Introduction

The *Doctrine Smart Book* is a concise collection of Army doctrine summaries that reflects current approved doctrine and is prepared by the Combined Arms Center at Fort Leavenworth, Kansas. The first half of the *Doctrine Smart Book* provides a visual representation of the Army’s doctrinal hierarchy and its corresponding joint doctrine. It illustrates the hierarchy of Army doctrine publications (ADPs) and Army doctrine reference publications (ADRPs). It then illustrates the hierarchy as it applies to the Army’s field manuals (FMs). The remaining hierarchy details publications—including FMs and Army techniques publications (ATPs)—by decisive action, types of operations, warfighting functions, and centers of excellence. The second half of the *Doctrine Smart Book* consists of one-page synopses of each current approved ADP, ADRP, and FM. The first five publications listed are those approved by the Chief of Staff of the Army. Each synopsis contains the characteristics, fundamentals, terms, and ideas as they are discussed in each publication.

The principal audience for the *Doctrine Smart Book* is all readers of doctrine—military, civilian, and contractor.

The *Doctrine Smart Book* is uses Department of Defense terms where applicable.

The preparing agency is the Combined Arms Doctrine Directorate, United States Army Combined Arms Center. Send questions, comments, and recommendations to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCD (*Doctrine Smart Book*), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337 or by e-mail to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil.

Release of this information does not imply any commitment or intent on the part of the U.S. government to provide any additional information on any topic presented herein. This briefing is provided with the understanding that the recipient government will make similar information available to the U.S. government upon request.

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Part One: Doctrine Hierarchy

ADPs and ADRPs
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Decisive Action
Types of Operations
Mission Command
Maneuver
Intelligence Fires
Protection
Maneuver Support Center of Excellence
Sustainment Transportation and Ordnance
Sustainment Quartermaster and Logistics
Sustainment Personnel and Health Services
Cyber
Special Operations
Air Land Sea Application Center (ALSA)
Space & Global Ballistic Missile Defense
Miscellaneous
Part Two: Doctrine Summaries

CSA-approved ADPs and ADRPs

Other ADPs and ADRPs

FMs
Our Service
- The Army provides the United States with landpower. Landpower is the ability to gain, sustain, and exploit control over land, resources, and people.
- The Army vision captures the three strategic roles of the Army: prevent, shape, and win.
- The Army derives its roles from the National Military Strategy and Department of Defense directives. The roles clarify the enduring reasons for which the Army is manned, trained, and equipped.
- U.S. law, Department of Defense directives, and the nature of landpower mold the Army’s mission.

The Army Mission
The mission of the United States Army is to fight and win the Nation’s wars through prompt and sustained land combat, as part of the joint force. The Army does this by—
- Organizing, equipping, and training Army forces for prompt and sustained combat incident to operations on land.
- Integrating our capabilities with those of the other Armed Services.
- Accomplishing all missions assigned by the President, Secretary of Defense, and combatant commanders.
- Remaining ready while preparing for the future.

Our Profession
As a unique military profession, the Army is built upon an ethos of trust, which buttresses four other essential characteristics of our profession: military expertise, honorable service, esprit de corps, and stewardship.

The Army and the Joint Force
- Landpower complements air, maritime, and space-based power, and in turn the other Services make the Army the preeminent ground force in the world.
- Core and enabling competencies:
  - Combined arms maneuver
  - Wide area security
  - Support security cooperation
  - Tailor forces for combatant commander
  - Conduct entry operations
  - Provide flexible mission command
  - Support joint and Army forces
  - Support domestic civil authorities
  - Mobilize and integrate the Reserve Component
- Joint interdependence is the use of a specific Service capability to multiply the effectiveness and redress the shortcomings of another.

Our Continuing Duty
The immediate focus for the Army is accomplishing the current mission. Concurrently, the Army must also develop the future Army, sustain the readiness of the Reserve Component, enhance the all-volunteer force, develop Army leaders, strengthen the Army Profession, and account for the Army veterans, who are Soldiers for life.

September 2012
http://armypubs.army.mil/
The Army Profession

The Army’s purpose is to contribute to the “common defense” and protect the rights and interests of the American people. The Army has evolved, assuming a dual nature both as a military department of government and as a trusted military profession. Each is essential to accomplish the mission.

The Army Profession consists of two complementary communities of practice:

- **The Profession of Arms** – Soldiers of the Regular Army, Army National Guard, and the United States Army Reserve.
- **The Army Civilian Corps** – Civilian professionals serving in the Department of Army.

Soldiers and Army Civilians embrace a shared identity as trusted Army Professionals. They fulfill responsibilities in three roles:

- **Honorable servants** – professionals of character.
- **Army experts** – competent professionals.
- **Stewards of the Army Profession** – committed professionals.

The Army Ethic

The Army Ethic defines who we are, “why and how we serve,” and binds us together in common moral purpose, motivating our commitment to accomplish the Army mission as expressed in our motto: *This We’ll Defend*. The Army Ethic informs and inspires Army professionals to—

- Seek the truth, decide what is right (ethical, effective, and efficient), and demonstrate the character, competence, and commitment to act accordingly.
- Contribute honorable service in the conduct of the mission, performance of duty, and all aspects of life.
- Stand strong as stewards by strengthening the essential characteristics of the Army, Profession and upholding the Army Ethic, preventing misconduct, and doing what is right to stop unethical practices.

The Army Culture of Trust

The Army Profession reinforces its enduring bond of trust and confidence with the American people through demonstration of its essential characteristics:

- **Trust**
- **Honorable service**
- **Military expertise**
- **Stewardship of the profession**
- **Esprit de corps**

We are accountable to each other, the profession, and the American people. As the strategic stewards of the Army Profession, the Army’s senior leaders have the special duty to ensure that policies, regulations, programs, procedures, and systems are designed and implemented in a manner that strengthens mutual trust and cohesion throughout the total Army. Army professionals understand and accept that they may give their lives and justly take the lives of others to accomplish the mission. The moral implications of this realization compel essential bonds of mutual trust within cohesive teams and permit the freedom to exercise disciplined initiative and accept prudent risk under mission command.

Certification of Army Professionals

Certification is verification and validation of an Army professional’s character, competence, and commitment to fulfill responsibilities and successfully perform assigned duty, with discipline and to standard.

- **Character**: Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.
- **Competence**: Demonstrated ability to successfully perform duty with discipline and to standard.
- **Commitment**: The resolve to contribute honorable service to the Nation and accomplish the mission despite adversity, obstacles, and challenges.

Every veteran of honorable service and retiree is a “Soldier for Life” who continues to be a valued member of the Army Profession. As veterans transition to civilian life, they serve as exemplary role models for their families and communities by demonstrating a continuing commitment to the Army Ethic in all aspects of their lives.

June 2015

http://armypubs.army.mil
ADP and ADRP 3-0 constitute the Army's view of how the Army, as part of the joint force, conducts prompt and sustained operations on land. ADP and ADRP 3-0 set the foundation for developing the other principles, tactics, techniques, and procedures detailed in subordinate publications.

ADP and ADRP 3-0 provide a common operational concept for Army forces who must be ready to operate across the range of military operations, integrating their actions with unified action partners as part of a larger effort.
The leadership requirements model establishes the core set of requirements (attributes and competencies) that inform leaders of Army expectations.

Attributes by Category
- Character
  - Army Values
  - Empathy
  - Warrior Ethos/Service Ethos
  - Discipline
- Presence
  - Military/Professional bearing
  - Fitness
  - Confidence
  - Resilience
- Intellect
  - Mental agility
  - Judgment
  - Innovation
  - Interpersonal tact
  - Expertise

Levels of Leadership
- Direct
- Organizational
- Strategic

Methods of Influence
- Pressure
- Legitimizing
- Exchange
- Personal appeals
- Collaboration
- Rational persuasion
- Apprising
- Inspirational appeals
- Participation

Special Conditions of Leadership
- Formal
- Informal
- Collective
- Situational

Competencies by Category
- Leads
  - Leads others
  - Builds trust
  - Extends influence
  - Leads by example
  - Communicates
- Develops
  - Creates a positive environment
  - Prepares self
  - Develops others
  - Stewards the profession
- Achieves
  - Gets results
  - Integrates tasks, roles, resources, and priorities
  - Improves performance
  - Gives feedback
  - Executes and adjusts

ADP and ADRP 6-22 establish and expand the Army leadership principles that apply to officers, noncommissioned officers, enlisted Soldiers, and Army Civilians.

Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.
Training To Win
- The Army must be prepared to fight and win in increasingly complex and ambiguous operational environments.
- Training Soldiers and leaders to win in a complex world requires realistic and demanding training.
- Training involves implementing three training domains: institutional, operational, and self-development (also see AR 350-1).
- The commander is centric to the training process throughout the training process.

Readiness Is the First Priority
- Our ability to fight and win is directly related to the training readiness of the force.
- Individual training develops the Soldier-level mastery of fundamental skills.
- Collective training builds on the individual skills and competencies learned by Soldiers.
- Unit training integrates and synchronizes individual and collective task skills.
- Training applies to Army Civilians who support the force.
- Commanders perform specific activities in unit training—understand, visualize, describe, direct, lead, and assess.

Principles of Training
- Train as you fight
- Training is commander driven
- Training is led by trained officers and NCOs
- Train to standard
- Train using appropriate doctrine
- Training is protected
- Training is resourced
- Train to sustain
- Train to maintain
- Training is multiechelon and combined arms

Train To Win in a Complex World
- Units train using the Army operations process (plan, prepare, execute, and assess).
- Guidance from the higher commander starts the process to determine what tasks the unit trains.
- Developing a unit training plan based on guidance determines how the unit will train.
- When planning training, units maximize the available training resources and the mix of live, virtual, and constructive training environments.
- Multiechelon training ensures training is realistic and includes operating partners and echelons.
- Senior commanders publish the unit training plans early enough in the training cycle to ensure subordinates have sufficient time to develop their own training plans.
- Units conduct training as close as possible to how they operate.
- The unit commander assesses training proficiency, which is the basis for training readiness reporting IAW AR 220-1.
ADP 1-01
Doctrine Primer

The Role of Doctrine
- Provide a coherent vision of warfare
- Enhance operational effectiveness
- Provide a common frame of reference
- Provide a common professional language
- Discuss Army contributions to unified action
- State and foster desirable traits for Soldiers

Five Types of Information in Doctrine
- Principles
- Tactics
- Techniques
- Procedures
- Terms and symbols

Types of Doctrine
- Joint
- Multinational
- Multi-Service
- Service

Our Vision of War—the Nature of Operations
- War is inherently chaotic
- War is a human endeavor
- War is conducted among people
- Warfare is how war is conducted

The Foundations of Army Doctrine
- Combined arms operations
- Mission command
- Adherence to law of war and civilian control
- All operations are joint operations

Terms Used to Describe Organizations and Branches
- Role
- Core competency
- Function
- Characteristic
- Principles

Terms Used to Describe an Operational Environment
- Domain
- Operational environment
- Operational variables
- Mission variables

Terms and Taxonomies for the Conduct of Operations
- Operational concept
- Decisive action
  - Offense
  - Defense
  - Stability
  - Defense support of civil authority
- Mission command (philosophy)
- Warfighting functions
- Combat power
- The principles of joint operations
- Tenets of operations
- Operational art
- Operational approach
- Operational framework
- Operations process
- The levels of warfare
  - Strategic level
  - Operational level
  - Tactical level
- Operation
- Mission
- Task
- Control measure
- Area of operations
- Operation order or plan

September 2014
http://armypubs.army.mil
**ADP/ADRP 1-02**

**Terms and Military Symbols**

To be updated in 2017.

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<thead>
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<th>Terms</th>
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</tbody>
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**Units, Individuals, and Organizations**

- Main icons for units
- Main icons for individuals and organizations (civilian)

**Equipment**

- Main icons for equipment
- Sector 1 modifiers for equipment
- Sector 2 modifiers for equipment
- Mobility indicator amplifier (field 13)

**Installations**

- Main icons for installations
- Sector 1 modifiers for installations
- Sector 2 modifiers for installations

**Activities**

- Main icons for activities
- Sector 1 modifiers for activities
- Sector 2 modifiers for activities

**Control Measure Symbols**

- Basics of control measure symbols
- Point symbols
- Line symbols
- Boundary line symbols
- Area symbols
- Abbreviations and acronyms for use with control measure symbols

**Tactical Mission Tasks**

- Tactical mission tasks defined
- Symbols for tactical mission tasks

**Course of Action Sketch**

- Purpose of course of action sketch
- Makeup of course of action sketch

**Online U.S. Army Terminology and Symbology Resources**

ADP 1-02 and ADRP 1-02 provide foundational doctrine for establishing and using Army terms, acronyms, and symbols.

They describe how doctrinal terms and symbols enhance communication among military professionals and ensure a common understanding of doctrinal principles.

They constitute approved U.S. Army doctrinal terminology and symbology for general use.

ADP 1-02 August 2012 and ADRP 1-02 November 2016

http://armypubs.army.mil

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The Army Universal Task List (AUTL) is the catalog of Army doctrinal collective tasks that provides a common language and reference system for doctrine, capability, and training developers. The AUTL’s link to the Universal Joint Task List (UJTL) at tactical, operational, and strategic levels aids analysts and planners in understanding the Army’s role and integrating joint operations. The AUTL complements the UJTL by providing tactical level of war, Army-specific tasks.

The AUTL divides the warfighting functions into Army tactical tasks (ARTs).

**Movement and Maneuver Warfighting Function**
- Perform tactical actions associated with force projection
- Conduct tactical maneuver
- Conduct tactical troop movements
- Conduct direct fires
- Occupy a position
- Conduct mobility operations
- Conduct countermobility operations
- Conduct reconnaissance
- Employ obscurants
- Conduct maneuver support operations

**Intelligence Warfighting Function**
- Provide intelligence support to force generation
- Provide support to situational understanding
- Conduct information collection
- Provide intelligence support to targeting and information-related capabilities

**Fires Warfighting Function**
- Integrate fires
- Provide fire support
- Integrate air ground operations
- Employ air and missile defense

**Sustainment Warfighting Function**
- Provide logistics support
- Provide personnel support
- Provide health service support

**Mission Command Warfighting Function**
- Conduct the operations process
- Conduct command post operations
- Conduct knowledge management and information management
- Control tactical airspace
- Execute command programs
- Integrate space operations
- Conduct public affairs operations
- Develop teams
- Conduct cyber electromagnetic activities
- Install, operate, and maintain the network
- Conduct military deception
- Synchronize information-related capabilities
- Conduct Soldier and leader engagements
- Conduct civil affairs

**Protection Warfighting Function**
- Coordinate air and missile defense
- Conduct personnel recovery operations
- Implement physical security procedures
- Conduct operational area security
- Apply antiterrorism measures
- Conduct survivability operations
- Provide force health protection
- Conduct chemical, biological, radiological, and nuclear operations
- Employ safety techniques
- Implement operations security
- Provide explosive ordnance disposal protection support
- Conduct detention operations
- Conduct police operations

**Tactical Mission Tasks and Military Operations**
- Conduct offensive tasks
- Conduct defensive tasks
- Conduct stability tasks
- Conduct defense support of civil authorities
- Conduct tactical mission tasks
- Conduct military tasks
The Army conducts the intelligence warfighting function through these fundamental doctrinal constructs.

**Core Competencies:** Basic activities and tasks used to describe the intelligence warfighting function and leverage the *intelligence enterprise*. The *intelligence enterprise* is the sum total of all intelligence efforts of the entire intelligence community.
- Intelligence synchronization (see ATP 2-01)
- Intelligence operations (see FM 2-0)
- Intelligence analysis (see ATP 2-33.4)

**Intelligence Process:** The *intelligence process* supports operations by describing how the intelligence warfighting function facilitates situational understanding and supports decision making.
- Plan and direct
- Collect
- Produce
- Disseminate

**Continuing Activities**
- Analyze
- Assess

**Intelligence Capabilities:** The *intelligence capabilities* are those assets the intelligence warfighting function employs to execute the intelligence process.
- All-source intelligence
- Single-source intelligence
  - Counterintelligence (see ATP 2-22.2 VOL I, VOL II, & VOL III)
  - Geospatial intelligence (see ATP 2-22.7)
  - Human intelligence (see FM 2-22.3, ATP 2-22.31, ATP 2-22.33)
  - Measurement and signature intelligence (see ATP 2-22.8)
  - Open-source intelligence (see ATP 2-22.9)
  - Signals intelligence (see ATP 2-22.6, ATP 2-22.6 VOL II)
  - Technical intelligence (see ATP 2-22.4)

- Complementary intelligence capabilities
  - Biometrics-enabled intelligence (see ATP 2-22.82)
  - Cyber-enabled intelligence (see ATP 2-91.9 [when published])
  - Document and media exploitation (see ATP 2-91.8)
  - Forensic-enabled intelligence (see ATP 2-22.82)

- Processing, exploitation, and dissemination (PED)

Joint and Army intelligence is the product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of information concerning foreign nations, hostile potentially hostile forces or elements, or areas of actual or potential operations.

The Army synchronizes its intelligence efforts with unified action partners to achieve unity of effort and to meet the commander’s intent.
Army Special Operations Characteristics

All Army special operations share particular characteristics that set them apart from other elements of combat power. Army special operations have the following characteristics:
- Are low-visibility when required.
- Have a minimal signature or small footprint.
- Are used to foster habitual (indigenous) relationships.
- Are used to employ precise and timely direct action.

Critical Capabilities

Army special operations have two critical capabilities: special warfare and surgical strike. Army special operations are designed to execute these critical capabilities through either collaborative efforts (special warfare) with indigenous populations or unilateral actions (surgical strike).

Special Warfare
Units capable of long-duration operations in denied areas designed to train, advise, and assist host nations in conducting special operations, and to build the indigenous warfighting capability.

Surgical Strike
Units trained and equipped to provide a primarily unilateral, scalable, direct action capability that is skilled in hostage rescue, kill or capture operations against designated targets, and other specialized tasks.

Regional Mechanisms
- Assessment
- Shaping
- Active deterrence
- Influence
- Disruption

Core Activities
- Unconventional warfare
- Foreign internal defense
- Security force assistance
- Counterinsurgency
- Direct action
- Special reconnaissance
- Counterterrorism
- Preparation of the environment
- Military information support operations
- Civil affairs operations
- Counterproliferation of weapons of mass destruction
- Hostage rescue and recovery
- Humanitarian assistance

Imperatives
- Understand an operational environment
- Recognize political implications
- Facilitate military and interagency activities
- Engage the threat discriminately
- Anticipate long-term effects
- Ensure legitimacy and credibility
- Anticipate and control psychological effects
- Operate with and through others
- Develop multiple options
- Support long-term engagement
- Provide sufficient intelligence
- Balance security and synchronization

August 2012
http://armypubs.army.mil

ADP 3-05 and ADRP 3-05 provide a broad understanding of Army special operations by describing how executing the two mutually supporting critical capabilities of special warfare and surgical strike contribute to unified land operations.

Army forces seamlessly integrate lethal and nonlethal special operations and conventional force capabilities while maintaining unique cultures and capabilities that shape the environment and enable success of the joint force in an operational environment.
ADP/ADRP 3-07
Stability

To be updated in 2017.

Stability Principles
- Conflict transformation
- Unity of effort and unity of purpose
- Legitimacy and host-nation ownership
- Building partner capacity

Stability Framework
- Initial response phase
- Transformation phase
- Fostering sustainability phase

End State Conditions
- A safe and secure environment
- Established rule of law
- Social well-being
- Stable governance
- A sustainable economy

Primary Stability Tasks
- Establish civil security
- Establish civil control
- Restore essential services
- Support to governance
- Support to economic and infrastructure development

Activities Associated with Stability
- Security cooperation
  - Security assistance
  - Security force assistance
  - Foreign internal defense
- Peace operations
  - Peacekeeping
  - Peace enforcement
  - Peacemaking
  - Peace building
  - Conflict prevention
- Transitions
- Security sector reform

Elements of the Security Sector
- State security providers
- Government security management and oversight bodies
- Civil society and other nonstate actors
- Nonstate security sector providers

Efforts to Increase Stability
- Disarmament
- Demobilization
- Reintegration

District Stability Framework
Encourages unity of effort by providing a common framework to—
- Understand the environment from a stability-focused perspective.
- Include the local population and its perceptions.
- Identify the local sources of instability.
- Design activities that address the identified sources of instability.
- Monitor and evaluate activity measures of performance and measures of effectiveness, as well as changes in overall stability.

ADP 3-07 and ADRP 3-07 provide the Army’s doctrine for stability tasks.

ADP 3-07 and ADRP constitute the Army’s view of how to conduct stability tasks in operations on land and sets the foundation for developing the other principles, tactics, techniques, and procedures detailed in subordinate doctrinal publications.
ADP/ADRP 3-09
Fires

ADP 3-09

The Fires Warfighting Function
- Roles
- Core Competencies
  - Air defense artillery
  - Field artillery
- Critical capabilities
  - Target acquisition
  - Target discrimination
  - Target engagement
- Principles of fires
  - Precision
  - Scalable
  - Synchronized
  - Responsive
  - Networked
- Characteristics
  - All weather
  - Precision and near precision fires
  - Mass area fires
  - Air and space integration
  - Inherently joint
- Fires in support of unified land operations
- Fires in support of offensive, defensive, and stability tasks
- Scalable capabilities
- Air and missile defense
- Fire support
- Targeting
- Fires planning
  - Air defense planning
  - Field artillery fire support planning

ADRP 3-09

Fires in Support of Unified Land Operations
- Fires definitions
- Fires warfighting function
- Roles
- Core competencies
  - Air defense artillery
  - Field artillery
- Fires in support of unified land operations
- Fires in support of decisive action
  - Scalable capabilities
- Fires in support of offensive tasks
- Fires in support of defensive tasks
- Fires in support of stability tasks
  - Principles
  - Precision
  - Scalable
  - Synchronized
  - Responsive
  - Networked
- Characteristics
- Fires and joint principles
- Fires in relation to other warfighting functions
- Fires and the operational framework employment of fires

Fires Organizations and Key Personnel
- Fires organizations and personnel at the strategic level
- Fires organizations and personnel at the operational level
- Fires organizations and personnel at the tactical level
- ADA brigade
- Fires brigade

Fires in the Operations Process
- The operational process
- Fires and targeting
- Fires planning
- Air defense planning
- FA fire support planning

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http://armypubs.army.mil

ADP 3-09 and ADRP 3-09 incorporate air and missile defense (AMD) and electronic attack (EA) in the Army fires warfighting function.

Expanding on the Army’s fires warfighting function, the term fires now includes fires from other Services, air defense artillery fires, and field artillery fires.

ADP 3-09 and ADRP 3-09 are crafted to support and guide integrated and interoperable systems delivering accurate and responsive fires with precision in any environment at any time.
Definition of Defense Support of Civil Authorities
DSCA is support provided by United States Federal military forces, DoD civilians, DoD contract personnel, DoD component assets, and National Guard forces (when the Secretary of Defense, in coordination with the Governors of the States, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events.

Purpose for Army Support
- Save lives
- Alleviate suffering
- Protect property

Characteristics of Army Support
- State and federal laws define how military forces support civil authorities.
- Civil authorities are in charge; military forces support them.
- Military forces depart when civil authorities are able to continue without military support.
- Military forces must document costs of all direct and indirect support provided.

Tasks for Army Support
- Provide support for domestic disasters
- Provide support for domestic chemical, biological, radiological, or nuclear incidents.
- Provide support for domestic civilian law enforcement agencies.
- Provide other designated support.

Organization for Army Support
- The Army National Guard
  - Has a dual role as a state military force under the governor and as a Reserve Component of the Army that the POTUS may mobilize for federal service.
  - As a state resource, can activate units based on requirements in the state and is more flexible in terms of the range of missions forces may be assigned, particularly regarding law enforcement tasks.
- The Regular Army
  - Can generate, provide, and sustain large forces in the interim between when a governor calls up the state's National Guard and the arrival of substantial numbers of civilian responders from outside the state.
- The Army Reserve
  - Contains the capabilities most needed by civil authorities in an incident, such as logistics, medical, construction, bridging capabilities, and many others.

ADP and ADRP 3-28 describe a doctrinal foundation for the Army's contribution to defense support of civil authorities (DSCA). They focus on the operational Army battalions, brigades, division headquarters, and Army Service component headquarters conducting DSCA with support from the generating force.

DSCA tasks stress the employment of nondestructive means to save lives, alleviate suffering, and protect property.
Protection

Definition of Protection
Preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area. (JP 3-0)

Warfighting Function Protection Definition
A group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives. (ADRP 3-0)

Warfighting Function Supporting Tasks and Systems
- Conduct operational area security
- Employ safety techniques (including fratricide avoidance)
- Implement OPSEC
- Provide intelligence support to protection
- Implement physical security protection
- Apply AT measures
- Conduct law and order
- Conduct survivability operations
- Provide force health protection
- Conduct CBRN operations
- Provide explosive EOD and protection support
- Coordinate air and missile defense
- Conduct personnel recover
- Conduct interment and resettlement

Principles of Protection
- Comprehensive
- Integrated
- Layered
- Redundant
- Enduring

Considerations for Protection
- Identify threats and hazards
- Implement control measures to prevent or mitigate enemy or adversary actions
- Manage capabilities to mitigate the effects and time to react or maneuver on the adversary to gain superiority and retain the initiative

Plan for Protection
- Establish protection working group
- Integrate protection in the operations process
- Conduct initial assessments
- Develop CAL and DAL
- Organize protection tasks
- Develop scheme of protection
- Establish protection priorities
- Refine running estimate
- Synchronize protection within combat power

Support Planning for Protection
- Coordinate, integrate, and synchronize mobility, countermobility, and protection
- Use principles to assist in planning process
- Establish priorities for each phase of operation
- Integrate planning throughout the operation

Prepare for Protection
- Revise and refine the plan
- Determine protection indicators and warnings for information collection
- Emplace systems to detect threats to the CAL
- Direct OPSEC measures
- Prepare and improve survivability positions
- Liaison and coordinate with adjacent and protected units
- Rehearse
- Train with defended assets
- Implement vulnerability reduction measures

Execute for Protection
- Ensure that the protection focus supports the decisive operation
- Review and adjust the CCIR derived from protection tasks
- Review changes to graphic control measures and boundaries for the increased risk of fratricide
- Evaluate the effectiveness of tracking for constraints on personnel recovery
- Monitor the employment of security forces for gaps in protection or unintended patterns
- Monitor readiness rates of response forces involved in fixed-site protection
- Monitor force health protection

Assess for Protection
- Continuous (planning, preparation, execution)
- Measures of effectiveness and performance
- Lessons learned integration

To be updated in 2017.

Support Planning for Protection
- Coordinate, integrate, and synchronize mobility, countermobility, and protection
- Use principles to assist in planning process
- Establish priorities for each phase of operation
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Assess for Protection
- Continuous (planning, preparation, execution)
- Measures of effectiveness and performance
- Lessons learned integration

ADP and ADRP 3-37 provide guidance on protection and the protection warfighting function.

These publications provide the guiding principles for commanders and staffs who are responsible for planning and executing protection in support of unified land operations.

Protection is synchronized and integrated to preserve combat power, populations, partners, essential equipment, resources, and critical infrastructure from the effects of threats and hazards.

April 2014
http://armypubs.army.mil

To be updated in 2017.
ADP/ADRP 3-90
Offense and Defense
To be updated in 2017.

OFFENSE

Characteristics
- Audacity
- Concentration
- Surprise
- Tempo

Tasks
- Movement to contact
- Attack
  - Ambush
  - Counterattack
  - Demonstration
  - Feint
  - Spoiling attack
  - Raid
- Exploitation
- Pursuit

Forms of Maneuver
- Envelopment
- Flank attack
- Frontal attack
- Infiltration
- Penetration
- Turning movement

Planning Considerations
- Mission command
  - The operations process
  - Team development
- Movement and maneuver
  - Combat formations
  - Limited visibility conditions
  - Soldier's load
  - Assured mobility
  - Mobility and countermobility
- Intelligence
  - IPB process
- Fires
  - Army indirect fires and joint fires
  - Air and missile defense
- Sustainment
  - Logistics
  - Health service support
- Protection
  - Survivability operations

DEFENSE

Characteristics
- Disruption
- Flexibility
- Maneuver
- Mass and concentration
- Operations in depth
- Preparation
- Security

Tasks
- Area defense
- Mobile Defense
- Retrograde
  - Delay
  - Withdrawal
  - Retirement

Forms of the Defense
- Defense of a linear obstacle
- Perimeter defense
- Reverse slope defense

Planning Considerations
- Mission command
  - The operations process
  - Team development
- Movement and maneuver
  - Exploit the advantages of terrain
  - Maintain security
  - Disrupt enemy attack
  - Mass effects of combat power
  - Ensure mutual support
  - Mobility and countermobility
  - Enemy airborne and air assault
  - Smoke and obscuration
  - Limited visibility adjustments
- Intelligence
  - IPB process
- Fires
  - Army indirect fires and joint fires
  - Air and missile defense
- Sustainment
  - Logistics (Classes IV and V, pre-positioning of supplies)
  - Health service support
- Protection
  - Area security, antiterrorism, and physical security
  - Safety
  - Survivability operations
  - CBRN defense

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Principles of Sustainment

- Anticipation
- Responsiveness
- Simplicity
- Economy
- Survivability
- Continuity
- Improvisation

Sustainment of Unified Land Operations

- US Title 10 responsibilities
- Executive agent responsibilities
- Lead Service responsibilities
- Directive authority for logistics
- Generating force responsibilities
- Operating force responsibilities
- Intergovernmental coordination
- Sustainment in multinational operations

Elements of Sustainment

- Logistics
- Maintenance
- Transportation
- Supply
- Field services.
- Distribution.
- Operational contract support.
- General engineering support.

Personnel Services

- Human resources support
- Financial management operations
- Legal support.
- Religious support
- Band support

Health Service Support

- Casualty care
- Medical evacuation
- Medical logistics

ADP and ADRP 4-0 describe principle-level doctrine for the sustainment of forces during decisive action operations. For the Army, Sustainment is the provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion. Sustainment is accomplished through the integration of national and global resources and ensures Army forces are physically available and properly equipped at the right place and time to support the combatant commander.
Principles of the Operations Process
- Drive the operations process
- Build and maintain situational understanding
- Apply critical and creative thinking
- Encourage collaboration and dialogue

Planning
- Effective planning
  - Commanders focus planning
  - Develop simple, flexible plans through mission orders
  - Optimize available planning time
  - Continually refine the plan
- Planning methodologies
  - Troop leading procedures
  - The military decisionmaking process
  - Army design methodology

Preparation
- Secure and protect the force
- Improve situational understanding
- Understand, rehearse, and refine the plan
- Integrate, organize, and configure the force
- Ensure forces and resources are ready and positioned

Execution
- Seize the initiative through action
- Accept prudent risk to exploit opportunity
- Implement decision making during execution
  - Adjustment decisions
  - Execution decisions
  - Rapid decision-making and synchronization process

Assessment
- Continuously assess
- Prioritize the assessment effort
- Use caution when establishing cause and effect
- Combine quantitative and qualitative indicators
- Conduct assessment process
  - Monitor
  - Evaluate (measures of effectiveness and measures of performance)
  - Make recommendations and direct action

ADP and ADRP 5-0 provide the framework for exercising mission command through the operations process: planning, preparing, executing, and continuously assessing.

Commanders, supported by their staffs, use the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe their operational environment; make and articulate decisions; and direct, lead, and assess military operations.
ADP and ADRP 6-0 present the Army’s guidance on command, control, and the mission command warfighting function.

These publications concisely describe how commanders, supported by their staffs, combine the art of command and the science of control to understand situations, make decisions, direct action, and accomplish missions.
Human Resources Core Competencies

- **Man the Force** – Ensuring the Army acquires and retains the Nation’s best to ensure the right people are available at the right places with right skills to provide commanders with maximum flexibility to be operationally adaptable:
  - Personnel readiness management
  - Personnel accountability
  - Strength reporting
  - Retention operations
  - Personnel information management

- **Provide HR Services** – Functions which directly impact a Soldier’s status, assignment, qualifications, financial status, career progression, and quality of life which allow the Army leadership to effectively manage the force:
  - Essential personnel services
  - Postal operations
  - Casualty

- **Coordinate Personnel Support** – Those functions and activities which contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and providing recreational, social, and other support services for Soldiers, DOD Civilians, and other personnel who deploy with the force:
  - Morale, welfare, and recreation operations
  - Command interest programs
  - Army band operations

- **Conduct HR Planning and Operations** – The means by which HR leaders envision a desired HR end state and articulates HR operations in support of the operational commander’s mission requirements:
  - HR planning and operations
  - Operate HR mission command nodes

Human Resources Enduring Principles

- **Integration** – Maximizes efficiency by joining all elements of HR support (tasks, functions, systems, processes, and organizations) with operations ensuring unity of purpose and effort to accomplish the mission.

- **Anticipation** – Relies on professional judgment resulting from experience, knowledge, education, intelligence, and intuition to foresee events and requirements.

- **Responsiveness** – Providing the right support to the right place at the right time.

- **Synchronization** – Ensure HR support operations effectively align with military actions, ensuring the HR operational process is planned, executed, and assessed.

- **Timeliness** – Ensures decision makers have access to relevant HR information and analysis across all echelons of HR support, supporting current and future operations in a near real-time common operational picture.

- **Accuracy** – Data input at the lowest level has a direct impact on decisions made at the highest level, as well as impacts on Soldiers and their Families. Accurate information impacts their career, retention, compensation, promotions, general well being for family members, and is absolutely critical for casualty processing.

Focus of Human Resources Support

- Agile and clear HR policies
- Effective HR practices
- Competency-based skills
- Outcome-oriented actions
- Self development
The Core Legal Disciplines
- Military justice
- International and operational law
- Administrative and civil law
- Contract and fiscal law
- Claims
- Legal assistance

Rules of Engagement, Rules for the Use of Force, and Targeting
- ROE drafting considerations
  - Operational requirements
  - Policy
  - Law
- Specific ROE provisions
  - Hostility criteria
  - Escalation of force procedures
  - Detention criteria

Detainee Operations
- The Judge Advocate’s Role in Detainee Operations
- The Geneva Conventions
- Detainee Categories
- Detainee Treatment Act of 2005

Defense Support of Civil Authorities Operations
- Authorities for Military Support
- The Posse Comitatus Act
- Rules for the Use of Force
- Intelligence Oversight
- Judge Advocate Responsibilities

Financial Management and Contracting
- Fiscal triad
- Deployment contracting
Religious Support (RS) Foundations

- **Mission:** The Army Chaplain Corps provides RS across the range of military operations by assisting commanders in providing—
  - Free exercise of religion
  - Religious, moral, and ethical leadership
- **Organization**
  - Chaplains and chaplain assistants at all echelons beginning at battalion
  - Unit ministry teams (UMTs) at brigade echelons and below
  - Chaplain sections at echelons above brigade (EAB)
- **Core Competencies**
  - Nurture the living
  - Care for the wounded
  - Honor the dead

Required Capabilities

- **Provide:** Performing functions across extended distances to include—
  - Administration of religious rites, sacraments, and ordinances
  - Worship leadership (e.g., preaching, liturgical worship, memorials)
  - Pastoral care and counseling
  - Religious education
  - Family-life ministry
  - Spiritual fitness events
- **Advise:** Advising commands on potential religious, ethical, moral, and morale impacts on Soldiers, Families, authorized civilians, and unit operations:
  - The command includes commanders, staff, and others making operational decisions on behalf of the command
  - Externally, advising on potential impacts of local/indigenous populations’ religious beliefs and practices in the area of operations (e.g., holy days, religious sites, liaison with local religious leaders)
  - Internally, advising the command on religious practices, spiritual needs, and morale of Soldiers, Families, and authorized civilians within the command, and moral and ethical implications of operational decisions

RS in Unified Land Operations

RS at Different Echelons

- Modular force considerations
- ASCC, Corps, and Division chaplain sections
- Brigade and battalion UMTs
- Chaplain Detachments: Four force-tailoring augmentation capabilities

RS Integration into the Operations Process

- Planning RS: MDMP, SOPs, running estimates, religious support plans
- Preparing RS
- Executing RS: RS in offensive, defensive, stability, and DSCA operations
- Assessing RS

The Chaplain Corps fulfills Army required capabilities to provide religious support and advise the command at all echelons on religion, morals, ethics, and morale.

Quality religious support builds cohesive teams of resilient Soldiers and ethical leaders to meet diverse challenges of complex operational environments.
Financial Management Operations

Core Competencies of Financial Management
- Fund the force
- Banking and disbursing
- Accounting support and cost management
- Pay support
- Management internal controls

Principles of Financial Management (FM)
- Stewardship – The Army operates under the mandate to use all available resources in the most effective and efficient means possible to support the combatant commander.
- Synchronization – Synchronization of FM operations requires that FM leaders arrange the placement of FM units and personnel in time, space, and purpose in order to ensure commanders receive the requisite FM support.
- Anticipation – Financial managers must visualize future operations including flexible and responsive execution of operations in order to provide FM support to the right place, at the right time, and in the right composition.
- Improvisation – Financial managers must have the ability to adapt operations and plans for FM to changing situations and missions. This includes task-organizing FM units in non-traditional formations, submitting fiscal legislative proposals to acquire new fiscal authorities, applying existing financial and communication technologies in new ways, and creating new tactics, techniques, and procedures to meet evolving requirements resulting from changes in an operational environment and consequent mission modifications.
- Simplicity – This principle includes FM processes, procedures, and the requirement to minimize complexity in functions in order to reduce confusion, foster efficiency in the conduct of operations, and enhance the effective control of FM support to our forces.
- Consistency – Financial managers must coordinate with the appropriate DOD organizations and other Services to ensure the uniform provision of support to all forces in theater to include making appropriate provisions for pay and services, establishing banking and cash management/currency support payment of travel entitlements, and establishing cash operations to support the acquisition process.

Financial Management Mission
- Analyze resource requirements
- Ensure commanders are aware of existing resource implications in order for them to make resource informed decisions
- Obtain the necessary funding that allows the commander to accomplish the overall unit mission.

Financial Management Key Tasks
- Advising the commander
- Identifying sources of funds
- Analyzing requirements
- Forecasting
- Capturing, analyzing and managing costs
- Acquiring funds
- Distributing and controlling funds
- Certifying fund availability
- Managing commitments and obligations
- Managing reimbursement processes
- Documenting and communicating key controls to process owners
- Establishing and managing the Army Managers' Internal Control Program

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Field Manual 1-06 provides doctrine on how financial management (FM) supports unified land operations by complementing combat power, supporting strategic and operational reach, and enabling endurance.

Financial management is defined as the sustainment of the U.S. Army and its unified action partners through the execution of fund the force, banking and disbursing, accounting support and cost management, pay support, and management internal controls.
FM 2-0 describes how military intelligence (MI) units and collection assets conduct intelligence operations to accomplish the tasks developed during information collection. FM 2-0 also contains the descriptions of the Army tactical tasks included in the intelligence warfighting function, doctrine on language support, and doctrine on employing remote sensors.

**Information Collection**
An activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations (see FM 3-55).

**Information Collection and Intelligence Operations**
At the tactical level, reconnaissance, surveillance, security operations, and intelligence operations are the primary means by which a commander conducts information collection to answer the CCIRs and to support operations. Information collection consists of the following tasks:
- Plan requirements and assess collection.
- Task and direct collection.
- Execute collection.

**Intelligence Operations**
The tasks undertaken by military intelligence units and Soldiers to obtain information to satisfy validated requirements (see ADRP 2-0).

**Intelligence Operations Guidelines**
They are not a checklist; rather, they describe ways to effectively and efficiently employ MI collection assets. Mirroring the fundamentals of reconnaissance, the intelligence operations guidelines support efforts that result in timely collection and reporting of the relevant, accurate information needed to produce intelligence. Commanders determine which guidelines to emphasize based on the situation:
- Ensure continuous intelligence operations.
- Orient on requirements.
- Provide mixed and overlapping coverage.
- Gain and maintain sensor contact.
- Report information rapidly and accurately.
- Provide early warning.
- Retain freedom of maneuver.
Important Note: HUMINT interrogation must remain consistent with U.S. law; Law of War; relevant international law; DOD policy, directives, and instructions; and orders. (For specifics see page vii, para 5-50, and Appendix A for key extracts from the Geneva Conventions.)

**FM 2-22.3 is the Army’s field manual on intelligence interrogation.** Updated Doctrine on other HUMINT missions is found in ATP 2-22.31 and ATP 2-22.33.

**Intelligence interrogation** is the systematic effort to procure information to answer specific collection requirements by direct and indirect questioning techniques of a person who is in the custody of the forces conducting the questioning. Interrogations may only be conducted by personnel trained and certified in the interrogation methodology, including personnel in MOSs 35M, 351M, or select others as may be approved by DOD policy.

The interrogation process is comprised of five areas:
- Screening
- Planning and preparation
- Approach techniques and termination strategies
- Questioning
- Reporting

The 18 authorized interrogation approach techniques (they have varying approval and authorization channels):
- Direct approach
- Incentive approach
- Emotional approaches
  - Emotional Love Approach
  - Emotional Hate Approach
  - Emotional Fear-Up Approach
  - Emotional Fear-Down Approach
  - Emotional Pride and Ego Up Approach
  - Emotional Pride
  - Ego Down Approach
  - Emotional Futility Approach
- Other Approaches
  - We Know All, File and Dossier
  - Establish Your Identity
  - Rapid Fire
  - Change of Scenery.

Approaches requiring approval of the first 0-6 in the interrogators chain of command:
- Mutt and Jeff
- False flag
- Restricted interrogation technique
- Separation

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[http://armypubs.army.mil](http://armypubs.army.mil)
FM 3-01
U.S. Air and Missile Defense Operations

Army Air and Missile Defense Operations
- AMD systems and coordination elements
- Organizations
- Deployment consideration and employment principles
- Engagement sequence
- Methods of fire
- Sectors of fire and primary and secondary target lines
- Support relationships
- AMD in support of unified land operations
- Defense support of civilian authorities

Air and Missile Defense Mission Command
- Mission command and its relationship to AMD
- Principles of AMD mission command
- Joint and interdependent AMD
- Command of army ADA forces
- Command of army AMD fires
- Control of army AMD fires
- AMD engagement operations control

Patriot Tactics
- Patriot battalion key components
- Capabilities
- Deployment planning considerations
- Tactical movement and site selection

Avenger Tactics
- Capabilities
- Support of offensive, defensive, and stability tasks
- Force operations
- Engagement operations

Counter-Rocket, Artillery, and Mortar (C-RAM) Tactics
- Capabilities
- Deployment
- Employment planning and positioning considerations
- Engagement operations

Sentinel Tactics
- Capabilities
- Deployment

JLENS Tactics
- Capabilities
- Mission planning

Threat
- The strategic environment
- Threat tactics and objectives
- Theater air and missile threat
- Air breathing threats
- Strategic threat

AMD Planning
- Critical asset list and defended asset list
- Operational planning process
- Planning processes for AAMDC, ADA brigade, and ADA battalion
- IPB process

Terminal High Altitude Area Defense Employment
- March order and emplacement
- Internal system integration

Patriot Employment
- System emplacement and initialization
- Employment procedures

Avenger Employment
- Engaging aircraft
- Engagement procedures

C-RAM/Indirect Fire Protect Capability (IFPC) Employment
- Tactical movement
- Equipment operations

Sentinel Employment
- Positioning and employment
- Sentinel initialization

JLENS Employment
- Positioning
- March order and emplacement

The data contained on this page is approved for public release.
Army Aviation’s Role in Unified Land Operations
- Army aviation’s core competencies are indispensable to the Army Operating Concept.
- Army aviation cross-cuts all warfighting challenges and warfighting functions.
- Army aviation presents the enemy with multiple dilemmas, enabling the joint combined arms team to seize, retain, and exploit the initiative by attacking the enemy from multiple directions at the time and place of our choosing.
- In the future, Army aviation will support expeditionary maneuver across multiple domains and all environments by rapidly projecting landpower across wide areas to support tactical, operational, and strategic objectives.

Seven Core Competencies of Army Aviation
- Provide accurate and timely information collection on the enemy, terrain, local populations, and friendly forces.
- Provide reaction time and maneuver space.
- Destroy, defeat, disrupt, divert, or delay enemy forces.
- Air assault ground maneuver forces.
- Air move personnel, equipment, and supplies.
- Evacuate wounded or recover isolated personnel.
- Enable mission command over extended ranges and complex terrain.

Air-Ground Operations
The simultaneous or synchronized employment of ground forces with aviation maneuver and fires to seize, retain, and exploit the initiative.

Manned-unmanned Teaming (MUM-T)
- The integrated maneuver of Army aviation rotary wing and unmanned aircraft systems (UASs) to conduct movement to contact, attack, reconnaissance, and security tasks.
- Comprehensive approach

Aviation Attacks
- Against enemy forces in close contact with friendly ground maneuver forces.
- Against enemy forces not in close contact with friendly ground maneuver forces
  - Hasty or deliberate
  - Dependent on depth of planning, prior coordination, and synchronization
  - Army Attack Aviation Call for Fire (5-Line)

Living Doctrine Supplement
- Located on the CAR by searching FM 3-04 Living Doctrine
- The FM 3-04 Army Aviation Living Doctrine Supplement provides a series of video graphic vignettes to enhance doctrinal understanding of an operational environment and Army aviation operations. This supplement is only available in PDF format with enhanced media functionality.
- To adequately experience this supplement, users must install additional applications such as Xodo for Android/iOS and Adobe Reader for Windows. Other applications may execute the PDF resulting in varying degrees of functionality; however, Xodo and Adobe Reader are the only applications that have been tested.

Aviation’s capstone publication, FM 3-04, provides the context for employing and integrating Army aviation into unified land operations (ULO). It discusses the wide range of threats (traditional and hybrid), and the challenges and opportunities of operating in varied physical environments.

The manual includes five chapters and one appendix:
1. Army Aviation’s Role in ULO
2. Organizations and Mission Command
3. Operations
4. Sustainment
5. Capabilities and Characteristics
A. Support Requests, Briefs, and Checklists
FM 3-05 provides doctrinal guidance on the organization and capabilities of Army special operations forces and outlines the necessary requirements for planning, preparing, and executing Army special operations forces missions.

It provides an overview of Army special operations forces and describes the security environment and the contributions Army special operations forces provide to the joint force across the range of military operations.

FM 3-05 recognizes and supports the interdependence between Army special operations forces and the conventional force from the strategic through the tactical levels of operations.

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http://armypubs.army.mil
Stability

Stability Tasks in Military Operations
- Establish civil security
- Establish civil control
- Restore essential services
- Support to governance
- Support to economic and infrastructure development

Considerations for Transitions
- Overall Transition Principles
  - Reconciliation
  - Transparency
  - Patience
- Transition Phases
  - Transition Phase 1 – Repair and (Re)Establish Systems
  - Transition Phase 2 – Normalize Systems
  - Transition Phase 3 – Transfer and Exit

Considerations to Achieve Unity of Effort
- Whole-of-Government Approach
  - Interagency coordination
  - Types of funding
  - The rule of law and criminal justice reform
  - United States Agency for International Development (USAID) principles for reconstruction and development
- Comprehensive Approach
  - Coordination with other partners
  - Multinational operations
  - Building partner capacity
  - Civil affairs in operations
  - Working with nongovernmental humanitarian organizations

Stability Assessment Frameworks
- District Stability Framework
  - Situational awareness
  - Analysis
  - Design
  - Monitoring and evaluation
- Interagency Conflict Assessment Framework
  - Evaluate the context of the conflict
  - Understand core grievances and sources of social and institutional resilience
  - Identify drivers of conflict and mitigating factors
  - Describe opportunities for increasing or decreasing conflict

Stability ultimately aims to establish conditions the local populace regards as legitimate, acceptable, and predictable. Stabilization is a process in which personnel identify and mitigate underlying sources of instability to establish the conditions for long-term stability.
Field Artillery Operations

- The mission and role of the field artillery
  - Effects of fires
- Field artillery capabilities supporting offensive, defensive, and stability tasks
  - Field artillery in support of offensive tasks
  - Field artillery in support of defensive tasks
  - Field artillery in support of tactical enabling tasks and other special considerations
  - Field artillery in support of stability tasks
  - Filed artillery in defense support of civil authorities
- Organization for combat and combat or support relationships
  - Organization for combat
  - Field artillery inherent responsibilities in Army command relationships
- Field artillery organization
  - Field artillery brigade
  - MLRS/HIMARS battalion
  - Cannon field artillery battalion
- Key considerations for field artillery employment
  - Five requirements for accurate fire
  - Fire direction
  - Counterfire
  - Tactical movement and positioning
  - Survivability and security
  - Sustainment

Fire Support

- Fire support in unified land operations
  - General considerations for fire support
- Information collection and target acquisition for fire support
  - Information collection
  - Target acquisition
- Fire support attack resources
  - Army munitions attributes
  - Field artillery
  - MLRS munitions
  - Electronic attack
  - Mortars
  - Naval surface fire support
  - Air support
  - Joint air attack team
  - Army aviation

Fire Support and the Operations Process

- Fire support planning, coordination and targeting
- Fire support preparation
  - Rehearsals
- Fire support execution
  - Clearance of fires
  - Special considerations for fire support

Fire Support Coordination and Other Control Measures

- Fire support coordination measures
  - Permissive and restrictive FSCMS
- Boundary, phase line, and other key considerations for fire support
  - Boundaries
  - Phase lines and trigger lines
  - Position areas for artillery
- Target acquisition control and airspace coordinating measures
  - Radar zones
  - Airspace coordinating measures
Definition of CBRN Operations
The employment of tactical capabilities that counter the entire range of CBRN threats and hazards through WMD proliferation prevention, WMD counterforce, CBRN defense, and CBRN consequence management activities. CBRN operations support operational and strategic objectives to combat WMD and operate safely in a CBRN environment.

CBRN Threats and Hazards
- Threats include the intentional employment of, or intent to employ, weapons or improvised devices to produce CBRN hazards.
- Hazards are elements that could cause an adverse effect through accidental or deliberate release, dissemination, or impacts.
- Nuclear weapons and effects (such as blast and shock, thermal radiation, fallout).

U.S. Policy and Strategy
- Three pillars—nonproliferation, counterproliferation, and consequence management
- Strategic and operational context and consequence management

Counterproliferation Activities
Actions taken to defeat the threat and/or use of WMD against the U.S. and its military forces, friends, and allies
- WMD counterforce
  - WMD interdiction operations
  - WMD offensive operations
  - WMD elimination operations
- CBRN defense
  - Active defense
  - Passive defense

Basic Standards of Proficiency
- Survival standards
- Operating standards

Nonproliferation Activities
Actions taken to prevent proliferation of WMD
- Proliferation prevention
- Security cooperation and partner activities
- Threat reduction

Consequence Management Activities
- Processes
  - Plan, prepare, respond, and recover
- Consequence management operations
  - Defense support of civil authorities during domestic response
  - Defense support to a foreign request
  - DOD-led operations

Installation Emergency Management
- Installation command and staff responsibilities
- Emergency management program

Military Health System
- Health service support
- Force health protection
- Sampling and laboratory analysis
- Patient decontamination, triage, treatment, and evacuation
- Mortuary affairs

CBRN Hazards
- Chemical hazards
- Biological hazards
- Radiological hazards
- Nuclear hazards

Treaties and Agreements
Describes treaties, legal statutes, and policy strictures on proliferation, testing, possession, and employment of CBRN weapons.
Information Operations Overview
- Section I – Operational and Information Environments
- Section II – Information Operations Defined and Described
- Section III – Information Operations and Combat Power

Information Operations and Decisive Action
- Weighted efforts
- IO enabling activities
- Information operations and strategic communication
- Decisive action
- Stability operations

Roles, Responsibilities, Relationships, and Organizations
- The commander
- The staff
- The IO officer
- Information-related capabilities
- Information operations support units
- Individual Soldiers and Army civilians

Planning
- Planning overview
- Receipt of mission
- Mission analysis
- Course of action development
- Course of action analysis and war-gaming
- Course of action comparison
- Course of action approval
- Orders production, dissemination, and transition

Preparation
- Improve situational understanding
- Revise and refine plans and orders
- Conduct coordination and liaison
- Initiate information collection
- Initiate security operations
- Initiate troop movements
- Initiate network preparation
- Manage and prepare terrain
- Conduct confirmation briefings
- Conduct rehearsals

Execution
- Information operations working group
- IO responsibilities within the various command posts
- Assessing during execution
- Decision making during execution
- Other execution considerations

Targeting Integration
- Targeting methodology
- Decide
- Detect
- Deliver
- Assess
- Other targeting methodologies

Assessment
- Assessment prioritization
- Assessment rationale
- Principles that enhance the effectiveness of IO assessment
- IO assessment considerations

Brigade and Below Information Operations
- Presence, profile, and posture
- Soldier and leader engagements
- Leveraging other information-related capabilities

FM 3-13 serves as the Army’s foundational doctrine for information operations. This version better aligns Army doctrine with joint doctrine, while recognizing the unique requirements of information operations in support of the land force. It discusses the conduct of information operations in today’s complex global security environment, which requires a dynamic range of capabilities and skills. This manual provides overarching guidance to effectively integrate information operations into the operations process in order to create decisive effects in the information environment.

October 2016
http://armypubs.army.mil
Army Space Operations

Space operating environment is harsh. Possible impacts to mission should be taken into account during all phases of planning cycles. Source of interference may come from—
  - Operating environment (naturally occurring)
  - Man-made (contested electromagnetic spectrum)

Satellite orbits are conducive to specific type of missions that support Army operations:
  - Low Earth orbit – imagery, surveillance and reconnaissance, weather collection
  - Medium Earth orbit – position, navigation, and timing (PNT)
  - Geosynchronous Earth orbit – missile warning, surveillance and reconnaissance, weather collection

Space mission areas are the framework to deliver effects and support to the warfighter:
  - **Space Force Enhancement** – increases effectiveness of Army/joint forces
    - PNT
    - Intelligence, surveillance, and reconnaissance (ISR)
    - Environmental Monitoring
    - Missile Warning
    - Satellite communications (SATCOM)
    - Navigation warfare (NAVWAR)
  - **Space Control** – actions to supports freedom of actions in space
    - Defensive
    - Offensive
  - **Space Situational Awareness** – fundamental to conducting space operations; involves characterizing space capabilities.
    - Characterization
    - Threat warning and assessment
    - Detection, tracking, and identification
    - Data integration and exploitation
  - **Space Support** – support operations such as spacelift and force reconstitution
  - **Space Force Application** – combat operations in, through, and from space to influence the outcome of conflict; includes ICBMs and ballistic missile defense.

Planning space operations requires integrating space with all other planning activities and processes of the organization to ensure effects are delivered and capabilities are available.
  - Annex N – *Space Operations* is used to describe how space operations support is integrated into the concept of operations described in the base plan or order.

Army space forces are integrated into all major combat elements:
  - An Army Space Support Element (SSE) primary mission is planning and is fully integrated into every Army, Corps, and Division headquarters.
  - Army Space Support Teams are space force analysis and support teams who provide capabilities, products, and situational awareness of space assets. They integrate and provide support to SSEs, brigades, and Marine Expeditionary Force.

Army space operations is also responsible for—
  - SATCOM – satellite transmission and payload control of all military narrowband and wideband communications.
  - Friendly force tracking for U.S., joint, and allied forces.
The Army in Multinational Operations

Fundamentals of Multinational Operations
- Fundamentals
- The structure of multinational forces
- The nature of multinational operations
- The importance of mutual confidence

Command and Control in Multinational Operations
- Multinational operations purpose
- Command structure and command jurisdiction
- United nations operations and NATO operations
- CFC, Korea and U.S. Force, Korea operations
- Multinational forces control
- Command and control interoperability

Human Resource Challenges of Multinational Operations
- Human Resource Support
- Legal Considerations for Commanders
- Environmental Considerations

Intelligence Concerns for Multinational Operations
- Multinational intelligence and multinational information sharing
- Multinational forces operations planning
- Multinational forces communications and processing

Planning Challenges for Multinational Operations
- Multinational operations overview
- Early planning and campaign preparation
- Force projection for multinational forces
- Mission focus for the commander and commander’s intent
- Transition planning and transfer of authority

Sustainment Challenges in Multinational Operations
- Multinational logistics overview
- Unity of effort between nations and agencies
- Planning for logistics and movement in multinational force operations
- Host-nation support and operational contract support

Inform and Influence Challenges in Multinational Operations
- Information environment in multinational operations

Protection in a Multinational Environment
- Multinational force protection overview
- Asymmetric threats
- Protection principles for commanders
- Concept of protection

Civil Affairs Operations
- Civil-military cooperation
- Administration in hostile or occupied territory
- Principles of humanitarian action
- Relationships between civil organizations, governments, and the military

Resource Management Challenges in Multinational Operations
- Multinational resource management
- Multinational resource manager
- Interorganizational resource guidance

Medical Support in Multinational Operations
- Army health system role and principles
- Command relationships in medical support
- Health threat assessment

Operational Considerations for Multinational Forces
- Military capabilities
- Fire support
- Interoperability and standardization in multinational forces

Maritime Operations in Multinational Operations
- Characteristics of maritime forces
- Employment of maritime forces
- Maritime constabulary functions

Air Operations in Multinational Operations
- Multinational air operations principles
- Airfield operations
- Unmanned aircraft systems

April 2014
http://armypubs.army.mil
**The Role of Special Forces**
- Strategic context
- Special forces operations within the range of military operations
- Army unified land operations
- Special forces–conventional force coordination and integration
- The nature and limitations of special forces

**Special Forces Principal Tasks**
- Unconventional warfare
- Foreign internal defense
- Preparation of the environment
- Counterinsurgency
- Security force assistance
- Special reconnaissance
- Direct action
- Counterterrorism
- Counterproliferation

**Special Forces Operational Mission Criteria**
- Must be an appropriate special forces mission or activity
- Mission or tasks should support the joint force commander’s campaign or operation plan or special activities
- Mission or tasks must be operationally feasible
- Required resources must be available to execute the mission
- Expected outcome of the mission must justify the risks

**Organization**
- United States Special Operations Command
- United States Army Special Operations Command
- United States Army John F. Kennedy Special Warfare Center and School
- United States Army Special Forces Command

**Employment**
- Special forces operates under many varied command relationships
- Operations are inherently joint and frequently controlled by higher echelons
- Certain functions or activities may require oversight at the national level
- Special forces personnel are specially selected and trained to work with indigenous partners in denied areas

**Planning Considerations**
- For the conduct of unconventional warfare
- For the conduct of foreign internal defense

**Sustainment**
- Army special operations forces support
- Host-nation support
- Contractor support
- Planning and executing theater operations support

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**May 2014**

http://armypubs.army.mil
Army Support To Security Cooperation

Security Cooperation In Support of Combatant Commands
- Builds defense relationships that promote specific U.S. security interests
- Develops allied and friendly military capabilities for self-defense and multinational operations
- Provides U.S. forces with peacetime and contingency access to host nation

Army Role in Security Cooperation
- Builds institutional capacity in the host nation
- Develops the ability of partners to defend against internal and external threats
- Improves interoperability, making partners more capable of contributing to multinational operations.
- Assists other countries to provide for their own security

Legal Foundations and Authorities
- U.S. forces participate in security cooperation according to a number of legal authorities codified in Titles 10 and 22, United States Code (USC) and in provisions of the annual National Defense Authorization Acts.
- Title 10, USC, authorizes certain types of military-to-military contacts, exchanges, exercises, and limited forms of humanitarian and civic assistance in coordination with the U.S. ambassador to the host nation.

Army Planning and Assessment Considerations
Planning for conducting security cooperation tasks need to include considerations within the operational variables of political, military, economic, social, information, infrastructure, physical environment, and time.

Preparation and Execution Considerations
Organization of foreign security forces includes all activities taken to create, improve, and integrate doctrinal principles, organizational structures, and personnel management. This may include doctrine development, unit design, mission command and staff processes, and methods and policies for recruiting and manning the foreign security forces.

Brigade Operations
Once the unit has deployed and arrived in country, it begins employment. Employment is the conduct of security cooperation activities in partnership with the host-nation military. Planning and coordination, of indirect and direct support approaches with the host nation, are multinational endeavors. Employment includes foreign counterparts in the mission planning to increase the capability and capacity of the host nation’s internal defense and development.

Considerations for Working Effectively With Foreign Security Forces
Building relationships and partnerships is central to security cooperation whether conducting military engagement or leader engagements with foreign security forces. It is essential for the Soldier to place a considerable amount of time and energy in establishing solid relationships among U.S. forces and foreign security forces. An advisor must purposefully look to build solid relationships between U.S. and foreign security force commanders, staffs, and the defense establishment, as well as a variety of governmental and nongovernmental entities.

January 2013
http://armypubs.army.mil
FM 3-24 provides doctrine on how to understand a counterinsurgency environment, determine the counterinsurgency problem, and plan and execute operations in that environment.

It provides guidance to commanders and staffs facing the unique challenges of countering an insurgency.
FM 3-27
Army Global Ballistic Missile Defense Operations

The ballistic missile defense system (BMDS) is a multi-Service, integrated, global system of systems comprised of sensors, weapon systems, command, and information systems. BMDS provides planning and battle management software and hardware. BMDS is the operational concept of layered defenses to intercept ballistic missiles throughout the boost, midcourse, and terminal flight phases. Ballistic missile defense activities do not include defense against cruise or tactical air-to-surface missiles.

Global ballistic missile defense (GBMD) is defense against ballistic missile threats that cross one or more geographical combatant command boundaries and requires synchronization among the affected combatant commands.

Mission Command – GBMD is a joint operation by definition that drives interdependency between all Services. Each Service component has unique responsibilities that are critical to the success of the entire GBMD system.

Operations – GBMD is the overarching characterization of the cumulative (worldwide) planning, synchronization, integration, coordination, and asset management of defensive systems.

o Army GBMD based on joint principles:
  ▪ Unity of effort
  ▪ Unity of command
  ▪ Centralized planning
  ▪ Decentralized execution

o Ground-based midcourse defense (GMD) operations: the mission is to defend the U.S. and designated areas against IRBM and ICBM attacks in the midcourse phase of flight.

o Protection operations: the mission is to preserve GBMD capability to include protecting—
  ▪ Personnel
  ▪ Physical security system level assets
  ▪ Information of the U.S. military

Sustainment – each site is unique and poses its own challenges for sustainment and operations. GBMD is contract dependent for logistics and operational support.

Communications – due to the globally dispersed nature of the GBMD, a robust communications architecture is required in order to facilitate operations.

GBMD Components – located throughout the land, sea, and space environments, these systems provide critical support to the GBMD mission.

o GMD ground systems – fire control system, launch support system, interceptor communication system and the GMD communications network.

o Space domain – Space Based Infra-Red System (SBIRS) constellation consists of SBIRS satellites and legacy Defense Satellite Program satellites.

o Land Domain – a network of ground-based radars.


o GBMD battle management element – Command, Control, Battle Management, and Communications system (C2BMC).

Threat – Countries overtly hostile to the U.S. have acquired ballistic missile system capabilities. In the changing geopolitical environment, the proliferation of missile technology has made the advancement of GBMD a critical aspect to U.S. national security.

FM 3-27 provides an overview of Army GBMD operations and provides doctrinal tenants and procedures outlining how to plan, integrate, and execute GBMD operations.

GBMD consists of any defensive measure designed to destroy, nullify, or reduce the effectiveness of an enemy ballistic missile attack.
Engineer Regiment
- The engineer regiment exists to provide the freedom of action for land power by mitigating the effects of terrain
- Three engineer disciplines—combat, general, and geospatial engineering
- Engineer organizations operate concurrently with each other (United States Army Corps of Engineers, Army military engineer units, and Army commands)
- Operating-force engineers (organic, EAB, and BCT)
- Engineer force tailoring (selecting forces based on a mission and recommended deployment sequence)
- United States Army Corps of Engineers (direct reporting unit, Emergency Support Function #3 assistance to DHS)

Engineer Support to Unified Land Operations
- Engineer support is used by commanders throughout unified land operations across the range of military operations, primarily to ensure mobility, enhance protection, enable force projection and logistics, and build partner capacity and develop infrastructure
- Lines of engineer support to operations is the ability to anticipate and analyze the problem and understand the operational environment
- Engineers provide support not only to the six warfighting functions, but also to the special operations forces
- Tasks supporting decisive action
  - Offensive (simultaneous application of combat, general, and geospatial engineering disciplines through synchronizing warfighting functions and throughout the depth of the area of operations)
  - Defensive (simultaneous application of combat, general, and geospatial engineering capabilities through synchronizing warfighting functions throughout the depth of the area of operations)
  - Stability (civil security, civil control, essential services restoration, support to governance, and support to economic and infrastructure development)
  - Defense support of civil authorities (support for domestic disasters, domestic CBRN incidents, domestic civilian law enforcement agencies, and other designated support)
  - Special considerations (assess relevance and impact of one or more urban areas as part of the mission)

Integrating Engineer Support
- Integrated planning (input from subordinate commanders in the planning process)
  - Engineer support to the planning process (considers speed, economy, flexibility, decentralization of authority, and establishment of priorities)
  - Engineer activities spanning the levels of war (strategic, operational, tactical)
- Staff processes (running estimates, framework of assured mobility, and development of essential tasks for M/CM/S)
  - Planning processes that lead to the OPLAN or OPORD
  - The military decisionmaking process (operational and mission variables and engineer staff running estimate)
  - Plans and orders (prepares order or plan by turning the selected course of action into a clear, concise concept of operations with the required supporting information)
  - Considerations for unified land operations (support to unified land operations and support across the range of military operations)
- Other tasks
  - Facilities and construction planning (operational, logistical, force bed-down, common-use, and protection facilities)
  - Project management (coordinates for the skill and labor of personnel using equipment and materials to form the desired structure; process begins at unit level with construction directive)
Cyber Electromagnetic Activities

Cyberspace operations
- Department of Defense information network operations
- Defensive cyberspace operations
- Offensive cyberspace operations

Electronic warfare
- Electronic attack
- Electronic protection
- Electronic warfare support

Spectrum management
- Cyber electromagnetic activities in an operational environment

Cyber Electromagnetic Activities Roles and Responsibilities

Commanders

Elements

Personnel
- Electronic warfare officer
- Signal officer
- Intelligence officer
- Spectrum manager

Working groups
- Corps and division
- Brigade

Cyberspace Actions

Cyberspace attack

Cyberspace intelligence, surveillance, and reconnaissance

Cyberspace operational preparation of the environment

Cyberspace defense

February 2014
http://armypubs.army.mil
Military Police Operations

Military Police Competencies
- Soldiering
- Policing
- Investigations
- Corrections

Policing Principles
- Prevention
- Public Support
- Restraint
- Legitimacy
- Transparency
- Assessment

Military Police Organizations
- Military Police Corps Regiment
- Joint, interagency, and multinational
- Military police force tailoring

Support to Army Operations
- Combined arms operations
- Application of military police combat power through the warfighting functions
- Other considerations (support to security force assistance, rule of law, border operations, terrorism, noncombatant evacuations, site exploitation, counterinsurgency, and support to special operations forces)

Sustainment Support

Military Police Disciplines (integrated areas of expertise)
- Police operations
  - Perform law enforcement
  - Employ forensics support
  - Conduct criminal investigations
  - Provide support to security and civil support
  - Conduct traffic management and enforcement
  - Conduct police engagement
  - Provide support to civil law enforcement
  - Provide custom
  - Provide evidence response team support
- Detention
  - Confine U.S. military prisoners
  - Conduct detainee operations
  - Conduct host-nation corrections training and support
- Security and mobility support
  - Provide support to populace and resource control
  - Provide support to security operations
  - Provide support to mobility operations
  - Provide military working dog support

FM 3-39 describes the operational doctrine of the Military Police Corps Regiment.

Military police operations are viewed through a policing and corrections lens that focuses efforts on civil order maintenance, threat mitigation, and personnel and asset protection, regardless of an operational environment.
Personnel Recovery Mission
- Directed in DOD Directive 3002.01, Personnel Recovery in the DoD
- Planning, preparation, execution, and assessment efforts to recover and reintegrate Army personnel that are isolated in an operational environment
- Additional components of personnel recovery include—
  - Code of Conduct training
  - Survival, evasion, resistance, and escape
  - Post-isolation debriefing

Three Focal Groups
- Commander and staff—
  - Develop and disseminate general personnel recovery guidance
  - Produce isolated Soldier guidance from personnel recovery guidance
  - Maintain personnel accountability at all times
  - Identify and provide guidance and tasks to the recovery force
  - Execute mission command of the five personnel recovery tasks
- Unit—
  - Prepare for execution of immediate and deliberate personnel recovery operations as a recovery force
  - Prepare individuals for isolation
  - Receive the mission and conduct the operations process
  - Execute the order
- Individual—
  - Survive, evade, resist, and escape the enemy
  - Execute isolated Soldier guidance and evasion plans of action
  - Link-up with recovery forces

Five Tasks
- Report
- Locate
- Support
- Recover
- Reintegrate

Four Methods
- Immediate recovery. Actions taken by an individual’s unit to locate and recover isolated personnel before the enemy understands the situation.
- Deliberate recovery. Uses the military decision-making process and appropriate preparation to conduct personnel recovery operations when immediate recovery was not successful or not attempted.
- External supported recovery. Army personnel recovery operations supported by Service, joint, or multinational forces when mission requirements exceed Army force capabilities.
- Unassisted recovery. Units train and equip personnel to self-recover in accordance with issued guidance in the event that the tactical situation impedes successful recovery by combat forces.
Airspace Control Operational Context
- Airspace in an operational environment
- Joint airspace control
- Methods of Army airspace control
- Airspace control and the operations process

Airspace Control in Operations
- Principles of Army airspace control
  - Airspace control is action executed through combined arms formations.
  - Airspace control is a commander’s responsibility based on the commander’s intent, priorities, and risk guidance.
  - Airspace control is a continuing activity of the operations process.
  - Airspace control is an integral part of risk management.
  - Near-real-time airspace control requires continuous assessment
- Airspace control by echelon and role
  - Theater army
  - Corps
  - Division
  - Brigade
  - Battalion
  - Company or troop

Airspace Control Planning and Preparation
- Key documents for planning
  - Joint air operations plan
  - Airspace control plan
  - Area air defense plan
  - Airspace control order
  - Air tasking order
  - Special instructions
  - Airspace coordinating measure request
  - Air operations directive
  - Tactical operational data
  - Operations task link
- Airspace control battle rhythm
- Airspace control plan revision and rehearsals

Common Reference Systems
- Point reference systems
- Area reference systems
- Altitude measuring systems

Collective Tasks for Airspace Control
- Planning and preparation
  - Determine integrated airspace user requirements
  - Develop airspace usage priorities
  - Coordinate air traffic service, sensor emplacement, and data links
  - Determine combat identification authority and procedures for airspace users
  - Develop rules of engagement and early warning procedures for air defense operations
  - Determine reporting requirements and monitoring methods for manual reporting
  - Integrate airspace use within the area of operations
  - Develop airspace coordinating measures to support planned operations
  - Develop the airspace appendix
- Execution and assessment
  - Process of airspace orders and directives
  - Manage airspace control information displays
  - Determine track identification for airspace users
  - Monitor assigned airspace and airspace users within assigned area of operations
  - Resolve real-time conflicts for airspace users within the area of operations

Types of Airspace Coordinating Measures
- Airspace coordinating measures (Air Corridor [AIRCOR])
- Airspace coordinating measures (Stand Alone)
- Airspace coordinating measures (Restricted Operations Zone [ROZ])
- Fire support coordination measures (FSCMs)
- Maneuver control measures (MAN)
- Air reference measures (AIRREF)
- Air defense measures (ADMEAS)
- Marine defense measures (MARDEF)
- Air traffic control measures (ATC)
Military Information Support Operations

Military Information Support Operations Missions
- **Military Information.** Support to Department of Defense organizations
- **Interagency-Intergovernmental Support.** Support to non-Department of Defense organizations and partner nations
- **Civil Authority Information Support.** Information dissemination support to a lead federal agency during defense support of civil authorities

Five Core Tasks
- Advise
- Plan
- Develop
- Deliver
- Assess

Forces
- Two active groups support Army special operations forces missions and provide conventional force contingency support until U.S. Army Reserve forces are mobilized
- Two U.S. Army Reserve groups support conventional force missions

Planning and Execution Authorities
- Development of a military information support operation program with authority to conduct military information support operations
- Components of a program:
  - Proposed psychological objectives
  - Potential target audiences
  - Themes to stress and avoid
  - Proposed dissemination means
  - General concept of operations (including planned attribution methods)
  - Concept of assessment
- Authorization to execute in a theater of operations
- Approval of a series of messages and actions
- Authorities for defense support of civil authorities

Four Department of Defense Categories of Attribution
- Immediate U.S. attribution
- Concurrence by host-nation or partner-nation organization
- Delayed attribution
- Nonattribution

Psychological Operations Soldiers Advise Commanders On—
- Understanding the operational environment
- Visualizing the operational environment
- Describing the operational environment
- Directing military information support operations to change behavior
- Assessing changes in target audience behavior

June 2013
http://armypubs.army.mil
Information Collection

Foundations
- Information collection and knowledge
- Information collection and ISR
- Information collection activities
- Information collection purpose
- Primary information collection tasks and operations

Commander and Staff Roles and Responsibilities
- Commander’s role
- Commander’s needs
- Commander’s guidance
- Staff’s role
- Working group’s input

Planning and Assessment
- Considerations
- Personnel recovery support
- The MDMP and information collection planning
- Assessment

Tasking and Directing
- Importance of tasking and directing
- Final information collection plan
- Information collection overlay
- Scheme of support

Information Collection Assets
- Capability
- Collection plan by level
- Collection assets by phase
- Collection assets by echelon
- Network-enabled information collection

Joint Intelligence, Surveillance, and Reconnaissance
- ISR and unified action
- ISR concepts
- ISR doctrine
- ISR resources
- ISR planning systems
- National ISR resources and guidelines
- Joint ISR
- Joint ISR organization

Information Collection Annex to the Operation Order

FM 3-55 clarifies how the Army plans, prepares, and executes information collection activities in or between echelons. Knowledge is the precursor to effective action in the physical domain. Information collection is an activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations.

May 2013
http://armypubs.army.mil
Role
- To engage and influence unified action partners and indigenous populations and institutions
- To establish and conduct military government operations
- To provide civil considerations expertise through the planning and execution of civil affairs operations
- To enable civil-military operations

Intent
The intent of civil affairs operations is to enhance stability, set conditions for the mitigation or defeat threats to civil society, and to assist in establishing local government capability or enhancing capacity for deterring or defeating future civil threats.

Civil Affairs Organizations
- Civil-military operations center
- Civil affairs planning team
- Civil liaison team
- Civil information management cell
- Civil affairs team

Civil Affairs Operations
- Support and are nested within the overall mission and commander's intent
- Use civil affairs forces from the civil affairs team to the civil affairs command possess capabilities within their formations for support
- Conducted within the scope of five core tasks and may occur prior to, simultaneously, or sequentially with combat operations depending on an operational environment

Civil Affairs Operations Core Tasks
- Populace and resources control
- Foreign humanitarian assistance
- Civil information management
- Nation assistance
- Support to civil administration

October 2011
http://armypubs.army.mil
Mission
The Army public affairs informs internal and external publics and fulfills the Army’s obligation to keep the American people and the Army informed by—
- Establishing conditions that lead to trust in the Army
- Instilling confidence in Army readiness to conduct unified land operations.

Organization
Public affairs professionals (military and civilians) at all echelons are responsible for executing public affairs functions.

Primary Functions
- Public information
- Command information
- Community engagement

Core Tasks
- Provide advise and counsel to the commander
- Public affairs planning
- Public affairs training
- Media facilitation
- Public communication
- Public affairs assessments
- Counter misinformation and disinformation

Required Capabilities
- Conducts public affairs activities while deployed, at home station and in garrison to keep the American people and elected officials informed about the activities of the U.S. Army
- Synchronizes public affairs operations and activities with the operations plan, the communications plan and information-related capabilities

Discussions
- Public affairs in army operations
- Public affairs role as the commanders advisor
- Public affairs planning process
- Public affairs training guidance
- Traditional and nontraditional media facilitation
- Importance of community engagement
- Countering of misinformation and disinformation
- Public affairs assessments of activities
- Public affairs organizations
- Employing current and emerging technologies
FM 3-63
Detainee Operations

Principles
- Humane treatment
- Close contact
- Care, custody, and control
- Accountability
- Segregation
- Minimum force

Categories
- Enemy combatant (lawful and unlawful)
- Civilian internees
- Retained persons

General Protection and Detainee Care
- Humane treatment policies
- Interrogations
- Prosecution
- Abuse or mistreatment

Command and Staff Roles and Responsibilities
- Provost marshal general
- Combatant commander
- Commander, detainee operations
- Detention facility commander
- Medical office
- Military intelligence battalion
- Military police support
- Detainee camp liaison detachment

Detainee Operations
- Capture, initial detention, and screening
  - Point of capture
  - Processing
  - Movement
- Intelligence and interrogations
- Medical and dental support
- Legal considerations
- Reporting
- Facilities
  - Detainee collection point
  - Detainee holding area
  - Theater detention facility
- Sustainment considerations
- Disposition
  - Release
  - Transfer
  - Repatriation

Host Nation Correction Training and Support
- Challenges
- Resources
- End state

FM 3-63 provides guidance for commanders and staffs on detention operations.

Detainee operations are the range of actions taken by U.S. armed forces, beginning at the point of capture; through movement to a detainee collection point, detainee holding area, or theater detention facility; until detainee transfer, release, repatriation, death or escape.

August 2013
http://armypubs.army.mil
Mission and Organization
The maneuver enhancement brigade is a unique, multifunctional, mission command headquarters that is organized to perform support area operations for the echelon that it supports. It also has the Army capability to perform maneuver support operations.

Characteristics
- Tailorable
- Modular
- Expeditionary
- Networked
- Multifunctional
- Joint interdependent
- Agile

Primary and Subordinate Tasks
- Conduct support area operations
  - Terrain management
  - Information collection
  - CA operations
  - Air and ground movement control
  - Clearance of fires
  - Protection, including personnel recovery, coordination of base camp/base cluster defense, and response force operations
  - Liaison
  - Operational area security
  - Area damage control
- Conduct maneuver support operations
  - Mobility
  - Protection
  - Sustainment
- Support to defense support of civil authorities
  - Domestic disasters
  - Domestic CBRN incidents
  - Domestic civilian law enforcement agencies
  - Other support as required
- Support to stability operations
  - Civil security (including security force assistance)
  - Civil control

The MEB is designed to provide mission command of forces from multiple branches, but especially those that conduct support area and maneuver support operations for the force.
### Characteristics of the Offensive
- Surprise
- Concentration
- Tempo
- Audacity

### Army Offensive Tasks
- Movement to contact
  - Search and attack
  - Cordon and search
- Attack
  - Ambush
  - Demonstration
  - Feint
  - Raid
  - Spoiling attack
- Exploitation
- Pursuit

### Forms of Offensive Maneuver
- Envelopment
- Turning movement
- Frontal attack
- Penetration
- Infiltration
- Flank attack

### Actions by friendly forces
- Attack by fire
- Breach
- Bypass
- Clear
- Control
- Counterreconnaissance
- Disengagement
- Exfiltrate
- Follow and assume
- Follow and support
- Occupy
- Retain
- Secure
- Seize
- Support by fire

### Characteristics of the Defense
- Disruption
- Flexibility
- Maneuver
- Massing effects
- Operations in depth
- Preparation
- Security

### Army Defensive Tasks
- Area defense
- Mobile defense
- Retrograde
  - Delay
  - Withdrawal
  - Retirement

### Basic Tactical Control Measures
- Airspace coordinating measures
- Area of operations
- Assembly areas
- Boundaries
- Checkpoint
- Contact point
- Critical friendly zone
- Direct fire control measures
- Fire support coordination measures
- Forward line of own troops
- Line of contact
- Movement corridor
- Named area of interest
- Obstacle control measures
- Phase line
- Position area for artillery
- Route
- Target area of interest
- Common offensive control measures
FM 3-90-2
Reconnaissance, Security, and Tactical Enabling Tasks

Reconnaissance
- General consideration of reconnaissance
- Reconnaissance objective
- Reconnaissance fundamentals
- Characteristics of reconnaissance assets
- Forms of reconnaissance
- Planning reconnaissance
- Executing reconnaissance
- Recuperation and reconstitution of reconnaissance assets

Security Operations
- Security operations tasks
- Fundamentals of security operations
- General considerations for security operations
- Screen
- Guard
- Cover
- Area security
- Local security
- Combat outposts

Troop Movement
- General considerations of troop movement
- Tactical road march
- Approach march
- Movement techniques
- Planning, preparing, and executing a troop movement
- Movement control

Relief in Place
- General considerations of a relief in place
- Organization of forces for a relief in place
- Control measures for a relief in place
- Planning, preparing, and executing relief in place

Passage of Lines
- General Considerations of a Passage of Lines
- Organization of Forces for a Passage of Lines
- Control Measures for a Passage of Lines
- Planning a Passage of Lines
- Forward Passage of Lines
- Rearward Passage of Lines

Encirclement Operations
- Offensive encirclement
- Defending encircled
- Breakout from an encirclement
- Exfiltration
- Attacking deeper into enemy territory
- Linkup

March 2013
http://armypubs.army.mil
Land Power Tailored for the Joint Force
- Echelons above brigade:
  - Combatant command through tactical units
  - Operational and administrative chains of command
  - Army Service component command and ARFOR in a JOA
  - Army logistics and medical support
  - Operational areas
- Theater army
  - Army Service Component Command (ASCC assigned to GCC)
  - Unified action in the GCC
  - Theater army and campaigns
  - Defense support of civil authorities
  - Theater army headquarters

Theater-level Commands and Units
- Assigned and aligned theater forces
- Other theater-level forces

The Army Corps
- Roles of the corps
- Subordinate forces
- The corps headquarters

Corps Operations
- Operations at corps
- Deployment of a corps
- Task-organizing the corps
- The corps area of operations
- The corps and joint forces
- Decisive action
- Operational framework
- The corps and forcible entry operations

Division Roles and Organization
- Roles of the division
- Subordinate forces
- The division headquarters

Division Operations
- The tactical environment
- Deployment of a division
- The division area of operations
- Air Force support
- Marine Corps units
- Decisive action
- Operational framework
Brigade Combat Team

Organizations
- Infantry brigade combat team
- Stryker brigade combat team
- Armored brigade combat team

Potential Threats
- States
- Nonstate organizations
- Criminal networks and opportunists
- Individuals

Fundamentals of BCT
- Addresses the fundamental nature and philosophy of mission command. Addresses the mission command warfighting function as it assists the commander with blending the art of command with the science of control.
- Discusses BCT command and staff operations and how the commander cross-functionally organizes his staff into cells and working groups.
- Describes the types and composition of command posts at brigade echelon.
- Provides—
  - The doctrinal basis for reconnaissance and security forces.
  - An overview of the fundamentals and forms of reconnaissance.
  - A discussion of information collection and reconnaissance handover.

Forms of BCT Reconnaissance
- Zone reconnaissance
- Area reconnaissance
- Route reconnaissance
- Reconnaissance in force
- Special reconnaissance

Fundamentals of BCT Security Operations
- Provide early and accurate warning
- Provide reaction time and maneuver space
- Orient on the force or facility to be secured
- Perform continuous reconnaissance
- Maintain enemy contact

Understand, Shape, Influence, and Consolidate Gains
Addresses the missions and efforts required to shape and influence the operational environment through understanding.
Contribution

- Doctrinal guidance for commanders and staffs at the battalion or squadron and brigade combat team levels.
- The role of cavalry formations and their contributions to the information collection process.
- Methods for conducting reconnaissance and security tasks across the range of military operations.

Key Contributions and Characteristics of Cavalry Formations

- Enabling mission command
- Providing accurate and timely information to the operations process and intelligence collection cycle.
- Operating as combined arms air-ground teams
- Providing reaction time and maneuver space
- Preserving combat power and achieving economy of force
- Facilitating movement and transitions
- Fighting for information

Key Aspects and Links

- Commander's reconnaissance guidance
- Intelligence preparation of the battlefield
- Linking decision points to priority intelligence requirements and named areas of interest
- Cavalry support to the BCT targeting process
- Continuously updating the BCT information collection plan

Areas of Emphasis for BCT Priority Intelligence Requirements

- Management of reconnaissance assets
  - Mixing
  - Cueing
  - Redundancy
- Reconnaissance-specific planning considerations
- Methods and techniques for conducting common reconnaissance tasks
  - Zone
  - Area
  - Route Reconnaissance
  - Reconnaissance in Force

Security Themes

- Providing appropriate security guidance
  - Focus
  - Tempo
  - Engagement or disengagement criteria
  - Displacement criteria
- Planning and execution of counterreconnaissance as part of security operations
- Methods and techniques for conducting common security tasks
  - Screen
  - Guard
  - Cover
  - Area Security
  - Local Security

July 2015
http://armypubs.army.mil
Airborne and Air Assault Operations Key Constructs
  o Operational access—forcible entry and vertical envelopment—within the operational environment.
  o Task force organization, mission, capabilities, and limitations as well as the duties and responsibilities for the conduct of airborne and air assault operations.
  o Task force command and staff operations; cross-functional staff organizations (cells, working groups, and centers) to assist in coordination.
  o Meetings, working groups, and boards to integrate the staff, enhance planning, and decision making within the task force.
  o Airborne and air assault task force unique capabilities and planning considerations in transitioning to other tactical operations.

Principal Audience
  o Brigade, battalions, and companies within the brigade combat team—
    ▪ Commanders
    ▪ Staff
    ▪ Officers
    ▪ Noncommissioned officers
  o United States Army Training and Doctrine Command institutions and components
  o United States Army Special Operations Command

Airborne and Air Assault Forces Seize, Retain, and Exploit the Initiative By Conducting—
  o Forcible entry operations
  o Vertical envelopment

Focus of Airborne Operations
  o Organization and employment
  o Airborne assault planning
  o Ground tactical plan
  o Landing plan
  o Air movement plan
  o Marshalling plan

Focus of Air Assault Operations
  o Organization and employment
  o Air assault planning
  o Ground tactical plan
  o Landing plan
  o Air movement plan
  o Loading and staging

FM 3-99 establishes doctrine to govern the activities and performance of Army forces in forcible entry (specifically airborne and air assault operations) and provides the doctrinal basis for vertical envelopment and follow-on operations.

This publication provides leaders with descriptive guidance on how Army forces conduct vertical envelopment within the simultaneous combination of offense, defense, and stability.

FM 3-99 encompasses tactics for Army airborne and air assault operations and describes how commanders plan, prepare, and conduct airborne and air assault operations by means of joint combined arms operations.

March 2015
http://armypubs.army.mil
FM 4-01 provides authoritative doctrine for transportation operations that support unified land operations.

Transportation operations provide an overwhelming capability for Army and joint forces in achieving operational reach, freedom of action, and prolonged endurance.

Transportation operations are critical for theater opening and the Army’s transportation expeditionary capabilities that play an important role in early entry operations.
Army Health System (AHS) Mission’s Warfighting Functions
- Health service support (HSS)
- Force health protection (FHP)

Army Health System Fundamentals
- Holistic view of the entire AHS
- Interdependence information of each of the ten medical functions
- Operational guidance on the AHS’ echelon above brigade mission command
- Provides an in-depth discussion on the provisions of the Geneva Conventions, the Law of Land Warfare, and medical ethics and their impact on conduct of AHS operations

Health Service Support Mission Sets
- Casualty care aspects of the AHS mission
- Medical evacuation, medical regulating, and the provision of en route care
- Medical logistics inclusive of all functional subcomponents and services

Force Health Protection
- Preventive medicine
- Veterinary services
- Medical laboratory
- Preventive aspects of combat and operational stress control
- Preventive aspects of dental services

Roles of Medical Care
- Role 1 - the first medical care a Soldier receives (unit-level medical care)
- Role 2 - is rendered by the area support squad, medical treatment platoon of medical companies
- Role 3 - the patient is treated in a field/combat support hospital staffed and equipped to provide care to all categories of patients- to include resuscitation, initial wound surgery, damage control surgery, and postoperative treatment
- Role 4 - medical care is found in the continental United States-based hospitals and other safe havens

AHS Medical Functions
- Medical mission command
- Medical treatment (organic and area support)
- Hospitalization
- Medical evacuation
- Dental services
- Preventive medicine services
- Combat and operational stress control
- Veterinary services
- Medical logistics (to include blood management)
- Medical laboratory services (to include both clinical and area laboratories)
FM 4-30
Ordnance Operations

The Ordnance Corps
- The Ordnance Corps mission
- Ordnance functions
- Ordnance corps and the sustainment warfighting function

Munitions Operations
- Munitions mission
- Munitions support structure and stakeholders
- Strategic and joint partners
- Operational munitions stakeholders
- Brigade-level munitions operations
- Ammunition support activities
- Forward arming and refueling point
- Ammunition requirements determination
- Disposition and retrograde
- Explosives safety

Explosive Ordnance Disposal (EOD) Operations
- Explosive ordnance disposal mission
- Explosive ordnance disposal organization
- Brigade-level explosive ordnance disposal organizations
- Joint operational phasing construct

Maintenance Operations
- Maintenance fundamentals
- Two-level maintenance
- Strategic maintenance partners
- United States Army Materiel Command
- Echelons above brigade operational organizations
- Modular organization maintenance responsibilities
- Echelons above brigade sustainment organizations
- Theater sustainment command
- Expeditionary sustainment command
- Sustainment brigade
- Combat sustainment support battalion
- Support maintenance company
- Brigade combat team maintenance support
- Field maintenance company
- Forward support company
- Combat aviation brigade support
- Aviation support battalion
- Headquarters and support company
- Forward support company
- Test, measurement, and diagnostic equipment support
- Contracted maintenance support
- Systems support contracted capability

April 2014
http://armypubs.army.mil

FM 4-30 provides doctrine on the ordnance corps’ mission. The ordnance corps provides munitions, maintenance, and EOD support to generate and maintain combat power and to provide protection to Army, joint, intergovernmental, interagency, and multinational forces.

FM 4-30 provides fundamental guidance for the employment of United States Army ordnance maintenance operations, munitions operations and explosive ordnance disposal operations in support of unified land operations and warfighting functions.
Quartermaster Operations

- Quartermaster functions
- Supply
- Field services
- Strategic partners
- Automated information systems
- Mission command
- Mission command communication systems
- Logistics information
- Materiel management functions
- Operational energy management
- Support relationships
- Requirement for total asset visibility
- Support to joint and multinational operations
- Executive agency
- Lead Service responsibilities
- Multinational support

Supply Operations

- Supply operations overview
- Supply Class I through Class X
- Multi-nodal operations
- Aerial ports of debarkation and embarkation
- Seaports of debarkation and embarkation
- Distribution hubs
- Supply support activities
- Unit supply operations
- Accountability and responsibility
- Property records inventories
- Property record adjustments

Field Service Operations

- Aerial delivery
- Airland
- Airdrop
- Sling load
- Food services
- Shower and laundry
- Mortuary affairs
- Water purification
- Force provider

Quartermaster operations are comprised of supply and field services. Supply enables freedom of action, extends operational reach, and prolongs endurance. Field services provide quality of life for Soldiers conducting operations in any operational environment.

FM 4-40 provides commanders an understanding of quartermaster principles, organizations, and procedures within the context of decisive action. The manual provides a basic doctrinal discussion on the organization and operations of quartermaster units within the Army.

October 2013
http://armypubs.army.mil
Logistics Overview
- Logistics support to unified land operations
- Principles of logistics
- Elements of logistics

Strategic Level Logistics
- Strategic and joint interfaces
- Army Title 10 logistics requirements
- Logistics related unified action partners
- Joint interdependence
- Interagency coordination
- Multinational logistics operations
- Logistics support to power projection
- Generating force
- Operating force

Operational and Tactical Level Logistics
- Operational environment
- Theater structure
- Geographic combatant command
- Theater logistics structure and mission command
- Control
- Command and support relationships

Integrating Logistics Into Operations
- Integrating logistics into the operations process
- Assessment for logistics operations
- Planning logistics operations
- Preparing for logistics operations
- Executing logistics operations
- Terminating joint operations
Types of Command Posts
- Main command post
- Tactical command post
- Command group
- Early entry command post

Functional and Integrating Cells
- Plans cell
- Current operations
- Integrating cell
- Future operations

Planning Horizons
- Long range
- Mid range
- Short range

Primary Staff Responsibilities
- Support the commander
- Assist subordinate commanders, staffs, and units
- Inform units and organizations outside the headquarters

Types of Staff Officer
- Coordinating
- Special
- Personal

Knowledge Management Components
- People
- Processes
- Tools
- Organization

Information Management Tasks
- Collect
- Store
- Display
- Disseminate
- Protect

Types of Problems
- Well structured
- Medium structured
- Ill-structured

Problem-Solving Process
- Gather information and knowledge
- Identify the problem
- Develop criteria
- Generate possible solutions
- Analyze possible solutions
- Compare possible solutions
- Make and implement the decision

Types of Military Briefings
- Information
- Decision
- Mission
- Staff

Types of Running Estimates
- Facts
- Assumptions
- Friendly force status
- Enemy activities and capabilities
- Civil considerations
- Conclusions and recommendations

Steps of the Military Decisionmaking Process
- Receive the mission
- Issue a warning order
- Make a tentative plan
- Initiate movement
- Conduct reconnaissance
- Complete the plan
- Issue the order
- Supervise and refine

Military Deception Principles
- Focus on the target
- Motivate the target to act
- Centralized planning and control
- Security
- Conforming to time available
- Integration

Rehearsals methods
- Backbrief
- Combined arms rehearsal
- Support rehearsal
- Battle drill or SOP rehearsal

Rehearsal Types
- Network
- Map
- Sketch map
- Digital terrain model
- Terrain model
- Key leader
- Full dress

Liaison Activities
- Cooperation and Understanding among different HQs
- Coordination on tactical manners to achieve unity of effort
- Synchronization of lethal and nonlethal effects
- Understanding of implied or inferred coordination measures to achieve synchronized results

Rapid Decision-Making And Synchronization Process
- Compare the current situation to the order
- Determine that a decision, and what type is needed
- Develop a course of actions
- Refine and validate the course of actions
- Implement

Assessment Activities
- Monitoring the current situation to collect relevant information
- Evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks
- Recommending or directing action for improvement

Assessment Planning Steps
- Gather tools and assessment data.
- Understand current and desired conditions
- Develop an assessment framework
- Develop the collection plan
- Assign responsibilities for conducting analysis and generating recommendations
- Identify feedback mechanisms

Types of After Action Reviews
- Informal
- Formal

Army Command Relationships
- Organic
- Assigned
- Attached
- Operational control
- Tactical control

Army Support Relationships
- Direct support
- General support
- Reinforcing
- General support-reinforcing

Types of Plans
- Campaign plan
- Operation plan
- Supporting plan
- Concept plan
- Branch
- Sequel

Types of Orders
- Operation order
- Fragmentary order
- Warning order

FM 6-0 is intended to serve several purposes. First, it provides commanders and staffs specific information they will need in the exercise of mission command. Second, the manual provides multiple templates and examples of products that commanders and staffs routinely use in the conduct of operations. Local standard operating procedures (SOPs) may also provide examples of products more suitable to specific situations.
Signal Support to Operations
- Support to warfighting functions
- Signals role in cyberspace operations

Core Competencies and Essential Capability of the Signal Corps
- Department of Defense information network operations
- Network transport and information services
- Spectrum management operations
- Visual information operations
- Communications security

Roles and Responsibilities of Signal Organizations
- Units with organic signal assets
  - Corps
  - Division
  - Brigade
- Units without signal assets
  - Functional brigades
  - Functional battalions
  - Types of units leveraged for support
- Signal enabling command and staffs
- Requesting signal support

Secure Network Supporting Operations
- Department of Defense information network
- Army network
  - Network transport and information services
  - Department of Defense information network operations in Army networks
  - Cyber threats

Visual Information and Combat Camera
- Visual information support
- Combat camera units and documentation
Summary

This publication ensures coordinated multi-Service operations for conventional forces and special operations forces to achieve unity of effort, reduce the potential for fratricide, and achieve the JFC’s objectives.

Scope

- Describes the integration of CF and SOF missions and applies to CF and SOF operating in the same area of operation.
- Provides joint force operational and tactical commanders and staffs with planning guidance concerning missions, requirements, and capabilities of CF and SOF.
- Applies across the range of military operations.

Applicability

- Joint forces
- Commanders
- Staffs

Conventional Forces and Special Operations Forces Overview

- Provides the framework for successful integration between CF and SOF.
- Provides CF and SOF planners mission planning guidelines and details the various levels of CF and SOF concept of operations and the associated approval levels.
- Highlights and discusses differences in CF and SOF effects capabilities and ways to streamline the fires process to engage the enemy quickly and accurately while reducing chances for fratricide.
- Provides information for the employment of conventional or special operations aviation assets (fixed-wing, rotary-wing, and unmanned) in support of CF or SOF.
- Describes intelligence fusion between CF and SOF and the planning considerations for operations. It describes the intelligence and action planning cycle.
- Provides information regarding SOF’s limited internal sustainment and protection capabilities and gives insight to the support they may require from external units.
- Provides the framework for successful integration between CF and SOF.

Conventional Forces and Special Operations Forces Checklists, Reports, and Lessons Learned

- SOF capabilities
- CF capabilities
- Unit coordination checklist
- Mission planning and execution checklist (CF and SOF integrated missions)
- Joint fire support checklist
- Liaison checklist
- Communications checklist
- Reception and integration considerations
- Reference considerations by joint functions
- Training and leader development lessons learned for CF and SOF

This multi-Service tactics, techniques, and procedures (MTTP) publication provides a comprehensive reference for commanders and staffs at the operational and tactical levels with standardized techniques and procedures to assist in planning and executing operations requiring integration between conventional forces (CF) and special operations forces (SOF) occupying the same area of operation.
**Tenets of Leader Development**
- Commitment by Army, superiors, and individuals
- Clear purpose and intentionality (program creation and evaluation)
- Supportive conditions (relationships and culture of learning)
- Mutually supportive domains (institutional, operational, and self-development) that enable education, training, and experience
- Providing, accepting, and acting upon assessment and feedback

**Leaders must be developed to—**
- Be an individual contributor
- Lead at the direct level
- Lead organizations
- Lead functions
- Lead integration
- Lead large organizations
- Lead the enterprise

**Fundamentals of Leader Development**
- Setting conditions
- Providing feedback
  - Observation planning
  - Accurate observations and assessments: situation – observation – associate and assess – reinforce and recommend
  - Feedback delivery
- Enhancing learning
  - Mentorship
  - Guided discovery learning
  - Coaching
  - Study
- Creating opportunities
  - Challenging experiences
  - Leader selection
  - Leader succession
  - Career development and management

**Self-development Process**
- Strengths and needs determination
- Goal setting
- Self-enhanced learning
- Learning in action

**Leader performance indicators** provide a framework for accurate and descriptive observations.
Message Organization
- Heading
- Body
- Conclusion

Report Formats Numbering System
- Line number and name
- Date and time group
- Units
- Locations
- Addition or deletion of line numbers
FM 7-0
Train to Win in a Complex World

Training Fundamentals
- Rating training proficiencies (U, P-, P, T-, T)
- The band of excellence
- The role of leaders in unit training
- Battle focus
- Training environments
- Mission-essential task list (METL)
- Training for battle rhythm
- Multilevel training
- The Army Training Management System (ATMS)
- Publishing command training guidance (CTG)
- Synchronizing installation training resources
- Commanders’ dialogues

Unit Training Plan
- attain and maintain training readiness
- Use Army Operations Process as the Army’s training framework
- Conduct Mission analysis
- Develop courses of action (COA)
- Determine Time management cycles
- Determine the events to train
- Develop training objectives
- Use a crawl-walk-run methodology
- Consider the right mix of live-virtual-constructive (LVC) environments
- Conduct the training briefing

Training Events
- Plan, prepare, execute, and assess every training event
- The 8-step training model
- The T-Week Concept
- Training meetings
- Quarterly and yearly training briefings
- Assessing training
- External evaluations (EXEVALs)
- After action reviews (AARs)

FM 7-0 provides doctrinal guidance on how unit commanders attain and maintain unit training readiness. Using the framework of the Army’s operations process, each training event follows a plan, prepare, execute, and assess approach. It provides the how-to details and procedures for unit leaders to coordinate and resource unit training to obtain the most effective training results possible.

FM 7-0 supports the fundamental training doctrine found in ADP and ADRP 7-0. Additionally, FM 7-0 is supported with the Web-based training resources found on the Army Training Network (ATN).
Army Physical Readiness Training

**Components of Physical Readiness Training**
- Strength
  - Muscular strength
  - Muscular endurance
- Endurance
  - Anaerobic endurance
  - Aerobic endurance
- Mobility
  - Agility
  - Balance
  - Coordination
  - Flexibility
  - Posture
  - Stability
  - Speed
  - Power

**Philosophy**
- Approach
- System
- Leadership

**Strategy**
- Types of programs
- Planning considerations
- Special conditioning programs

**Activities**
- Execution of training
- Preparation and recovery
- Strength and mobility
- Endurance and mobility

**Programs of Physical Readiness Training**
- Initial military training
- Advanced individual training
- One station unit training
- Warrant Officer Candidate School
- Basic officer leader courses
- Active and Reserve Components

**Army Physical Fitness Test**
- Push-ups
- Sit-ups
- Two-mile run

**Environmental Considerations**
- Heat
- Cold
- Hydration and nutrition
- Altitude
- Pollution
- Sunlight

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**Phases of Physical Readiness Training**
- Initial conditioning phase
- Toughening phase
- Sustaining phase
- Reconditioning

**Principles of Physical Readiness Training**
- Precision
- Progression
- Integration

**Types of Physical Readiness Training**
- On-ground training
- Off-ground training
- Combatives training

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FM 7-22 provides the doctrinal guidance for physical readiness training.

Physical readiness training prepares Soldiers and units for the physical challenges of fulfilling the mission in the face of a wide range of threats, in complex operational environments, and with emerging technologies.
Part Three: Additional References

Decisive Action in Support of Unified Land Operations
The Military Decisionmaking Process
Army Command and Support Relationships
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<td>• Higher headquarters’ plan or order or a new mission anticipated by the commander</td>
<td>Step 1: Receipt of Mission</td>
<td>• Commander’s initial guidance</td>
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<tr>
<td>• Commander’s initial guidance</td>
<td></td>
<td>• Initial allocation of time</td>
</tr>
<tr>
<td>• Higher headquarters’ plan or order</td>
<td>• Problem statement</td>
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<tr>
<td>• Higher headquarters’ knowledge and intelligence products</td>
<td>• Mission statement</td>
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<tr>
<td>• Knowledge products from other organizations</td>
<td>• Initial commander’s intent</td>
<td></td>
</tr>
<tr>
<td>• Army design methodology products</td>
<td>• Initial planning guidance</td>
<td></td>
</tr>
<tr>
<td>• Mission statement</td>
<td>• Initial CCIRs and EEIs</td>
<td></td>
</tr>
<tr>
<td>• Initial commander’s intent, planning guidance, CCIRs, and EEIs</td>
<td>• Updated IPB and running estimates</td>
<td></td>
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<tr>
<td>• Updated IPB and running estimates</td>
<td>• Assumptions</td>
<td></td>
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<tr>
<td>• Assumptions</td>
<td>• Evaluation criteria for COAs</td>
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<tr>
<td>• Updated running estimates</td>
<td>Step 2: Mission Analysis</td>
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<tr>
<td>• Revised planning guidance</td>
<td></td>
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<tr>
<td>• COA statements and sketches</td>
<td>• Tentative task organization</td>
<td></td>
</tr>
<tr>
<td>• COA statements and sketches</td>
<td>• Broad concept of operations</td>
<td></td>
</tr>
<tr>
<td>• War-game results</td>
<td>• Revised planning guidance</td>
<td></td>
</tr>
<tr>
<td>• Initial assessment measures</td>
<td>• Updated assumptions</td>
<td></td>
</tr>
<tr>
<td>• Updated assumptions</td>
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<tr>
<td>• Updated running estimates</td>
<td>Step 3: Course of Action (COA) Development</td>
<td>• Refined COAs</td>
</tr>
<tr>
<td>• Refined COAs</td>
<td>• Potential decision points</td>
<td></td>
</tr>
<tr>
<td>• Evaluation criteria</td>
<td>• War-game results</td>
<td></td>
</tr>
<tr>
<td>• War-game results</td>
<td>• Initial assessment measures</td>
<td></td>
</tr>
<tr>
<td>• Updated assumptions</td>
<td>• Updated assumptions</td>
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<tr>
<td>• Updated assumptions</td>
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<tr>
<td>• Updated running estimates</td>
<td>Step 4: COA Analysis (War Game)</td>
<td>• Evaluated COAs</td>
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<tr>
<td>• Evaluated COAs</td>
<td>• Recommended COAs</td>
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<td>• Recommended COAs</td>
<td>• Updated running estimates</td>
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<tr>
<td>• Updated assumptions</td>
<td>• Updated assumptions</td>
<td></td>
</tr>
<tr>
<td>• Commander approved COA and any modifications</td>
<td>Step 5: COA Comparison</td>
<td>• Commander approved COA and any modifications</td>
</tr>
<tr>
<td>• Refined commander’s intent, CCIRs, and EEIs</td>
<td>• Refined commander’s intent, CCIRs, and EEIs</td>
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<tr>
<td>• Updated assumptions</td>
<td>• Updated assumptions</td>
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<tr>
<td>• Commander approved COA and any modifications</td>
<td></td>
<td>• Approved operation plan or order</td>
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<tr>
<td>• Refined commander’s intent, CCIRs, and EEIs</td>
<td></td>
<td>• Subordinates understand the plan or order</td>
</tr>
<tr>
<td>• Updated assumptions</td>
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</table>

CCIR commander’s critical information requirement  
COA course of action  
EEFI essential element of friendly information  
IPB intelligence preparation of the battlefield
## Army Command and Support Relationships

<table>
<thead>
<tr>
<th>If relationship is:</th>
<th>Have command relationship with:</th>
<th>May be task-organized by:¹</th>
<th>Unless modified, ADCON responsibility goes through:</th>
<th>Are assigned position or AO by:</th>
<th>Provide liaison to:</th>
<th>Establish/ maintain communications with:</th>
<th>Have priorities established by:</th>
<th>Can impose on gained unit further command or support relationship of:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic</td>
<td>All organic forces organized with the HQ</td>
<td>Organic HQ</td>
<td>Army HQ specified in organizing document</td>
<td>Organic HQ</td>
<td>N/A</td>
<td>N/A</td>
<td>Organic HQ</td>
<td>Attached; OPCON; TACON; GS; GSR; R; DS</td>
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<tr>
<td>Assigned</td>
<td>Gaining unit</td>
<td>Gaining HQ</td>
<td>Gaining Army HQ</td>
<td>Gaining unit</td>
<td>As required by OPCON</td>
<td>As required by OPCON</td>
<td>ASCC or Service-assigned HQ</td>
<td>As required by OPCON HQ</td>
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<tr>
<td>Attached</td>
<td>Gaining unit</td>
<td>Gaining unit</td>
<td>Gaining Army HQ</td>
<td>Gaining unit</td>
<td>As required by gaining unit</td>
<td>Unit to which attached</td>
<td>Gaining unit</td>
<td>Attached; OPCON; TACON; GS; GSR; R; DS</td>
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<tr>
<td>OPCON</td>
<td>Gaining unit</td>
<td>Parent unit and gaining unit; gaining unit may pass OPCON to lower HQ¹</td>
<td>Parent unit</td>
<td>Parent unit</td>
<td>As required by gaining unit</td>
<td>As required by gaining unit and parent unit</td>
<td>Gaining unit</td>
<td>OPCON; TACON; GS; GSR; R; DS</td>
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<td>TACON</td>
<td>Gaining unit</td>
<td>Parent unit</td>
<td>Parent unit</td>
<td>Parent unit</td>
<td>As required by gaining unit</td>
<td>As required by gaining unit and parent unit</td>
<td>Gaining unit</td>
<td>TACON; GS GSR; R; DS</td>
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</tbody>
</table>

Note: ¹ In NATO, the gaining unit may not task-organize a multinational force. (See TACON.)

<table>
<thead>
<tr>
<th>ADCON</th>
<th>administrative control</th>
<th>HQ</th>
<th>headquarters</th>
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</thead>
<tbody>
<tr>
<td>AO</td>
<td>area of operations</td>
<td>N/A</td>
<td>not applicable</td>
</tr>
<tr>
<td>ASCC</td>
<td>Army Service component command</td>
<td>NATO</td>
<td>North Atlantic Treaty Organization</td>
</tr>
<tr>
<td>DS</td>
<td>direct support</td>
<td>OPCON</td>
<td>operational control</td>
</tr>
<tr>
<td>GS</td>
<td>general support</td>
<td>R</td>
<td>reinforcing</td>
</tr>
<tr>
<td>GSR</td>
<td>general support-reinforcing</td>
<td>TACON</td>
<td>tactical control</td>
</tr>
</tbody>
</table>