</li> </ul> <b>Information</b> <ul style="list-style-type: none"> <li>Social media influences</li> <li>Nonlethal effects</li> </ul> <b>Infrastructure</b> <ul style="list-style-type: none"> <li>Must have civil implications</li> <li>Electric, water, and roads</li> </ul> <b>Physical Environment</b> <ul style="list-style-type: none"> <li>Mixed field and urban</li> <li>Large urban (CACTF)</li> </ul> <b>Time</b> <ul style="list-style-type: none"> <li>Compressed</li> <li>Dictated by OPFOR actions</li> </ul>
CACTF      combined arms collective training facility      OC/T      observer-controller trainer		
NGO                      nongovernmental organization      OPFOR      opposing force		

**Figure A-2. Selecting the operational environment by echelon**

### Training Environment

A-24. The proponent establishes the training environment conditions available for the task. The three training environments consist of LVC. (A virtual environment includes gaming.) (See appendix K for a description of each of the training environments.)

### Percent of Leaders Present

A-25. The unit records the percentage of unit leaders in leadership positions present at the training. Unit leaders are those leaders serving in leadership positions. The task performance summary matrix ‘% Leaders Present at Training/Authorized’ compares the number of the collective task’s specific leaders present against the total number of the collective task’s described leaders in leadership positions. The number of described leaders is determined from the required column on the TOE, MTOE, or TDA as required for the echelon of the task. For example, a T&EO states that the leaders for a collective task are the platoon leaders, platoon sergeants, and squad leaders. The TOE, MTOE, or TDA identifies the number of platoons and squads that unit had. If a staff sergeant is assigned as the platoon sergeant permanently, then that leader position is accounted for.

## Percent Present for Training

A-26. The unit records the percent of the unit present at the training event. The task evaluation summary matrix compares the column ‘% Present at Training/Authorized’ as the number of Soldiers present at the training event against the total number of Soldiers identified by the required column on the TOE, MTOE, or TDA as required for the echelon of the task.

## External Evaluation

A-27. This block is used to record whether the unit has completed an external evaluation (EXEVAL) prior to the current evaluation. A YES or NO affects the task proficiency rating of the observed task. Commanders use EXEVALs to validate readiness for operational deployment or to validate readiness for a specific mission. (See AR 350-1 and chapter 4.)

## Task Assessment

A-28. Army collective tasks have standards that reside in the T&EO of the task. The task criteria matrix and the T&EO’s performance steps and performance measures serve as the evaluation criteria to evaluate and assess collective task proficiency. The *Plan*, *Prepare*, and *Execute* sections of the task criteria matrix allow the commander or certified evaluator to capture a more accurate and objective evaluation or assessment. The *Assess* section of the task criteria matrix provides structured criteria for evaluators to evaluate and commanders to assess training proficiency using collective task proficiency ratings (T, P, and U).

A-29. Evaluators are selected and certified by commanders. For EXEVALs, evaluators are external to the evaluated unit. For collective tasks, evaluators evaluate performance based on the T&EO for the task trained and evaluated. The evaluator records the evaluated task proficiency rating immediately after the evaluation.

A-30. Commanders assess task proficiency partially based on the evaluators’ evaluated task proficiency rating. The commander also relies on feedback from other sources in assessment considerations. If the commander’s assessed collective task proficiency rating differs from the evaluator’s evaluated task proficiency rating, the commander gains approval from the next higher commander in the chain of command through commanders’ dialogue. The staff records the commander’s final assessed task proficiency rating on the T&EO. For METs, this rating is recorded for readiness reporting purposes. Commanders conduct reoccurring assessments of the unit METs; however, the evaluated proficiency rating cannot change until the task is trained and evaluated again. The commander’s assessment may continue to change over time due to multiple factors to include the effects of task atrophy. An assessed task proficiency rating increase cannot exceed one proficiency rating from the evaluated proficiency rating. Conversely, a commander may decrease a proficiency rating through commanders’ dialogue. There is no limit to the number of METs a commander may assess differently from the evaluated proficiency rating, but must be done in conjunction with a dialogue between the unit and next higher commander.

## PERFORMANCE STEPS AND MEASURES

A-31. The proponent defines the performance steps for each task. Performance steps are discrete actions that compose or inform the completion of a task and may or may not be measured. Performance is recorded as GO, NO-GO, or N/A (not applicable if the evaluator did not witness the performance step. N/A may also be used by the commander for focusing the setup of collective training) based on the standards for the collective task and the unit’s demonstrated execution of the task.

## Critical Performance Measurements

A-32. The proponent identifies critical performance measurements for the collective task and indicates them on the T&EO with a [+] next to the step. All critical performance measures must achieve a GO in order to achieve a minimum task proficiency rating of (P).

## Leader Performance Measurements

A-33. The proponent identifies leader performance measurements for the collective task and indicates these on the T&EO with a [\*] next to the step.

## Performance Sub Steps

A-34. Generally, lettered performance sub steps are not measured. Instead, they provide the leader or evaluator a reference for additional actions the unit should take to achieve a GO for the associated numbered performance step. When the sub step is not measured, the GO, NO-GO, and N/A boxes to the right of the sub step are vacant. When there is no associated proficiency box, the sub steps are referential only and do not aggregate to measure the parent numbered step. If however, the proponent determines that the sub step is measured, the proficiency box appears to the right. See item 4c in figure A-3 for an example of checked performance steps on a T&EO.

A-35. If the proponent labels a performance sub step as critical or leader (annotated by a '+', or '\*'), then the parent numbered step is categorized as a *critical performance step* or *leader performance step*.

Performance Steps and Performance Measures			
NOTE: Assess task proficiency using the task evaluation criteria matrix.			
NOTE: Plus signs (+) indicate Critical Performance Steps; Asterisks (*) indicate Leader Performance Steps			
<b>Plan</b>		GO	NO/GO
1. The company gains and/or maintains situational understanding using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources may include company intelligence support team (COIST), a human intelligence (HUMINT) team, a signal intelligence (SIGINT) team, and an imagery intelligence (IMINT) team to include unmanned aircraft systems (UASs) and unattended ground sensors (UGSs).		✓	
+ 2. The company commander receives the mission to conduct an attack and begins execution of troopleading procedures (TLP). (Refer to Task 71-CO-5100. Conduct Troop leading Procedures.)		✓	
* 3. The company commander issues the warning order (WARNORD), which may include the following:			✓
a. General location of operation.			
b. Initial task organization.			
c. Initial operational timeline.			
d. Reconnaissance to initiate.			
e. Movement to initiate.			
f. Planning and preparation instructions (to include planning timeline).			
g. Information requirements.			
<b>Prepare</b>			
* 4. The company commander and subordinate leaders prepare to conduct an attack. They take the following actions:			✓
a. Supervise subordinates and continue priorities of work.			
b. Conduct pre-combat checks and inspections.			
c. Conduct backbriefs with the BN commander or staff representative prior to the rehearsal (if necessary).			
d. Conduct rehearsals. Actions to consider during rehearsals include:		✓	
(1) Actions on enemy contact.			
(2) Occupying support-by-fire positions.			
(3) Assaulting the objective.			
(4) Actions on the objective.			
(5) Fire support.			

Figure A-3. Sample performance steps on a T&EO

## TASK PERFORMANCE EVALUATION SUMMARY BLOCK

A-36. This section provides the trainer or evaluator a means of recording data from the task criteria matrix and the performance steps section. The trainer or evaluator records results of the last iterations proficiency rating in the evaluator's column of the task criteria matrix. See figure A-4 for an example of a partially completed task summary for two iterations of a task.

TASK PERFORMANCE SUMMARY										
Unit			Iteration							
			1		2		3		4	
2/B/1-82 FA										
Date trained (per Iteration):										
Day / night trained			Day	Night	Day	Night	Day	Night	Day	Night
			#	%	#	%	#	%	#	%
Total leaders authorized	4	% Leaders present	3	75%	3	75%				
Total Soldiers authorized	25	% Soldiers present	23	92%	22	88%				
Total number of performance steps	10	% Performance steps GO	8	80%	7	70%				
Total number of critical performance steps (+)	2	% Critical performance steps NO-GO	0	100%	1	50%				
Total number of leader performance steps (*)	1	% Leader performance steps GO	1	100%	1	100%				
MOPP LEVEL			2		2					
Evaluated Rating per Iteration (T, P, U)			P		P					
FA field artillery U untrained			P practiced				T trained			

**Figure A-4. Example task performance evaluation summary block**

## COMMANDER'S T&EO TASK ASSESSMENT

A-37. Task proficiency is evaluated by the evaluator, and assessed by the commander. Both ratings are recorded on the T&EO. As shown in figure A-5, the commander determines the overall task proficiency assessment. The commander reviews the evaluator's evaluated results across the task criteria matrix and makes a proficiency determination (T, P, and U) based on the highest level of the lowest evaluated category.

A-38. Figures A-5 and A-6 illustrate a way to complete T&EO task criteria matrix. The numbers identify the circles on figures moving from left to right:

- (1) A company level collective task is trained in a dynamic and complex environment.
- (2) Training occurred during daylight hours.
- (3) Whether the training was conducted in a live, virtual, or constructive training environment (this is specified by the proponent).
- (4) 90% of leaders were present. (See paragraph 2-15 for calculation.)
- (5) 85% of personnel were present and participated in the training. (See paragraph 2-16 for calculation.)
- (6) The training was externally evaluated.
- (7) 87% of performance steps were evaluated as a GO.
- (8) All critical performance steps were a GO.
- (9) 88% of leader performance steps were evaluated as a GO.
- (10) Based on these criteria and observed performance, the evaluator assigned a proficiency rating of P

Plan & Prepare			Execute						Evaluate							
Operational Environment			Training Environment (L/M/C)	% Leaders present at training/authorized	% Present at training/authorized	External evaluation	Performance measures	Critical performance measures	Leader performance measures	Evaluator's observed task proficiency/rating	Commander's assessment					
SQD and PLT	CO and BN	BDE and above														
Dynamic (single threat)	Dynamic and complex (4 + OE variables and hybrid threat)	Dynamic and complex (all OE variables and hybrid threat)	At the discretion of the commander			Yes		All	≥80%	T	T					
										Static (single threat)	Dynamic (single threat)	Dynamic and complex (all OE variables and single threat)	80-74%	60-79%	No	65-79% GO
Static (single threat)	Dynamic and complex (< all OE variables and single threat)	<50%											>50%	<65% GO		<65%
BDE	brigade	OE								operational environment	T	fully trained				
BN	battalion	P								practiced	C	constructive				
CO	company	L								live	PLT	platoon				
SQD	squad	U	untrained	V	virtual											

*Note:* The percentages used in this figure are for illustration only. See the collective task's published training and evaluation outline for applicable percentages.

**Figure A-5. Example evaluator's completed task criteria matrix from a company T&EO**

- (11) If the unit commander disagrees with the evaluator's assessment and following dialogue with the next higher commander, the unit commander may elect to assess task proficiency one rating higher than the evaluator's rating. The unit commander circles and initials the assessed task proficiency rating on the T&EO. (See below). If the commander's assessment has the same proficiency rating as the evaluated proficiency rating, the commander still circles and initials the rating. If the commander's rating is lower than the evaluator's, no dialogue with the next higher commander is required.



Plan & Prepare				Execute					Evaluate		
Operational Environment			Training Environment (L/V/C)	% Leaders present at training/authorized	% Present at training/authorized	External evaluation	Performance measures	Critical performance measures	Leader performance measures	Evaluator's observed task proficiency rating	Commander's assessment
SQD and PLT	CO and BN	BDE and above									
Dynamic (single threat)	Dynamic and complex (4 + OE variables and hybrid threat)	Dynamic and complex (all OE variables and hybrid threat)	Night	>75%	>80%	Yes	>80% GO	All	>80%	T	<i>JD</i> T
Static (single threat)	Dynamic (single threat)	Dynamic and complex (all OE variables and single threat)	Day	60-74%	80-79%	No	65-79% GO	65-79%	65-79%	P	P
	Static (single threat)	Dynamic and complex (< all OE variables and single threat)		<59%	<59%		<65% GO	<65%	<65%	U	U
BDE brigade BN battalion CO company SQD squad			OE operational environment P practiced L live U untrained	T fully trained C constructive PLT platoon V virtual		<b>Note:</b> The percentages used in this figure are for illustration only. See the collective task's published training and evaluation outline for applicable percentages.					

Figure A-6. Example commander's proficiency rating upgrade