

Doctrine Smart Book



JUNE 2020

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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. Part one of the *Doctrine Smart Book* provides a visual representation of the Army's capstone and keystone doctrinal hierarchy. Part two of the *Doctrine Smart Book* consists of one-page synopses of each current approved Army doctrine publication (ADP) and field manual (FM). The first four publications listed—ADP 1, ADP 3-0, ADP 6-22, and ADP 7-0—are those approved by the Chief of Staff of the Army. Each synopsis contains basic characteristics, fundamentals, terms, and ideas as they are discussed in each publication. Part two concludes with a list of the current Army techniques publications (ATPs). Part three of the *Doctrine Smart Book* contains three additional visual references: decisive action in support of unified land operations, the military decision-making process, and Army command and support relationships.

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

The *Doctrine Smart Book* 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.

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Doctrine Smart Book

11 June 2020

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Part One: Doctrine Hierarchy

General Hierarchy

Capstone and Keystone Doctrine

ADPs

FMs

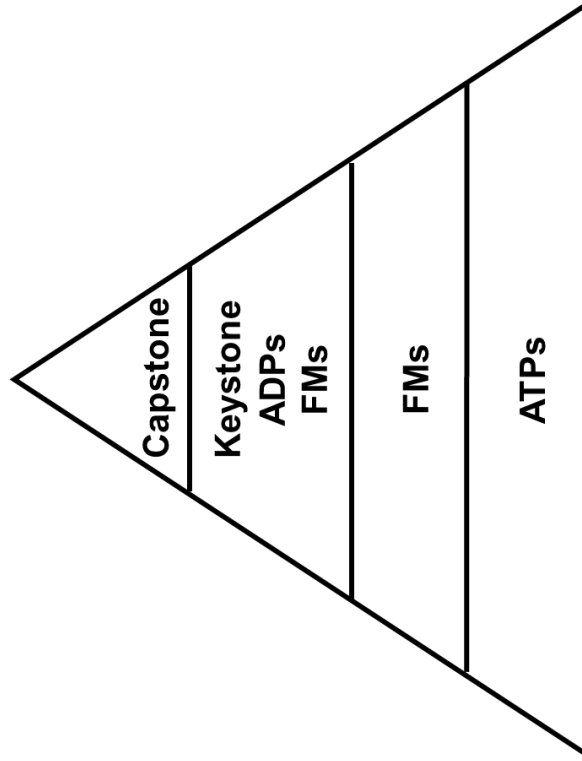
Decisive Action

Combat Power

Enabling Activities

Multi-Service Publications

Army Doctrine Hierarchy



- Shows higher to lower relationship
- ADP 1 and ADP 3-0 are capstone doctrine
- ADPs – Contain overarching fundamental principles
- FMs – Contain tactics and procedures
- ATPs – Contain techniques

See the introductory figure in ADP 3-0, *Operations*, for a general construct to the organization of the slides on pages 7 through 27.

Capstone (2)

ADP 1
The Army

ADP 3-0
Operations

ADP 2-0
Intelligence

ADP 3-19
Fires

ADP 3-37
Protection

ADP 4-0
Sustainment

ADP 5-0
The Operations Process

ADP 6-0
Mission Command and Control of Army Forces

ADP 7-0
Training

ADP 1-01
Doctrine Primer

ADP 1-02
Terms and Military Symbols

ADP 3-05
Special Operations

ADP 3-07
Stability

ADP 3-28
Defense Support of Civil Authorities

ADP 3-90
Offense and Defense

ADP 6-22
Army Leadership and the Profession

FM 1-0
Human Resources Support

FM 2-0
Intelligence

FM 3-0
Operations

FM 4-0
Sustainment Operations

FM 5-0
Planning and Orders Production

FM 6-0
Commander and Staff Organization and Operations

FM 7-0
Train to Win in a Complex World

FM 3-01
U.S. Army Air and Missile Defense Operations

FM 3-04
Army Aviation

FM 3-05
Army Special Operations

FM 3-09
Fire Support and Field Artillery Operations

FM 3-94
Theater Army, Corps, and Division Operations

FM 6-02
Signal Support to Operations

FM 6-27
The Commander's Handbook on the Law of Land Warfare

Keystone (28)
- ADPs (14)
- FMs (14)

Legend

- Published
- Not Published
- Published (Joint)

UNCLASSIFIED

ADPs

JP 1
Doctrines for Unified

ADP 1
The Army

ADP 1-01
Doctrine Primer

ADP 6-22
Army Leadership and the Profession

JP 3-0
Operations

ADP 3-0
Operations

ADP 7-0
Training

JP 3-90
Offense and Defense

JP 3-07
Stability

ADP 3-07
Stability

JP 3-28
Defense Support of Civil Authorities

ADP 3-28
Defense Support of Civil Authorities

JP 5-0
The Operations Process

ADP 5-0
The Operations Process

DOD Dictionary

ADP 1-02
Terms and Military Symbols

UJTL

ADP 1-03
The Army Universal Task List

References

JP 2-0
Intelligence

ADP 2-0
Intelligence

JP 4-0
Sustainment

ADP 4-0
Sustainment

ADP 3-37
Protection

JP 3-09
Fires

ADP 3-19
Fires

JP 3-31
Mission Command and Control of Army Forces

ADP 6-0
Mission Command and Control of Army Forces

JP 3-05
Special Operations

ADP 3-05
Special Operations

Warfighting Functions

Legend

- Published
- Not Published
- Published (Joint)

UNCLASSIFIED

FMS

FM 7-22
Army Physical Readiness Training

Special Category

FM 3-81
Maneuver Enhancement Brigade

FM 3-94
Theater Army, Corps, and Division Operations

FM 3-96
Brigade Combat Team

FM 3-98
Recon and Security Organizations

Echelons

FM 3-0
Operations

FM 3-07
Stability

FM 3-90
Tactics

FM 3-90-1
Offense and Defense

FM 3-90-2
Recon, Security, and Tactical Enabling Tasks

Decisive Action

FM 1-02.1
Operational Terms

FM 5-0
Planning and Orders Production

FM 6-0
Commander and Staff Organization and Operations

FM 6-22
Leader Development

FM 6-27
The Commander's Handbook on the Law of Land Warfare
Multi-Service Publication

FM 6-99
U.S. Army Report and Message Formats

FM 7-0
Train to Win in a Complex World

Operations Structure

FM 1-0
Human Resources Support

FM 1-04
Legal Support to the Operational Army

FM 1-05
Religious Support

FM 1-06
Financial Management Operations

FM 2-0
Intelligence

FM 3-01
U.S. Army Air and Missile Defense Operations

FM 3-04
Army Aviation

FM 3-09
Fire Support and Field Artillery Operations

FM 3-11
CBRN Operations

FM 3-12
Cyberspace and Electronic Warfare Operations

FM 3-18
Special Forces Operations

FM 4-01
Army Transportation Operations

FM 4-02
Army Health System

FM 4-30
Ordnance Operations

FM 4-40
Quartermaster Operations

FM 3-34
Engineer Operations

FM 3-39
Military Police Operations

FM 3-53
Military Information Support Operations

FM 3-57
Civil Affairs Operations

FM 4-00
Sustainment Operations

Combat Power

FM 2-22.3
HUMINT Collector Operations
Congressional Policy

FM 3-05
Army Special Operations

FM 3-13
Information Operations

FM 3-14
Army Space Operations

FM 3-16
The Army in Multinational Operations

FM 3-22
Army Support to Security Cooperation

FM 3-24
Insurgencies and Countering Insurgencies
Multi-Service Publication

FM 3-27
Army Global Ballistic Missile Defense Operations

FM 3-39
Army Personnel Recovery

FM 3-50
Airspace Control

FM 3-52
Information Collection

FM 3-55
Airborne and Air Assault Operations

FM 3-63
Detainee Operations

FM 3-61
Public Affairs Operations

FM 3-65
Conventional Forces and Special Forces Interoperability, and Interdependence
ALSA

Types of Operations/Activities

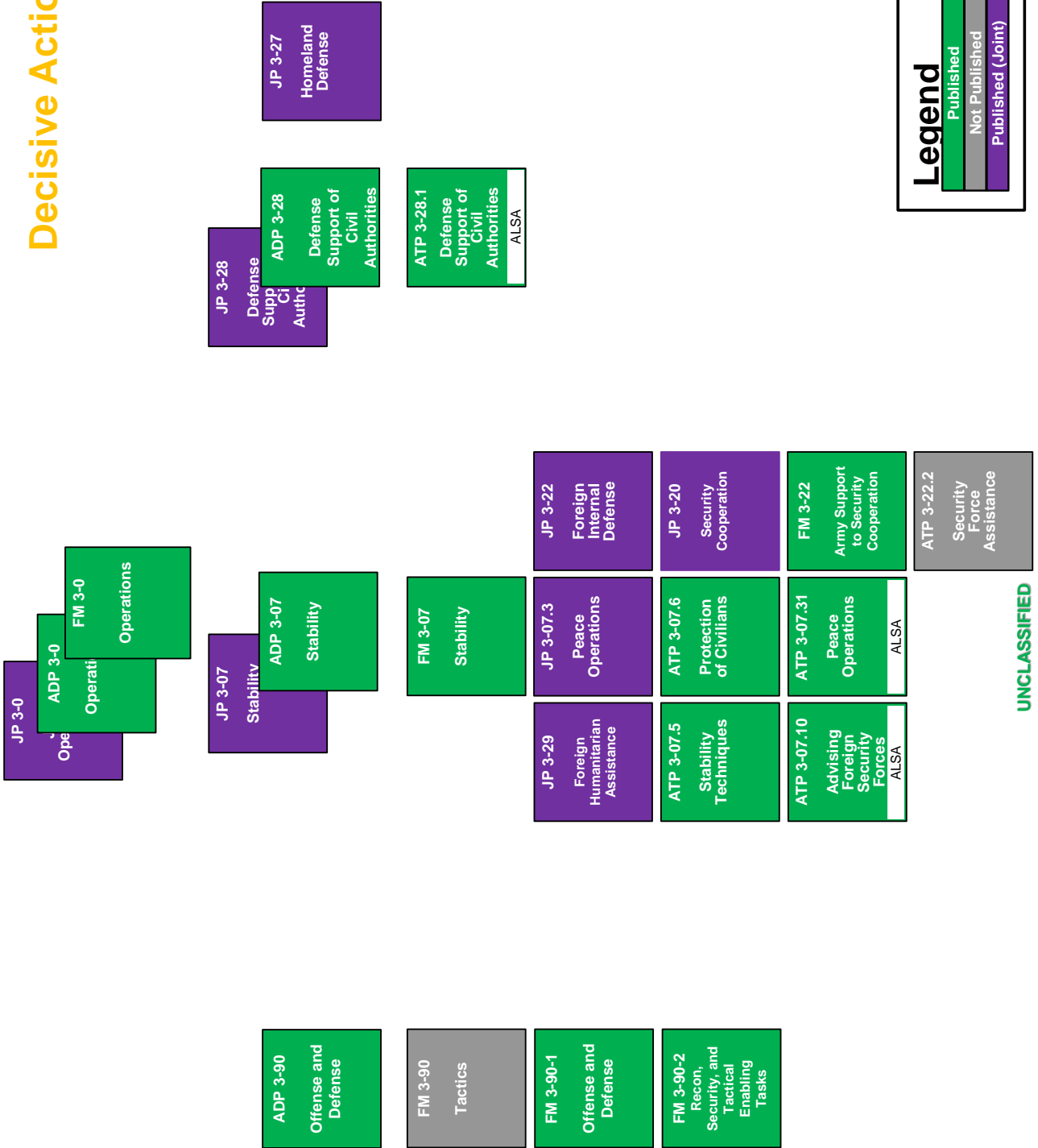
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Published (Joint)

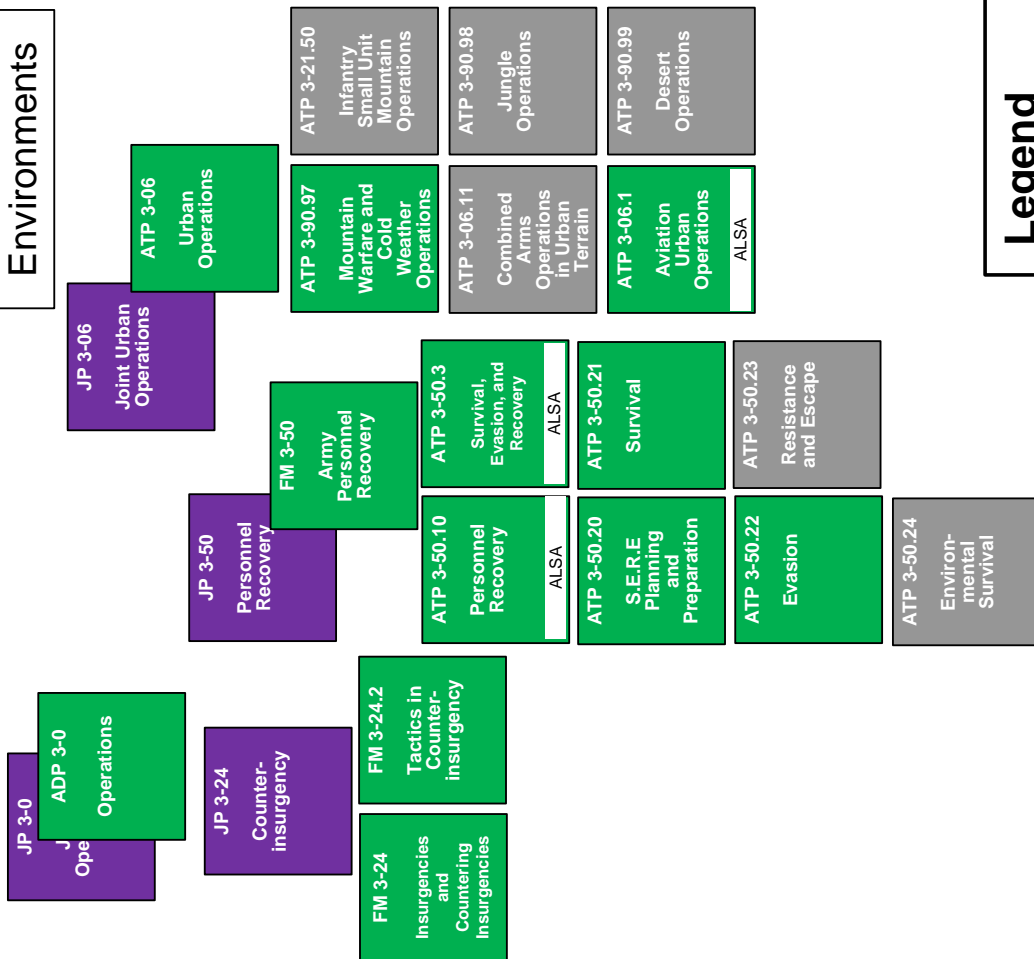
Decisive Action



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Decisive Action Offense, Defense, Stability

Environments



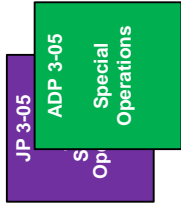
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Miscellaneous

JP 3-02 Amphibious Operations	JP 3-03 Joint Interdiction	JP 3-07.4 Counterdrug Operations
JP 3-08 Inter-organizational Cooperation	JP 3-10 Joint Security Operations in Theater	JP 3-16 Multinational Operations
JP 3-25 Countering Threat Networks	JP 3-68 Non-combatant Evacuation Operations	FM 3-16 The Army in Multinational Operations
FM 3-55 Information Collection	ATP 3-72 Nuclear Operations	ATP 1-20 Military History Operations
ATP 6-0.5 Command Post Organization and Operations	ATP 3-90.15 Site Exploitation	ATP 5-0.7 A Planners Guide to the Allocation of Forces
ATP 3-90.20 Regional Support Group	ATP 5-0.6 Network Engagement	

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Decisive Action Offensive, Defensive, Stability Special Operations



JP 3-05.1 Un-conventional Warfare	FM 3-05 Army Special Operations	FM 6-05 Conventional Forces and Special Forces Integration, Interoperability, and Interdependence ALSA	JP 3-05 Special Operations	JP 3-13.2 Military Information Support Operations	JP 3-57 Civil-Military Operations
ATP 3-05.1 Un-conventional Warfare	ATP 3-05.11 Special Operations Chemical, Biological, Nuclear Ops	ATP 3-18.1 Special Forces Unconventional Warfare	FM 3-18 Special Forces Operations	FM 3-53 Military Information Support Operations	FM 3-57 Civil Affairs Operations
ATP 3-05.2 Foreign Internal Defense	ATP 3-05.40 Special Operations Sustainment	ATP 3-18.10 Special Forces Air Operations	ATP 3-18.3 (U) Special Forces Direct Action Operations (C)	ATP 3-53.1 Military Information in Special Operations	ATP 3-57.10 Civil Affairs Support to Populace And Resources Control
ATP 3-05.60 Special Operations Communications System	ATP 3-05.71 (C) Army Special Operations Forces Resistance and Escape	ATP 3-18.13 Special Forces Use of Pack Animals	ATP 3-18.11 Special Forces Military Free-Fall Operations	ATP 3-53.2 Military Information in Conventional Operations	ATP 3-57.20 Civil Affairs Support to Foreign Humanitarian Assistance
ATP 3-18.16 (U) Preparation of the Environment (S/INF)	ATP 3-76 Special Operations Aviation	ATP 3-18.72 (U) Special Forces Personnel Recovery (S/INF)	ATP 3-18.20 (U) Advanced Special Operations Techniques (S/INF)	ATP 3-55.3 Intelligence, Surveillance, and Reconnaissance Optimization	ATP 3-57.30 Civil Affairs Support to Nation Assistance
	ATP 3-75 Ranger Operations	ATP 3-18.12 Special Forces Waterborne Operations	ATP 3-18.4 Special Forces Special Reconnaissance	ATP 3-55.4 Techniques for Information Collection During Operations Among Populations	ATP 3-57.50 Civil Affairs Information Management
					ATP 3-57.60 Civil Affairs Planning
					ATP 3-57.70 Civil-Military Operations Center
					ATP 3-57.80 Civil-Military Engagement

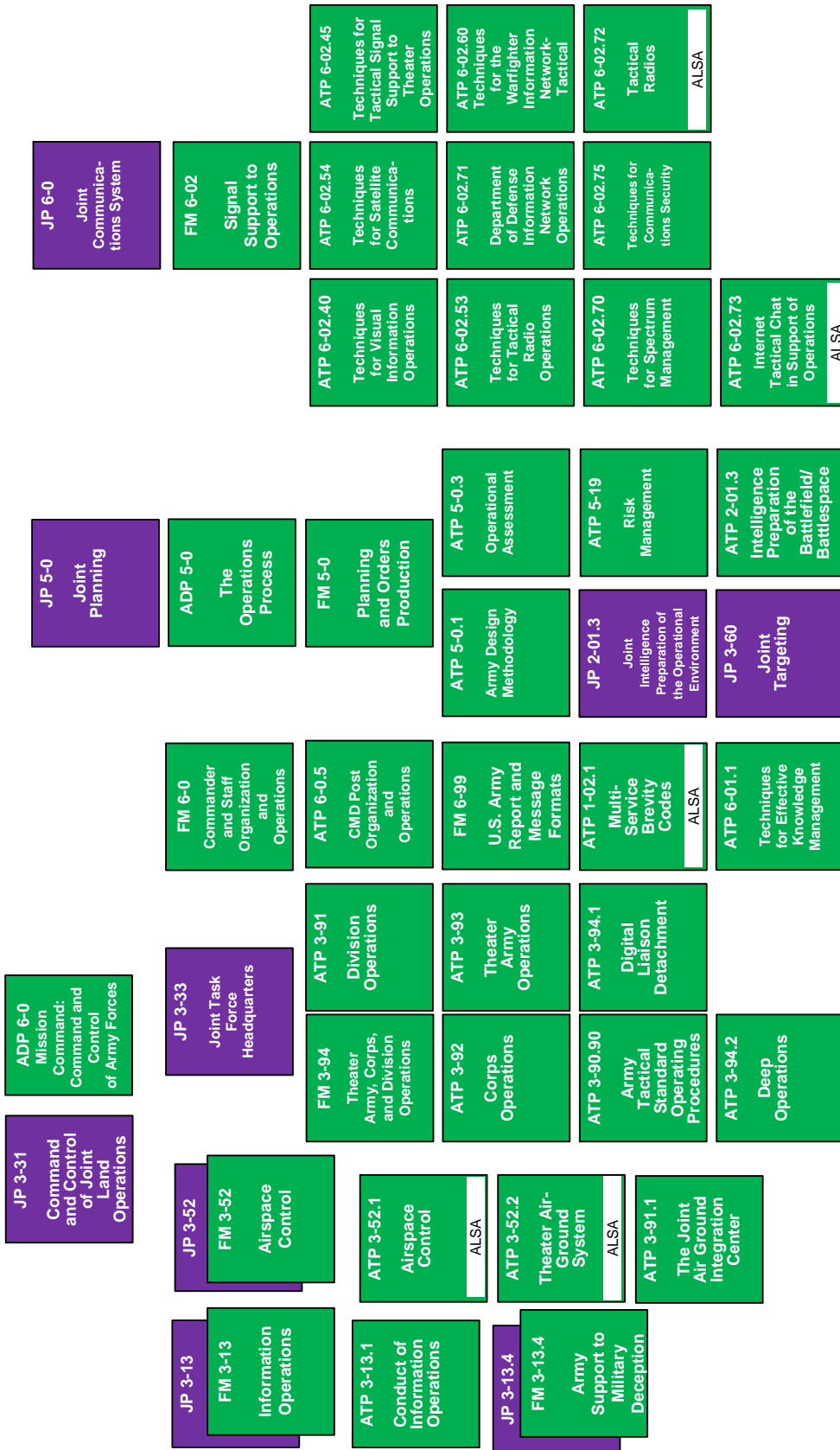
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Combat Power Command and Control

Doctrine Smart Book

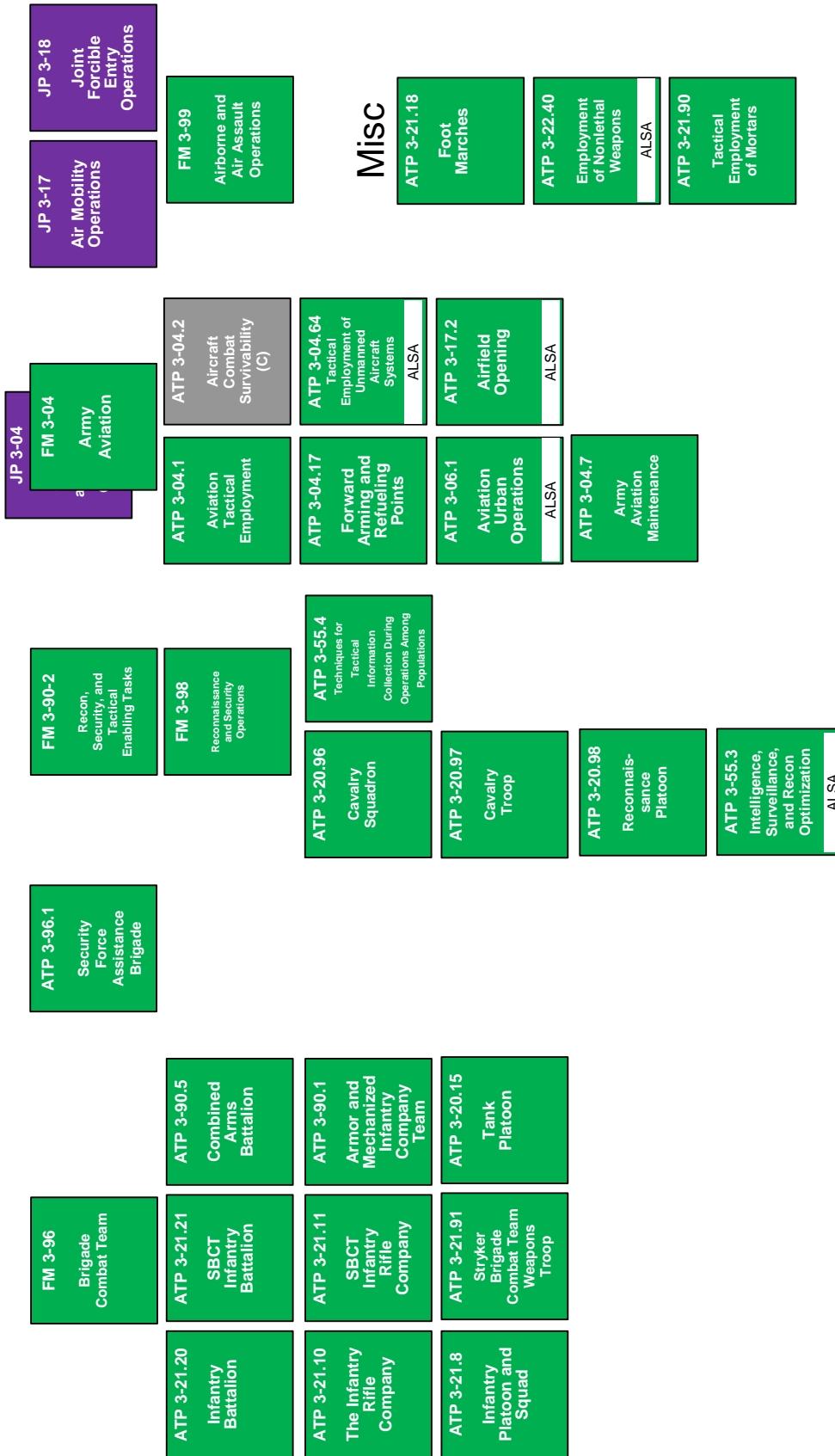


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Combat Power Movement and Maneuver

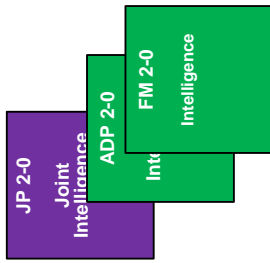


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Combat Power Intelligence



JP 2-01 Joint and National Intelligence Support to Military Operations	ATP 2-91.7 Intelligence Support to DSCA	ATP 2-19.1 EAC Intelligence Organizations (S/INF)	ATP 2-19.3 Corps and Division Intelligence Techniques	ATP 2-19.4 Brigade Combat Team Intelligence Techniques
ATP 2-01 Plan Requirements and Assess Collection	ATP 2-01.3 Intelligence Preparation of the Battlefield	ATP 2-22.6-2 Signals Intelligence Vol II: Ref Guide	ATP 2-22.8 Measurement and Signature Intelligence (S/INF)	ATP 2-91.8 Techniques for Document and Media Exploitation
ATP 2-22.6 Signals Intelligence Techniques (TS)	ATP 2-03 Geospatial Intelligence in Joint Operations	ATP 2-91.9 (U) Intelligence Operations in a CEIMA Environment (TS)	ATP 2-22.9 Open-Source Intelligence	ATP 2-22.9-2 Open-Source Intelligence Vol II (S)
ATP 2-91.2 Intelligence Support to Targeting	ATP 2-22.4 Technical Intelligence	ATP 2-22.82 Biometrics-Enabled Intelligence	ATP 2-22.2-1 CI Vol 1	ATP 2-22.3 HUMINT Collector Operations
ATP 2-22.85 Biometrics ALSA	ATP 2-22.31 HUMINT MILITARY SOURCE OPERATIONS TECHNIQUES (S/INF)	ATP 2-22.33 (U) 2X Operations and Source Validation Techniques (S/INF)	ATP 2-22.2-2 CI Vol 2 (S/INF)	
JP 2-01.2 CI and HUMINT in Joint Operations				

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- Not Published
- Published (Joint)

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Combat Power Fires

JP 3-09
ADP 3-19
Fires

JP 3-01
Countering Air and Missile Threat Operations
FM 3-01 U.S. Army Air and Missile Defense Operations

FM 3-09
Fire Support and Field Artillery Operations

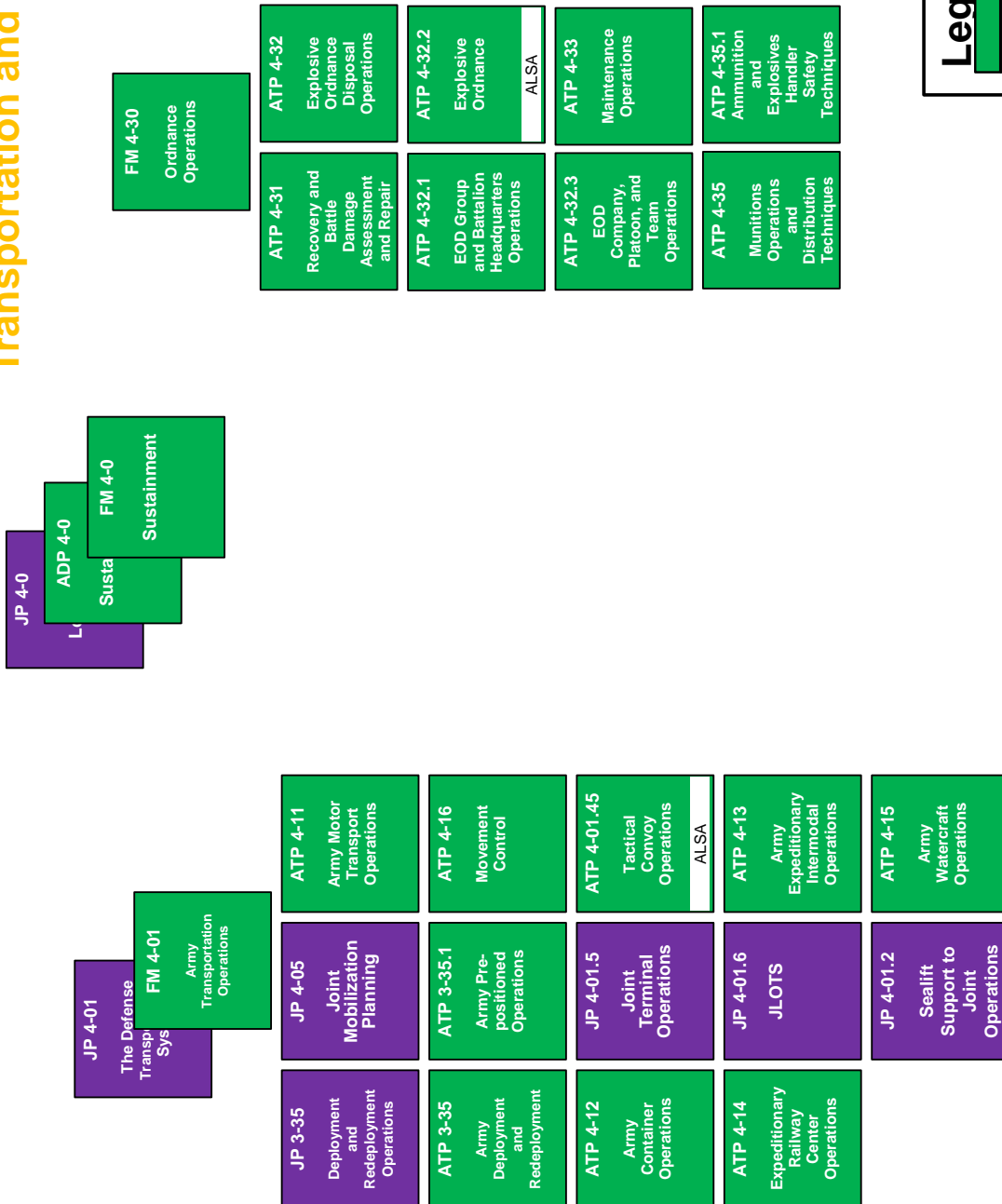
ATP 3-01.94 Army Air And Missile Defense Command Operations	ATP 3-01.9 Army Integrated Air and Missile Defense	ATP 3-01.91 THAAD Techniques	ATP 3-01.31 JLENS Operations	ATP 3-09.23 Field Artillery Cannon Battalion	ATP 3-09.24 Techniques for Fires Brigade	ATP 3-09.30 Observed Fire	JP 3-60 Joint Targeting	JP 3-09.3 Close Air Support	ATP 3-19.94 Multi-Domain Task Force
ATP 3-01.7 ADA Brigade Techniques	ATP 3-01.15 Integrated Air Defense System ALSA	ATP 3-01.87 Patriot Battery Techniques	ATP 3-01.50 ADAM Cell Operation	ATP 3-09.42 Fire Support for the BCT	ATP 3-09.50 The Field Artillery Cannon Battery	ATP 3-09.36 The Joint Fires Observer	ATP 3-60 Targeting	ATP 3-09.34 Kill Box Planning and Employment ALSA	
ATP 3-01.85 Patriot Battalion Techniques	ATP 3-01.16 Air and Missile Defense IPB	ATP 3-01.18 Stinger Team Techniques	ATP 3-01.8 Techniques for Combined Arms for Air Defense	ATP 3-09.60 Techniques for MLRS and HIMARS Operations	ATP 3-09.70 Paladin Operations	ATP 3-09.32 The Joint Application of Firepower ALSA	ATP 3-60.1 Dynamic Targeting ALSA	ATP 3-55.6 Air-to-Surface Radar System Employment ALSA	
ATP 3-01.64 Avenger Battalion and Battery Techniques	ATP 3-01.81 Counter-Unmanned Aircraft System Techniques	ATP 3-01.60 Counter-Rocket, Artillery, and Mortar Operations	ATP 3-01.4 J-SEAD ALSA	ATP 3-09.90 DIVARTY Operations and Fire Support for Division	ATP 3-09.02 Field Artillery Survey			ATP 3-09.12 Field Artillery Target Acquisition	
	ATP 3-01.48 Sentinel Techniques			ATP 3-09.13 The Battlefield Coordination Detachment				ATP 3-60.2 Strike Coordination and Recon ALSA	

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- Published (Joint)

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Combat Power Sustainment Transportation and Ordnance

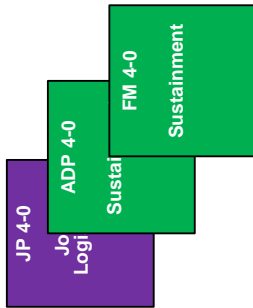


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Combat Power Sustainment Quartermaster and Logistics



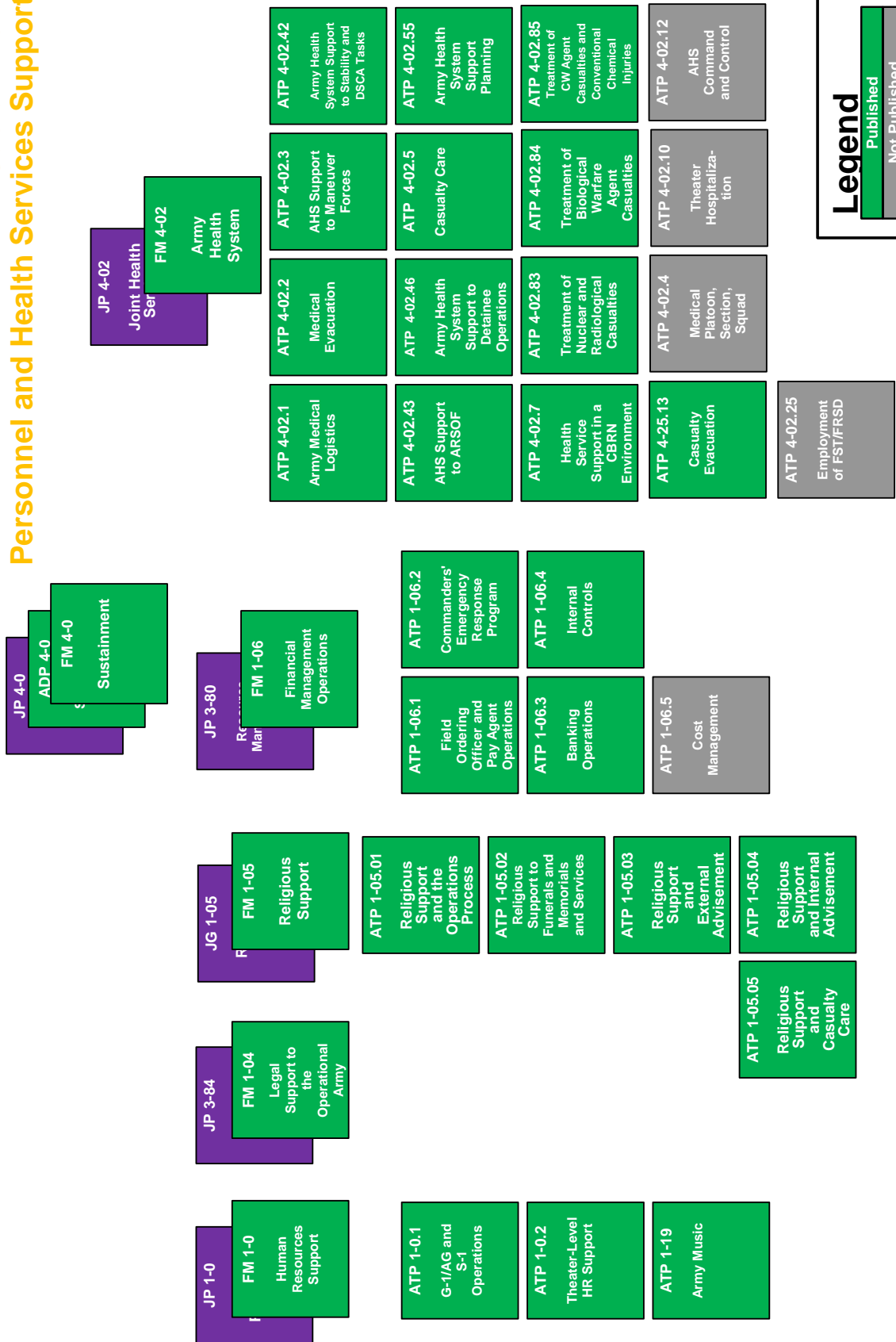
JP 4-03 Joint Bulk Petroleum and Water and Doctrine	ATP 4-42 General Supply and Field Services Operations	ATP 4-40 Quartermaster Operations	ATP 4-94 Theater Sustainment Command	JP 4-09 Distribution Operations	JP 4-10 Operational Contract Support
ATP 4-43 Petroleum Supply Operations	ATP 4-42.2 Supply Support Activity Operations	ATP 4-46.2 Mortuary Affairs/Contaminated Remains	ATP 4-93 Sustainment Brigade	ATP 4-0.1 Army Theater Distribution	ATP 4-10 Operational Contract Support
ATP 4-44 Water Support Operations	ATP 4-41 Army Field Feeding and Class I Operations	ATP 4-46 Contingency Fatality Operations	ATP 4-93.1 Combat Sustainment Support Battalion	ATP 4-0.6 Techniques for Sustainment Information Systems Support	ATP 4-92 Contracting Support to Unified Land Operations
ATP 4-10.1 LOGCAP Support to Unified Land Operations	ATP 4-48 Aerial Delivery	ATP 4-45 Force Provider Company	ATP 4-91 Army Field Support Brigade	ATP 4-90 Brigade Support Battalion	ATP 4-70 ASA (ALT) Forward Support to Unified Land Operations

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- Published (Joint)

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Combat Power Sustainment Personnel and Health Services Support

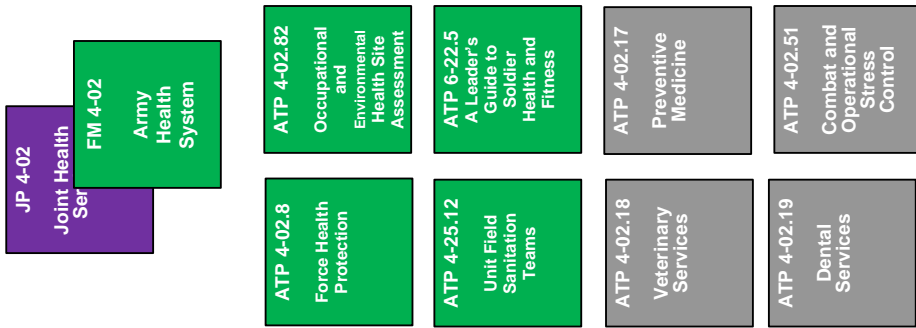


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- Published (Joint)

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Combat Power Sustainment Force Health Sustainment



Legend

- Published
- Not Published
- Published (Joint)

UNCLASSIFIED

Combat Power Protection

ADP 3-37
Protection

JP 3-11
Operations in
CBRNE
Environ

FM 3-11
CBRN
Operations

FM 3-39
Military
Police
Operations

JP 3-63
Detainee
Operations

FM 3-63
Detainee
Operations

JP 3-34
Joint
Engineer
Operations

FM 3-34
Engineer
Operations

FM 3-81
Maneuver
Enhancement
Brigade

ATP 3-11.36
CBRN
Planning

ATP 3-11.24
Technical
CBRNE Force
Employment

JP 3-40
Countering
Weapons of
Mass
Destruction

ATP 3-39.10
Police
Operations

ATP 3-39.11
MP Special
Reaction
Teams

JP 3-15
Barriers,
Obstacles,
and Mine
Warfare for
Joint
Operations

ATP 3-34.23
Engineer
Operations--
Echelons
Above BCT

ATP 3-90.4
Combined
Arms
Mobility
Operations

JP 3-15.1
Counter-
Improvised
Explosive
Device
Operations

ATP 3-11.32
CBRN
Passive
Defense

ATP 3-11.47
CERFP and
HRF
Operations

ATP 3-11.23
WMD-E
Operations

ATP 3-39.12
Law
Enforcement
Investigations

ATP 3-34.20
Countering
Explosive
Hazards

ATP 3-34.22
Engineer
Operations--
BCT and
Below

ATP 3-90.8
Combined
Arms
Counter-
mobility
Operations

ATP 3-90.37
Countering
Improvised
Explosive
Devices

ATP 3-07.2
Antiterrorism

JP 3-41
CBRN
Response

ATP 3-11.41
CBRN
Consequence
Management
Operations

ATP 3-11.46
WMD-CST
Operations

ATP 3-39.30
Security and
Mobility
Support

ATP 3-39.20
Police
Intelligence
Operations

ATP 3-34.5
Environmental
Considerations

ATP 3-37.10
Base Camps

ATP 3-37.34
Survivability
Operations

ATP 3-37.15
Foreign
Security
Force
Threats

ATP 3-11.50
Battlefield
Obscuration

ATP 3-11.37
CBRN
Reconnais-
sance and
Surveillance

ATP 3-39.33
Civil
Disturbances

ATP 3-39.32
Physical
Security

ATP 3-34.40
General
Engineering

ATP 3-34.45
Electric
Power
Generation
and
Distribution

ATP 3-34.80
Geospatial
Engineering

JP 3-13.3
Operations
Security

ATP 3-34.81
Engineering
Recon

ATP 3-39.34
Military
Working
Dogs

ATP 3-34.84
Military
Diving
Operations

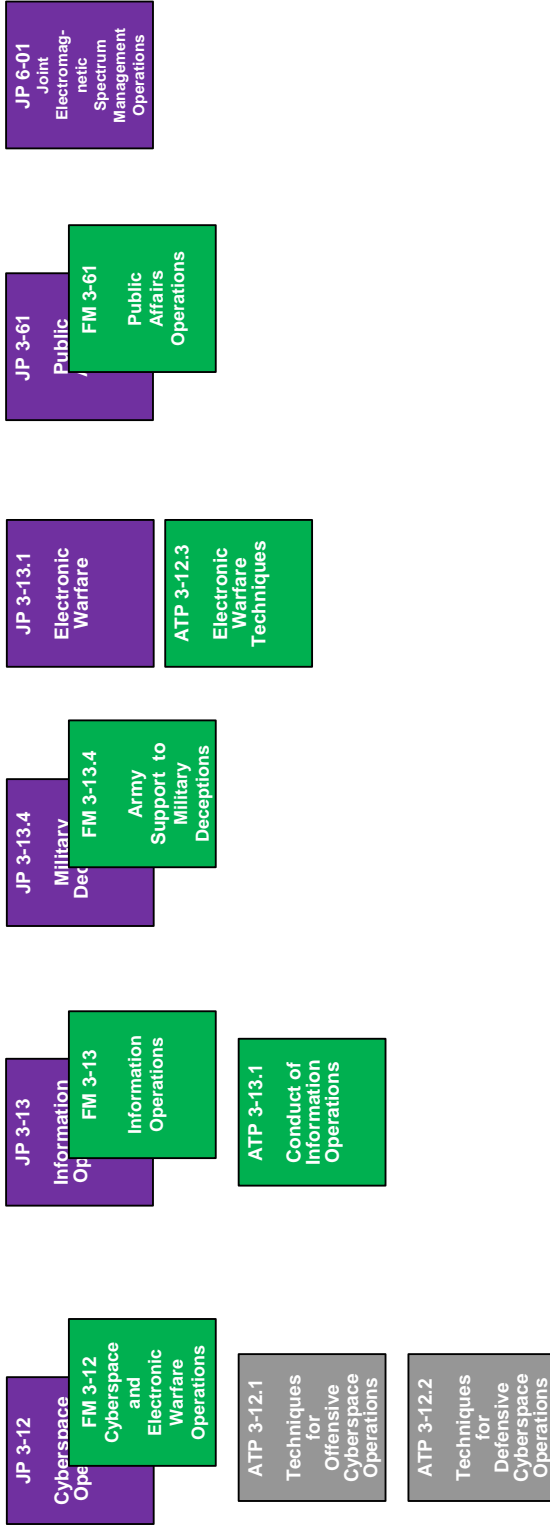
ATP 3-13.3
Army
Operations
Security for
Division
and Below

Legend

- Published
- Not Published
- Published (Joint)

UNCLASSIFIED

Combat Power Information Cyber and Electronic Warfare



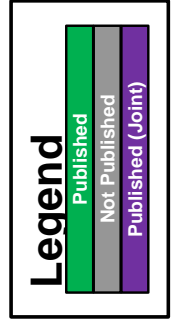
Legend

- Published
- Not Published
- Published (Joint)

UNCLASSIFIED

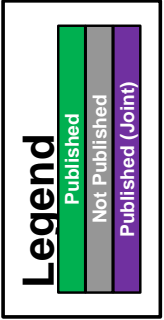
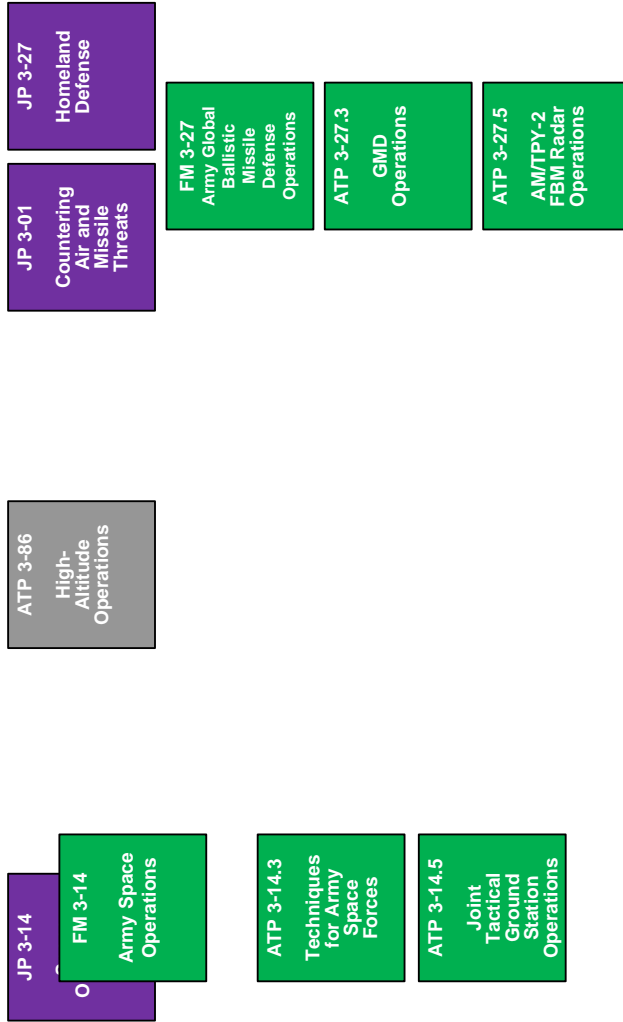
Combat Power Leadership

- ADP 6-22
Army
Leadership
and The
Profession
- FM 6-22
Leader
Development
- ATP 6-22.1
The
Counseling
Process
- ATP 6-22.6
Army Team
Building



UNCLASSIFIED

Combat Power Space & Global Ballistic Missile Defense



UNCLASSIFIED

Enabling Activities

Chemical, Biological, Radiological and Nuclear

FM 3-11 CBRN Operations	ATP 3-11.23 WMD-E Operations
ATP 3-11.24 Technical CBRNE Force Employment	ATP 3-11.32 CBRN Passive Defense
ATP 3-11.36 CBRN Planning	ATP 3-11.37 CBRN Recon and Surveillance
ATP 3-11.41 CBRN Consequence Management Operations	ATP 3-11.42 Domestic CBRN Response
ATP 3-11.46 WMD-CST Operations	ATP 3-11.47 CERFP and HRF Operations
ATP 3-11.50 Battlefield Obscuration	ATP 3-11.74 CBRN Platoons
JP 3-11 CBRN Environments	

Engineer

FM 3-34 Engineer Operations	ATP 3-34.5 Environmental Considerations
ATP 3-34.10 Engineer Platoons	ATP 3-34.20 Countering Explosive Hazards
ATP 3-34.22 Engineer Operations-- BCT and Below	ATP 3-34.23 Engineer Operations-- Echelons Above BCT
ATP 3-34.40 General Engineering	ATP 3-34.45 Electric Power Generation and Distribution
ATP 3-34.80 Geospatial Engineering	ATP 3-34.81 Engineering Reconnaissance
ATP 3-34.84 Military Diving Operations	JP 3-15 Barriers, Obstacles, and Mine Warfare for Joint Ops
ALSA	
JP 3-34 Joint Engineer Operations	

Military Police

FM 3-39 Military Police Operations	FM 3-63 Detainee Operations
ATP 3-39.4 Military Police Platoons	ATP 3-39.10 Police Operations
ATP 3-39.11 MP Special Reaction Teams	ATP 3-39.12 Law Enforcement Investigations
ATP 3-39.20 Police Intelligence Operations	ATP 3-39.21 Tactical Employment of Expeditionary Forensics ALSA
ATP 3-39.30 Security and Mobility Support	ATP 3-39.32 Physical Security
ATP 3-39.33 Civil Disturbances	ATP 3-39.34 Military Working Dogs
ATP 3-39.35 Protective Services	

Cross Functional/Combined Arms

ADP 3-37 Protection	FM 3-31 Maneuver Enhancement Brigade
ATP 3-37.2 Antiterrorism	ATP 3-37.10 Base Camps
ATP 3-37.11 CBRNE Command	ATP 3-37.34 Survivability Operations
ATP 3-90.4 Combined Arms Mobility	ATP 3-90.8 Combined Arms Counter-mobility Operations
ATP 3-90.37 Countering Improvised Explosive Devices	ATP 3-90.40 Combined Arms Countering Weapons of Mass Destruction
ATP 3-94.5 Support Area Operations	

Legend

Published	CBRN chemical, biological, radiological, and nuclear
Not Published	CBRNE chemical, biological, radiological, nuclear, and explosives
Published (Joint)	CERFP CBRNE enhanced response force package WMD weapons of mass destruction WMD-E weapons of mass destruction elimination CST civil support team

UNCLASSIFIED

Multi-Service Publications Air Land Sea Application (ALSA) Center

<p>FM 6-05 Conventional Forces and Special Forces Integration, Interoperability, and Interdependence</p>	<p>ATP 1-02.1 Multi-Service Brevity Codes</p>	<p>ATP 2-22.85 Tactical Employment of Biometrics in Support of Operations</p>	<p>ATP 3-01.15 Air and Missile Defense</p>	<p>ATP 3-01.4 J-SEAD</p>	<p>ATP 3-04.18 Air Operations in Maritime Surface Warfare</p>	<p>ATP 3-04.64 Tactical Employment of Unmanned Aircraft Systems</p>	<p>ATP 3-06.1 Aviation Urban Operations</p>
	<p>ATP 3-07.10 Advising Foreign Security Forces</p>	<p>ATP 3-07.31 Peace Operations</p>	<p>ATP 3-09.32 The Joint Application of Firepower</p>	<p>ATP 3-09.34 Kill Box Planning and Employment</p>	<p>ATP 3-17.2 Airfield Opening</p>	<p>ATP 3-22.40 Employment of Nonlethal Weapons</p>	<p>ATP 3-28.1 Defense Support of Civil Authorities</p>
	<p>ATP 3-34.84 Military Diving Operations</p>	<p>ATP 3-50.10 Personnel Recovery</p>	<p>ATP 3-50.3 Survival, Evasion, and Recovery</p>	<p>ATP 3-52.1 Airspace Control</p>	<p>ATP 3-52.2 Theater Air-Ground System</p>	<p>ATP 3-52.4 Air Control Communication</p>	<p>ATP 3-55.3 Intelligence, Surveillance, and Recon Optimization</p>
	<p>ATP 3-55.6 Air-to-Surface Radar System Employment</p>	<p>ATP 3-60.1 Dynamic Targeting</p>	<p>ATP 3-60.2 Strike Coordination and Recon</p>	<p>ATP 4-01.45 Tactical Convoy Operations</p>	<p>ATP 4-32.2 Explosive Ordnance</p>	<p>ATP 5-0.3 Operation Assessment</p>	<p>ATP 6-02.72 Tactical Radios</p>
	<p>ATP 6-02.73 Tactical Chat ISO Operations</p>	<p>ATP 3-04.19 Shipboard Helicopter and Tiltrotor A/C Operations</p>					

rescinding with pub of JP 3-52 (NLT FY22)

Legend

	Published
	Not Published
	Published (Joint)

UNCLASSIFIED

Part Two: Doctrine Summaries

CSA-approved ADPs

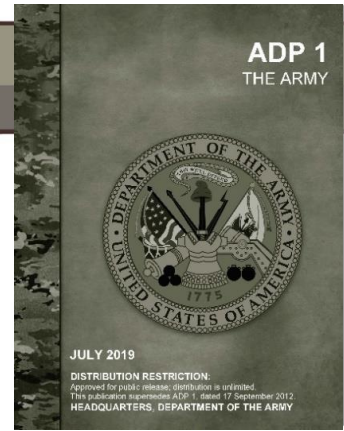
Other ADPs

FMs

ATPs

ADP 1

THE ARMY



Why America Needs an Army

- The primary responsibility of the Army is to conduct prompt and sustained land combat as part of the joint force. The Army must deliver ready, trained, and equipped forces to meet the demands placed upon it.
- The Army has four strategic roles as part of the Joint Force:
 - Shape operational environments
 - Prevent conflict
 - Prevail in large-scale ground combat
 - Consolidate gains
- 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.
- As a unique military profession, the Army is built upon an ethos of trust, which buttresses four other essential characteristics of the Army profession: military expertise, honorable service, esprit de corps, and stewardship.

Today's Army

- The Army operates with the other Services in a joint comprehensive approach called unified action. *Unified action* is the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1)
- The Army's core competencies:
 - Prompt and sustained land combat.
 - Combined arms operations:
 - Combined arms maneuver and wide area security.
 - Armored and mechanized operations.
 - Airborne and air assault operations.
 - Special operations.
 - Set and sustain the theater for the joint force.
 - Integrate national, multinational and joint power on land.
- Army forces accomplish their missions through the operational concept called unified land operations.

Ready to Fight, Prepared for the Future, Determined to Win

- The mission of the United States Army is to deploy, fight, and win our Nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the joint force.
- To meet the vision, the Army must meet the following 5 objectives:
 - **Man** – grow the Regular Army above 500,000 Soldiers, with associated growth in the National Guard and Army Reserve.
 - **Organize** – ensure warfighting formations have sufficient infantry, armor, engineer, artillery, and air defense assets.
 - **Train** – ensure effective training focuses on high-intensity conflict, with an emphasis on operating in dense urban terrain, in electronically degraded environments, and under constant surveillance.
 - **Equip** – modernize the force.
 - **Lead** – develop smart, thoughtful, and innovative leaders of character who are comfortable with complexity and capable of operating from the tactical to the strategic level.

ADP 1 is the capstone doctrine publication that frames how Soldiers and Department of the Army Civilians think about the strategic environment, develop and refine doctrine, and chart a course into the future. It states what the Army is, what the Army does, how the Army does it, and where the Army is going. It establishes the Army's contribution to America's unified land operations and delineates the Army's mission, purpose, and roles.

July 2019

<https://armypubs.army.mil>

ADP 3-0

OPERATIONS

Definition of Unified Land Operations

The simultaneous execution offense, defense, stability, and defense support of civil authorities across multiple domains to shape operational environments, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action. (ADP 3-0)

Principles of Unified Land Operations

- Mission command
- Develop the situation through action
- Combined arms
- Adhere to law of war
- Establish and maintain security
- Create multiple dilemmas for the enemy

Tenets of Unified Land Operations

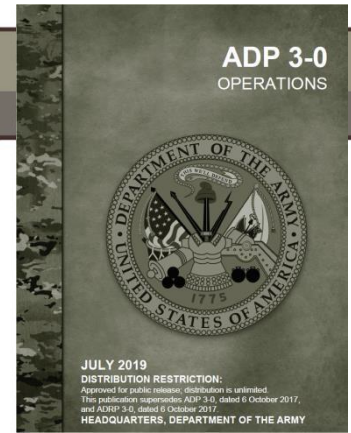
- Simultaneity
- Depth
- Synchronization
- Flexibility

Operations Structure

- Operations process
 - Plan
 - Prepare
 - Execute
 - Assess
- Operational framework
 - Area of operations
 - Deep, close, and support areas
 - Decisive, shaping, and sustaining operations
 - Main and supporting efforts
- Elements of combat power
 - Warfighting functions
 - Information
 - Leadership

Warfighting Functions

- Command and control
- Movement and maneuver
- Intelligence
- Fires
- Sustainment
- Protection



ADP 3-0 constitutes the Army’s view of how to conduct prompt and sustained operations across multiple domains. It sets the foundation for developing other principles, tactics, techniques, and procedures detailed in subordinate doctrine publications.

ADP 3-0 articulates the Army’s operational doctrine for unified land operations. FM 3-0, Change 1, expands on this principles and concepts.

The principal audience for ADP 3-0 is all members of the profession of arms.

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<https://armypubs.army.mil>

ADP 6-22

ARMY LEADERSHIP AND THE PROFESSION

The Army profession consists of the Profession of Arms and the Army Civilian Corps. The Army profession is a trusted vocation of Soldiers and Army civilians whose collective expertise is the ethical design, generation, support, and application of landpower; serving under civilian authority; and entrusted to defend the Constitution and the rights and interests of the American people.

The leadership requirements model establishes the core set of requirements (attributes and competencies) as the Army standard and informs leaders of Army expectations.

Attributes by Category

- Character
 - Army Values
 - Empathy
 - Warrior Ethos and Service Ethos
 - Discipline
 - Humility
- Presence
 - Military and professional bearing
 - Fitness
 - Confidence
 - Resilience
- Intellect
 - Mental agility
 - Judgment
 - Innovation
 - Interpersonal tact
 - Expertise

Methods of Influence

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

Dynamics of Leadership

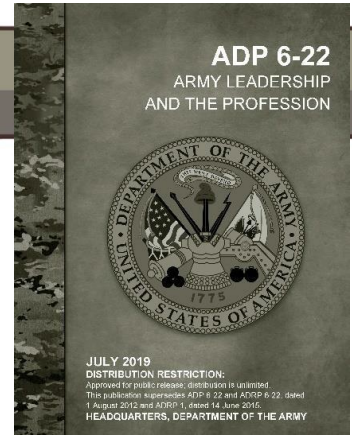
- The leader
 - Formal
 - Informal
- The led
- The situation

Levels of Leadership

- Direct
- Organizational
- Strategic

Competencies by Category

- Leads
 - Leads others
 - Builds trust
 - Extends influence
 - Leads by example
 - Communicates
- Develops
 - Prepares self
 - Creates a positive environment
 - Develops others
 - Stewards the profession
- Achieves
 - Gets results
 - Purpose
 - Providing direction, guidance, and priorities
 - Assessing, adjusting, and continuing mission



ADP 6-22 establishes and describes the Army profession as the basis for a shared professional identity.

ADP 6-22 is the authoritative source for the requirements affecting all levels of leadership.

ADP 6-22 establishes and expands the Army leadership principles that apply to officers, noncommissioned officers, enlisted Soldiers, and Army Civilians.

Leadership is the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

ADP 7-0

TRAINING

Training to Fight and Win

The Army trains to fight and win by developing proficiencies in mission essential tasks, weapon systems, and the effective integration and employment of both.

- Individual Soldier skills and proficiencies establish a solid foundation for unit collective training proficiency. Individual tasks enable Soldiers to master the necessary fundamental skills to fight and win.
- Collective tasks require organized team or unit performance, leading to the accomplishment of a mission or function. Collective training is the essence of teamwork; it develops the mutual trust essential to developing effective, cohesive teams.

Commander's Activities in Training

Commanders perform specific and recurring activities that facilitate training to achieve and sustain proficiencies.

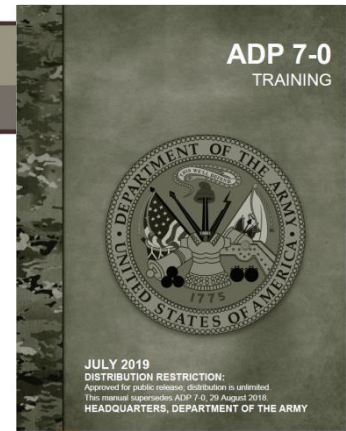
- Understand by analyzing the next higher commander's training guidance and determining the tasks and weapons the unit must train.
- Visualize how units should conduct training based on their understanding of next higher commander's training guidance.
- Describe the desired end state of training to subordinate leaders by providing clear, detailed, and unambiguous training guidance.
- Lead by influencing unit training with their presence and leadership by providing purpose, direction, and motivation.
- Assess once training has concluded by considering the results of observed training—in particular evaluations. These evaluations provide the information necessary to accurately and objectively assess whether the unit can perform tasks to standard.

Principles of Training

- Train as you fight
- Train to standard
- Train to sustain
- Train to maintain

Training to Win

- Units train at home station, at training centers, and while deployed. Army forces conduct training individually and collectively to develop task and weapon proficiencies as well as military expertise.
- Army units develop long-range training plans focused on developing and sustaining training proficiencies.
- Training event aims to ensure that—in a building block manner—training objectives and training proficiencies are met.
- Assessing unit training is a two-step process of objectively evaluating performance and assessing the results of evaluations.



ADP 7-0 describes the fundamentals of how the Army trains to conduct operations as a unified action partner employing the Army's operational concept—unified land operations.

Developing and sustaining readiness is the Army's number one priority. Training represents the most important activity units do every day to achieve readiness.

These procedures are further expanded in FM 7-0. FM 7-0 is supported with the online training resources of the Army Training Network (ATN).

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<https://armypubs.army.mil>

ADP 1-01

DOCTRINE PRIMER

Doctrine and Its Role

- 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
- Foster desirable leader and Soldier traits

Doctrine in Context

- **Elements of information**
 - Principles
 - Tactics
 - Techniques
 - Procedures
 - Terms and symbols
- **General types of doctrine**
 - Joint
 - Multinational
 - Multi-Service
 - Service

Foundations of Doctrine

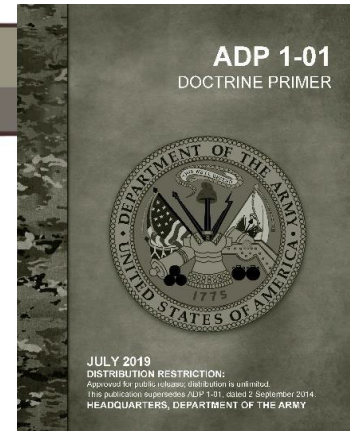
- **The nature of operations**
 - War is inherently chaotic
 - War is a human endeavor
 - War is conducted among people
 - Warfare is how war is conducted
- **Foundations of Army doctrine**
 - The need for combined arms
 - The need for mission command
 - The need to adhere to the law of war
 - Operations are joint

Application of Doctrine

It is not enough to know terms and definitions. Army professionals must also understand their relationships—how they fit together—when applied to studying and more importantly to conducting operations.

Taxonomies and Terms of Army Doctrine

- **Terms 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
 - Offensive
 - Defense
 - Stability
 - Defense support of civil authority
 - Mission command (approach)
 - Warfighting functions
 - Combat power
 - The principles of war and joint operations
 - Tenets of operations
 - Operational art
 - Operational approach
 - Operational framework
 - Operations process
 - Levels of warfare
 - Operation
 - Mission
 - Task
 - Control measure
 - Area of operations
 - Operation order or operation plan



ADP 1-01 introduces the entire body of professional knowledge and beliefs that shape the art and science of the Army profession.

It addresses what doctrine is, why it is important, and which major ideas underlie it. The publication also covers important taxonomies and terms used in operations and the way they fit together as a single coherent whole.

ADP 1-02

TERMS AND MILITARY SYMBOLS

Military Symbols

Military Symbology Basics

- Framed symbols
- Location of amplifiers for framed symbols
- Lettering for all symbols
- The bounding octagon and the location of icons and modifiers for framed symbols
- The building process for framed symbols
- Unframed symbols

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

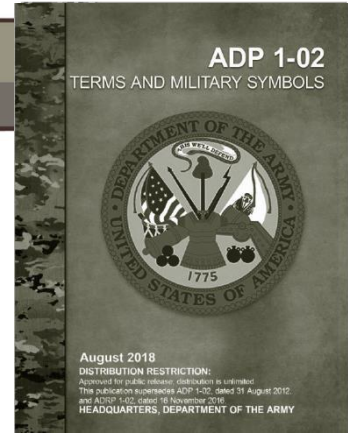
- Basics of control measure symbols
- Point symbols
- Line symbols
- Boundary line symbols
- Area symbols
- Abbreviations and acronyms for use with control measure symbols

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



ADP 1-02 provides foundational doctrine for establishing and using Army symbols. It describes how doctrinal symbols enhance communication among military professionals and ensure a common understanding of doctrinal principles. Army symbols constitute approved U.S. Army doctrinal symbology for general use.

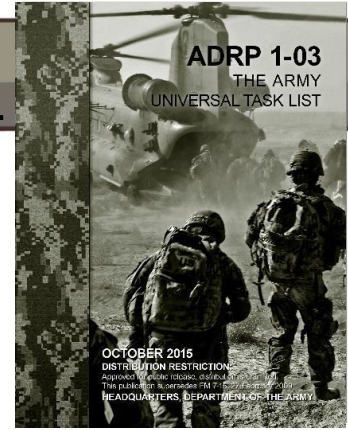
Online U.S. Army Terminology and Symbology Resources

- <https://jdeis.js.mil/jdeis/index.jsp?pindex=207>
- <https://www.milsuite.mil/book/groups/army-marine-corps-terminology>

August 2018
<https://armypubs.army.mil>

ADRP 1-03

THE ARMY UNIVERSAL TASK LIST To be updated in 2020.



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 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).

October 2015

<https://armypubs.army.mil>

ADP 2-0 INTELLIGENCE

The Army conducts the intelligence warfighting function through these fundamental doctrinal processes.

Operations and Intelligence

- Army forces are globally engaged, always executing operations and preparing for future operations as part of a joint team.
- A key part of global engagement is the continuous use of intelligence, the collection and analysis of information, and the production of intelligence.
- To understand Army intelligence, it is important to understand intelligence within the larger context of large-scale combat operations, the operational environment, unified action, the Army strategic roles, and unified land operations.

Intelligence Support

- Army intelligence as a function supports operations by accomplishing various intelligence tasks and activities for commanders and staffs.
- To provide this support, the intelligence staff, augmented with an analysis element and capabilities, performs intelligence analysis to support the commander and mission command, including the staff integrating processes.

The Intelligence Process

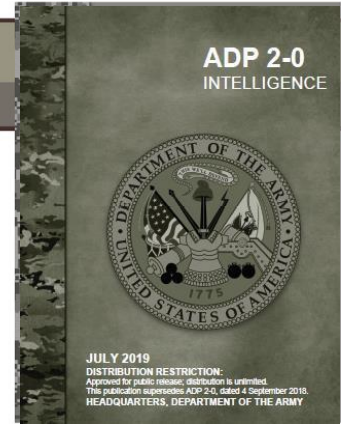
- The Army views the intelligence process as a model that describes how the intelligence warfighting function facilitates situational understanding and supports decision making.
- This process provides a common framework for Army professionals to guide their thoughts, discussions, plans, and assessments.
- Effective execution of the intelligence process depends on commander and staff involvement and effective information collection.

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 Volumes I and II)
 - Geospatial intelligence (see ATP 2-22.7)
 - Human intelligence (see FM 2-22.3 and ATP 2-22.31)
 - Measurement and signature intelligence (see ATP 2-22.8)
 - Open-source intelligence (see ATP 2-22.9)
 - Signals intelligence (see ATP 2-22.6 and ATP 2-22.6 Volume 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)
 - Document and media exploitation (see ATP 2-91.8)
 - Forensic-enabled intelligence (see ATP 2-22.82)
- Processing, exploitation, and dissemination (PED)

Fighting for Intelligence

- Encompasses the basics of establishing an effective intelligence architecture, synchronizing the intelligence warfighting function, and planning and conducting information collection.



ADP 2-0 describes the key aspects of intelligence support to unified land operations.

Operations and intelligence are closely linked. The intelligence process is continuous and directly drives and supports the operations process.

Intelligence supports joint and Army operations across unified action, the Army's strategic roles, unified land operations, and decisive action at each echelon—from the geographic combatant command down to the battalion level.

Intelligence is inherently joint, interagency, intergovernmental, and multinational. Every aspect of intelligence is synchronized, networked, and collaborative across all unified action partners.

July 2019

<https://armypubs.army.mil>

ADP 3-05

ARMY SPECIAL OPERATIONS

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.

Core Competencies

Army special operations have two core competencies: 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

Forces 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

Forces 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.

Principles

- Discrete
- Precise
- Scalable

Core Activities

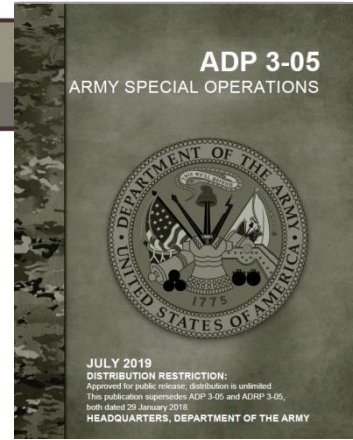
- Unconventional warfare
- Foreign internal defense
- Security force assistance
- Counterinsurgency
- Direct action
- Special reconnaissance
- Counterterrorism
- Preparation of the environment
- Military information support operations
- Civil affairs operations
- Countering weapons of mass destruction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

Tenets of Army Special Operations

- Tempo
- Preemption
- Disruption
- Deception
- Disciplined initiative

Imperatives

- Understand the operational environment
- Recognize political implications
- Facilitate interorganizational cooperation
- Engage the threat discriminately
- Anticipate long-term effects
- Ensure legitimacy, credibility, and trust
- Anticipate psychological effects and the impact of information.
- Operate with and through others
- Develop multiple options
- Ensure long-term engagement
- Provide sufficient intelligence
- Balance security and synchronization



ADP 3-05 provides 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 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.

July 2019

<https://armypubs.army.mil>

ADP 3-07

STABILITY

A *stability operation* is an operation conducted outside the United States in coordination with other instruments of national power to establish or maintain a secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (ADP 3-0).

Stability in Operations

- Fundamentals of stabilization
 - Conflict transformation
 - Unity of effort
 - Building host-nation capacity and capability
 - Host-nation ownership and legitimacy
- Stabilization framework
 - Initial response phase
 - Transformation phase
 - Fostering sustainability phase
- End state conditions in stabilization efforts
 - A safe and secure environment
 - An established rule of law
 - Social well-being
 - Stable governance
 - A sustainable economy

Stability in Unified Land Operations

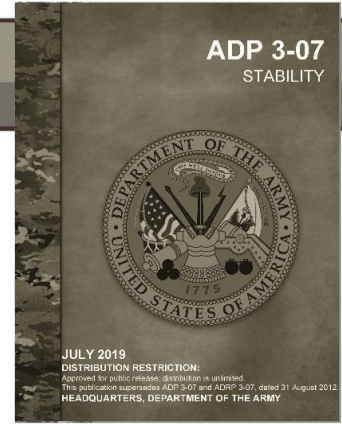
- Unified land operations
 - Offensive and defensive operations
 - Stability across the range of military operations
- The Army in joint operations
 - Shape
 - Prevent
 - Conduct large-scale ground combat
 - Consolidate gains
 - Win
- Linking military and civilian efforts
 - Stabilization and reconstruction essential task matrix
 - Joint stability functions
- Six Army stability operations tasks
 - Establish civil security
 - Support to civil control
 - Restore essential services
 - Support to governance
 - Support to economic and infrastructure development
 - Conduct security cooperation

Unique Considerations of Stability Operations in Other Operations

- Military role in prevention activities
- Peace operations
- Transitions
- Security sector reform
- Disarmament, demobilization, and reintegration
- Foreign humanitarian assistance
- Foreign internal defense
- Counterinsurgency
- Information operations
- Protection of civilians
- Women, peace, and security
- Nonlethal actions
- Intelligence
- Sustainment

Planning for Stability in Operations

- Stability planning considerations
 - Recognize complexity.
 - Balance resources, capabilities, and activities.
 - Recognize planning horizons.
 - Avoid planning pitfalls.
- The commander's role in planning
- Operational art and stability in operations
- Stability and defeat mechanisms
- Force organization
- Assessments



ADP 3-07 is the Army's doctrine for stability operations.

ADP 3-07 constitutes 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.

July 2019

<https://armypubs.army.mil>

ADP 3-19

FIRES

The *fires warfighting function* is the related tasks and systems that create and converge effects in all domains against the threat to enable actions across the range of military operations. (ADP 3-0)

Cross-domain fires are fires executed in one domain to create effects in a different domain.

Multi-domain fires are fires that converge effects from two or more domains against a target.

Fires Tasks

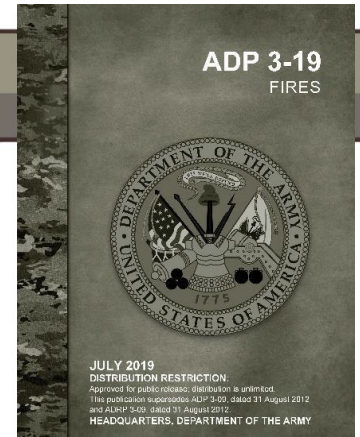
- Execute fires across domains and in the information environment
- Integrate Army, multinational, and joint fires

Execute Fires Across Domains

- Surface-to-surface fires
- Air-to-surface fires
- Surface-to-air fires
- Cyberspace operations and electronic warfare
- Space operations
- Special operations
- Information operations

Integrate Army, Multinational, and Joint Fires

- Fires in the operations process
 - Integrating fires into planning
 - Airspace planning and integration
 - Integrating multinational fires
 - Fires preparation
 - Fires assessment
- Targeting
 - Army targeting
 - Joint targeting
 - Integrating Army targeting with joint targeting
- Air and missile defense planning and integration
 - Planning
 - Preparing
 - Executing
 - Assessing



ADP 3-19 Fires defines and describes the fires warfighting function in terms of its major tasks, capabilities, functions, and processes. It describes the integration of capabilities and their associated effects through the targeting and operations processes.

ADP 3-19 establishes a common frame of reference and language that commanders and staffs use for the employment of fires in support of unified land operations.

Fires enable maneuver.

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ADP 3-28

DEFENSE SUPPORT OF CIVIL AUTHORITIES

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.

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.

Purpose for Army Support

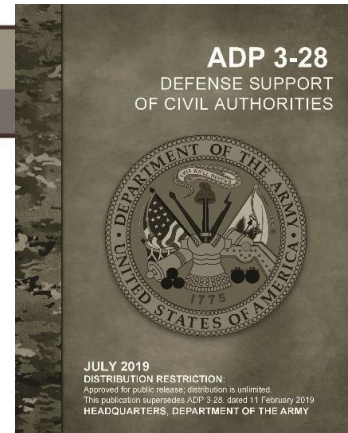
- Save lives.
- Restore essential services.
- Maintain or restore law and order.
- Protect infrastructure and property.
- Support maintenance or restoration of local government.
- Shape the environment for intergovernmental success.

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 domestic 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 President of the United States 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 that may be assigned, particularly regarding law enforcement tasks within the home state.
- 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 3-28 clarifies similarities and differences between defense support of civil authorities (DSCA) tasks and other elements of decisive action. Stability tasks and DSCA tasks are similar in many ways. Both revolve around helping partners on the ground within an area of operations. Both tasks require Army forces to provide essential services and work together with civil authorities.

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ADP 3-37

PROTECTION

Protection preserves 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)

The *protection warfighting function* is related tasks and systems that preserve the force so that commanders can apply maximum combat power. (ADP 3-0)

Supporting Tasks and Systems

- Conduct survivability operations
- Provide force health protection
- Conduct CBRN operations
- Provide explosive ordnance disposal support
- Coordinate air and missile defense support
- Conduct personnel recovery
- Conduct detention operations
- Conduct risk management
- Implement physical security procedures
- Apply antiterrorism measures
- Conduct police operations
- Conduct populace and resources control
- Conduct area security
- Perform cyberspace security and defense
- Conduct electromagnetic protection
- Implement operations security

Principles of Protection

- Comprehensive
- Integrated
- Layered
- Redundant
- Enduring

Protection Integration Into The Operations Process

Considerations

- 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

- Establish protection working group
- Integrate protection in the operations process
- Conduct initial assessments
- Develop a protection prioritization list
- Coordinates, integrates, and synchronizes protection tasks
- Develop scheme of protection
- Establish protection priorities
- Refine running estimate
- Synchronize protection within combat power
- Priorities established for each phase of operation

Prepare

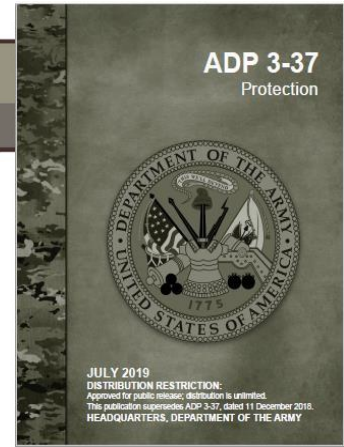
- Revise and refine the plan
- Determine protection indicators and warnings for information collection
- Emplace systems to detect threats to protection priorities
- Direct operations security measures
- Prepare and improve survivability positions
- Liaison and coordinate with adjacent and protected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

Execute

- 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
- Evaluate the effectiveness of tracking for constraints on personnel recovery
- Monitor the employment of security forces for gaps in protection or unintended patterns
- Evaluate the effectiveness of liaison personnel for protection actions
- Evaluate movement coordination and control to protect critical paths
- Monitor adjacent unit coordination procedures for terrain management vulnerabilities
- Monitor readiness rates of response forces involved in fixed-site protection
- Monitor force health protection

Assess

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



ADP 3-37 identifies how commanders and staffs synchronize, integrate, and organize protection primary tasks and resources throughout the operations process to preserve combat power, enable the freedom of action, and to identify and prevent or mitigate the effects of threats and hazards.

Protection is not a linear activity – planning, preparing, executing, and assessing protection is continuous and enduring.

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ADP 3-90

OFFENSE AND DEFENSE

OFFENSE

Characteristics

- Audacity
- Concentration
- Surprise
- Tempo

Types of Offensive Operations

- Movement to contact
- Attack
- Exploitation
- Pursuit

Forms of Maneuver

- Envelopment
- Frontal assault
- Infiltration
- Penetration
- Turning movement

Enabling Operations

Reconnaissance

- Area
- Reconnaissance in force
- Route
- Special
- Zone

Passage of Lines

- Forward
- Rearward

Troop Movement

- Administrative movement
- Approach march
- Tactical road march

Relief in place

- Sequential
- Simultaneous
- Staggered

Security

- Screen
- Guard
- Cover
- Area

DEFENSE

Characteristics

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

Types of Defensive Operations

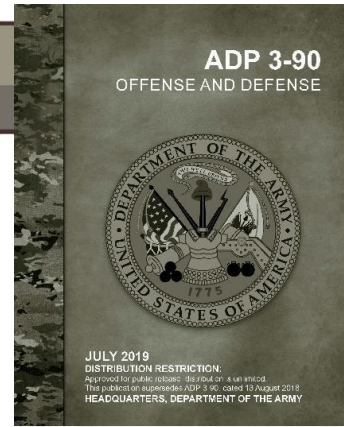
- Area defense
- Mobile Defense
- Retrograde

Forms of the Defense

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

Tactical Mission Tasks

- Ambush
- Attack by fire
- Block
- Breach
- Bypass
- Canalize
- Clear
- Contain
- Control
- Counterreconnaissance
- Destroy
- Defeat
- Disengagement
- Disrupt
- Exfiltrate
- Fix
- Follow and Assume
- Follow and support
- Interdict
- Isolate
- Neutralize
- Occupy
- Reduce
- Retain
- Secure
- Seize
- Support by fire
- Suppress
- Turn



ADP 3-90 articulates how Army forces conduct the offense and defense and the fundamental tactics related to the execution of these elements of decisive action.

The offense defeats or destroys enemy forces, or secures terrain, resources, and population centers.

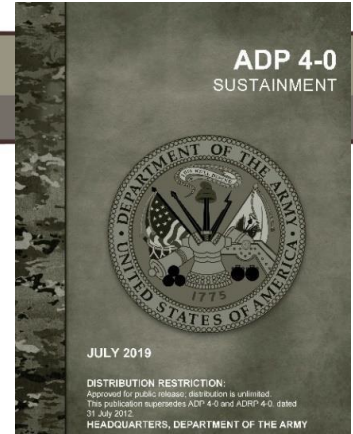
The defense defeats enemy attacks, economizes forces, and develops conditions favorable for offensive or stability operations.

Enabling operations shape or support the conduct of decisive action, but are not primarily any one element of decisive action

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ADP 4-0 SUSTAINMENT



Sustainment Warfighting Function

The related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. (ADP 3-0)

Principles of Sustainment

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

Sustainment of Unified Land Operations

- Strategic support area
- US Title 10 responsibilities
- Executive agent responsibilities
- Lead Service responsibilities
- Directive authority for logistics
- Role of institutional Army
- Role of operating forces
- Intergovernmental coordination
- Multinational coordination
- Operational contract support

Sustainment of Unified Land Operations

- Sustainment planning
- Operational reach
- Freedom of action
- Endurance

Elements of Sustainment

Logistics

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

Financial Management

- Finance operations
- Finance management

Personnel Services

- Human resources support
- Legal support
- Religious support
- Music support
- Mortuary affairs

Health Service Support

- Casualty care
 - Organic medical support
 - Area medical support
 - Hospitalization
 - Dental treatment
 - Behavioral health
 - Clinical laboratory services
 - CBRN patient treatment
- Medical evacuation
- Medical logistics

ADP 4-0 describes principle-level doctrine for the sustainment of forces during the support of operations for the Army.

Sustainment is the provision of logistics, financial management, 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.

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ADP 5-0

THE OPERATIONS PROCESS

Principles of the Operations Process

- Drive the operations process
- Build and maintain situational understanding
- Apply critical and creative thinking

Planning

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

Preparation

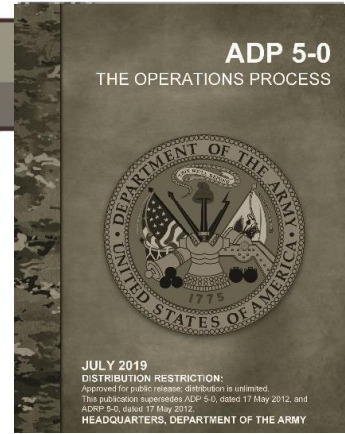
- Effective preparation
 - Improve situational understanding.
 - Develop a common understanding of the plan
 - Train and become proficient on critical tasks
 - Task-organize and integrate the force
 - Ensure forces and resources are ready and positioned
- Preparation activities: Liaison – information collection – security – troop movement – network operations – manage terrain – prepare terrain – confirmation briefs – rehearsals – plans-to-operations transition – refine the plan – integrate Soldiers and units – task organize – train – pre-operations checks and inspections – build partnerships and teams

Execution

- Effective execution
 - Seize the initiative through action
 - Build and maintain momentum
 - Exploit success
- Decision making during execution
- Rapid decision-making and synchronization process

Assessment

- Effective assessment
 - Commander involvement
 - Integration
 - Incorporation of the logic of the plan
 - Use caution when establishing cause and effect
- Assessment activities
 - Monitor
 - Evaluate (measures of effectiveness and measures of performance)
 - Make recommendations and direct action



ADP 5-0 provides the framework for exercising command and control 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 6-0

MISSION COMMAND: Command and Control of Army Forces

Command and control is fundamental to the art and science of warfare. No single specialized military function, either by itself or combined with others, has a purpose without it.

Mission command is the Army's approach to command and control that empowers subordinate decision making and decentralized execution appropriate to the situation.

Mission Command Principles

- Competence
- Mutual trust
- Shared understanding
- Commander's intent
- Mission orders
- Disciplined initiative
- Risk acceptance

Elements of Command

- Authority
- Responsibility
- Decision making
- Leadership

Elements of Control

- Direction
- Feedback
- Information
- Communication

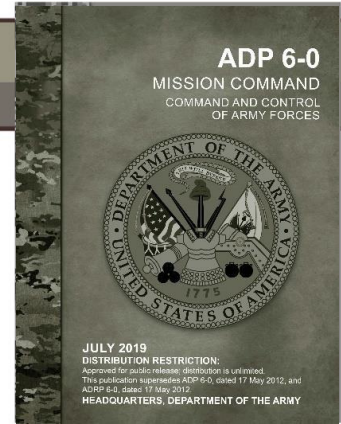
The *command and control warfighting function* is the related tasks and a system that enables commanders to synchronize and converge all elements of combat power.

Command and Control Tasks

- Command forces
- Control operations
- Drive the operations process
- Establish the command and control system

Mission Command System

- People
- Processes
- Networks
- Command posts



ADP 6-0 contains the Army's doctrine on command and control, mission command, and the command and control warfighting function.

ADP 6-0 describes how commanders, supported by their staffs, combine the art and science of command and control to understand situations, make decisions, direct actions, and lead forces toward mission accomplishment.

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FM 1-0

HUMAN RESOURCES SUPPORT

FM 1-0
HUMAN RESOURCES
SUPPORT

APRIL 2014
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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

FM 1-0 provides the fundamentals, principles, and concepts of Army human resources support doctrine that reinforce the Army’s vision that Soldiers and readiness are the principle focus of HR support.

The objective of HR support is to maximize operational effectiveness of the total force by anticipating, manning, and sustaining military operations.

Meeting the goal of providing efficient and effective HR support relies on multifunctional HR leaders who focus their knowledge and skills in support of the Army’s most important asset—its people.

FM 1-02.1

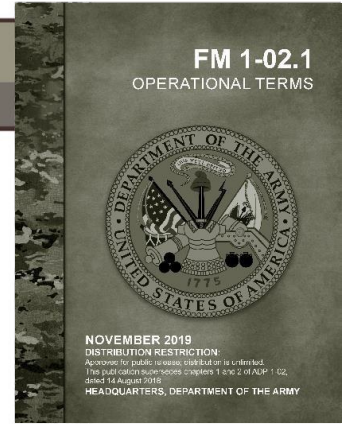
OPERATIONAL TERMS

Military Terms

- Approved Army doctrine defined terms
- Approved for use in Army doctrinal publications
- Joint and NATO terms used in Army doctrine

Acronyms, Abbreviations, and Country Codes

- Acronyms and abbreviations
- Geographical entity codes



FM 1-02.1 provides foundational doctrine for establishing and using Army terms and acronyms. It describes how doctrinal terms enhance communication among military professionals and ensure a common understanding of doctrinal principles. Army terms and acronyms constitute approved U.S. Army doctrinal terminology for general use.

November 2019
<https://armypubs.army.mil>

FM 1-04

LEGAL SUPPORT TO OPERATIONS

Guiding Principles

- Competence
- Character
- Commitment

The Legal Functions

- Administrative and civil law
- Contract and fiscal law
- Military justice
- National security law
- Soldier and family legal services
- Trial defense service

Judge Advocate Legal Services Personnel

- The Office of the Staff Judge Advocate
 - Staff Judge Advocate
 - Deputy Staff Judge Advocate
 - Division Chiefs
 - Subordinate Judge Advocates
 - The Legal Administrator
 - Command or Chief Paralegal NCO
 - Paralegal NCOs and Soldiers
 - Senior Civilian Attorney
- Brigade Legal Section
 - Brigade Judge Advocate
 - Military Justice Advisor
 - National Security Law Attorney
 - Brigade Senior Paralegal NCO
 - Battalion Paralegal Soldiers

LEGAL SUPPORT TO THE ARMY

Administrative and Civil Law

- Environmental Law
- General Statutory, Regulatory, and Policy Compliance
- Government Ethics and Standards of Conduct
- Investigations
- Labor Law
- Army Institutional Claims
- Real Property Law

Contract and Fiscal Law

- Fiscal Law
- Contract Law

Military Justice

- Courts-Martial
- Adverse Administrative Actions
- Non-Judicial Punishment Actions

National Security Law

- Constitutional Law
- Cyberspace Law
- Intelligence Law
- International Law
- Operational Law
- Special Operations Support

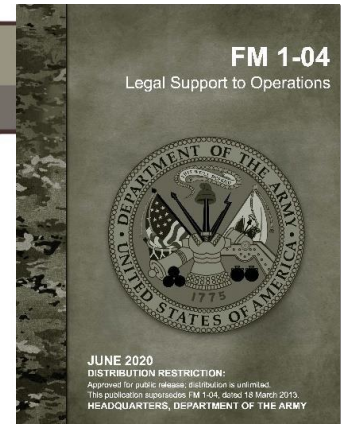
LEGAL SUPPORT TO SOLDIERS AND FAMILIES

Soldier and Family Legal Services

- Claims by Soldiers and Department of the Army Civilians
- Medical Evaluation and Disability Law
- Soldier and Family Legal Assistance
- Special Victim Counsel Program

Trial Defense Service

- Courts-Martial
- Adverse Administrative Actions
- Non-Judicial Punishment Actions



FM 1-04 is the Army's manual for operational legal doctrine. It provides authoritative doctrine and practical guidance for commanders, judge advocates, legal administrators, and paralegal Soldiers across the spectrum of conflict.

It outlines how The Judge Advocate General's Corps (JAGC) will be organized in accordance with the Army's force design and discusses the delivery of legal support to the force.

June 2020

<https://armypubs.army.mil>

FM 1-05

RELIGIOUS SUPPORT

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 at brigade echelons and below
 - Chaplain sections at echelons above brigade
- **Core Competencies**
 - Nurture the living
 - Care for the wounded
 - Honor the dead

Required Capabilities

- **Religious leader** provides RS to the Army and joint forces to support the commander's responsibility to provide for free exercise of religion for all authorized personnel.
 - Administration of religious rites, sacraments, and ordinances
 - Worship leadership (such as preaching, liturgical worship, and memorials)
 - Pastoral care and counseling
 - Religious education
 - Family-life ministry
 - Spiritual fitness events
- **Professional military religious advisor** provides religious, moral, and ethical leadership to the Army by advising the commander on—
 - Accommodation of religious needs and practices for Service members, Families, and authorized civilians to support the free exercise of religion.
 - Religious and ethical issues in the area of operations and the potential impact on mission accomplishment.
 - The needs and concerns of Service members, Families, and authorized civilians, to include suicidal ideation, alcohol or drug abuse, or other at-risk behaviors that impact mission accomplishment.
 - Marital and parenting stressors resulting from extended deployments

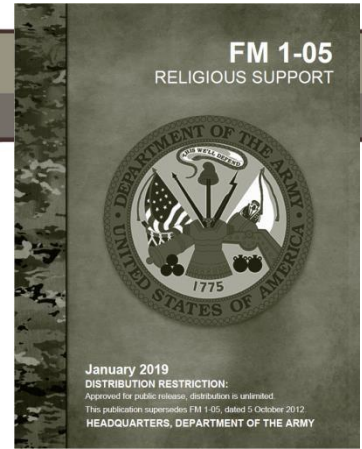
RS in Unified Land Operations

RS at Different Echelons

- Modular force considerations
- Army Service component command, corps, and division chaplain sections
- Brigade and battalion unit ministry teams
- 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
- Assessing RS



The principles of Army religious support doctrine presented in FM 1-05 enable chaplain sections and unit ministry teams to apply creative, flexible, and innovative approaches to specific missions and operational environments as it supports the Soldier and Family.

Chaplains are religious leaders and professional military religious advisors. They provide RS across austere and isolated locations accommodating Soldiers' right to free exercise of religion; they advise the commander and staff on religion, ethics, morals, and morale, and their impact on military operations.

January 2019
<https://armypubs.army.mil>

FM 1-06

FINANCIAL MANAGEMENT OPERATIONS

FM 1-06
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** – Operate under the mandate to use all available resources as effectively and efficiently as possible to support the combatant commander.
- **Synchronization** – Arrange the placement of FM units and personnel in time, space, and purpose to ensure commanders receive the requisite FM support.
- **Anticipation** – 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** – 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** – Include 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 Army forces.
- **Consistency** – 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 and 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

- | | |
|---|---|
| <ul style="list-style-type: none"> ○ Advising the commander ○ Identifying sources of funds ○ Analyzing requirements ○ Forecasting ○ Capturing, analyzing and managing costs ○ Acquiring funds ○ Distributing and controlling funds ○ Certifying fund availability | <ul style="list-style-type: none"> ○ 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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FM 1-06 provides doctrine on how financial management 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.

April 2014

<https://armypubs.army.mil>

FM 2-22.3

HUMINT COLLECTOR OPERATIONS

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:

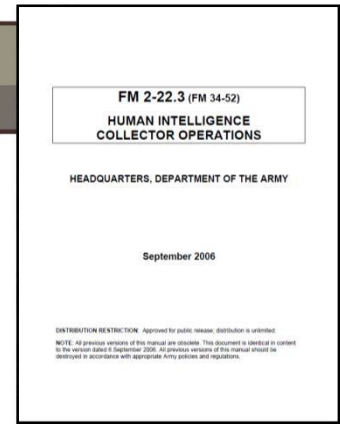
- Screening
- Planning and preparation
- Approach techniques and termination strategies
- Questioning
- Reporting

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



FM 2-22.3 discusses human intelligence collection. Effective immediately, an individual in the custody or under the effective control of an officer, employee, or other agent of the United States Government, or detained within a facility owned, operated, or controlled by a department or agency of the United States, in any armed conflict, shall not be subjected to any interrogation technique or approach, or any treatment related to interrogation, that is not authorized by and listed in Army FM 2-22.3.

FM 3-0 OPERATIONS

Threats

- Information warfare
- Preclusion
- Isolation
- Sanctuary
- Systems warfare

Considerations for Army Operations

- Large-scale combat operations
- Challenges for Army forces
- Anticipated operational environments
- Multi-domain extended battlefield
- Threats
- Joint operations
- Army's operational concept
- Operational art
- Strategic and operational reach
- Operational framework
- Sequencing operations
- Control measures

Army Echelons

- Theater army
- Expanded theater
- Other organizations for theater support
- Corps
- Divisions
- Brigade combat teams
- Multifunctional and functional brigades

Operation Framework

- Deep area
- Close area
- Support area
- Consolidation area
- Operational framework considerations

Operations to Shape

- Shaping activities
 - Military engagement
 - Security cooperation
 - Other activities
- Interagency coordination
- Army organizations
- Consolidate gains

Operations to Prevent

- Prevent activities
 - Execute flexible deterrent/response options
 - Set the theater
 - Tailor Army forces
 - Project the force
- Sustainment preparation
- Deployment

Large-Scale Combat Operations

- Stability tasks
- Tactical-enabling tasks
- Reconnaissance
- Security operations
- Troop movement
- Relief in place
- Passage of lines
- Encirclement operations
- Mobility and countermobility operations

Large-Scale Defensive Operations

- Defensive tasks
 - Area defense
 - Mobile defense
 - Retrograde
- Enemy attack
- Defending encircled
- Consolidation of gains

Large-Scale Offensive Operations

- Offensive tasks
 - Movement to contact
 - Attack
 - Exploitation
 - Pursuit
- Forms of maneuver
- Subordinate forms of attack
 - Ambush
 - Demonstration
 - Feint
 - Raid
- Tactical considerations
 - Forward passage of lines
 - Use of terrain
 - Flank security
 - Wet-gap crossing operations
 - Breaching operations
 - Encirclement operations
- Consolidation of gains

Operations to Consolidate Gains

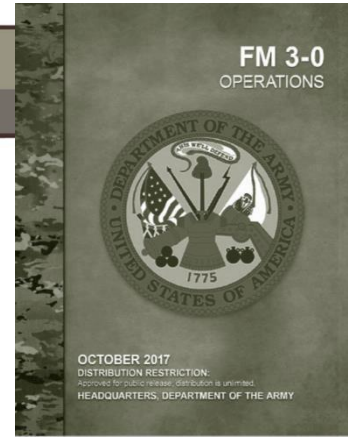
- Consolidation of gains activities
 - Area security operations
 - Stability tasks
- Consolidation of gains responsibilities

Command and Support Relationships

- Joint command relationships
- Army command relationships
- Army support relationships
- Administrative control

Risk Considerations

- Understand, balance, and take risks
- Risk a function of command



FM 3-0 provides a doctrinal approach for our theater armies, corps, divisions, and brigades to address the challenges of shaping operational environments, preventing conflict, prevailing during large-scale ground combat, and consolidating gains to follow through on tactical success. It is about how we deter adversaries and fight a peer threat today, with today's forces and capabilities.

The data contained on this page is approved for public release.

FM 3-01

U.S. AIR AND MISSILE DEFENSE OPERATIONS

Air and Missile Defense

The direct (active and passive) defensive actions to destroy, nullify, or reduce the effectiveness of hostile air and ballistic missile threats against friendly forces and assets. (JP 3-01)

Air and Missile Defense and C2

- Mission command
- Command relationships
- C2 Systems and AMD
- Coordination
- Directives and delegated authorities
- Measures of control

AMD Principles

- Mass
- Mix
- Mobility
- Integration
- Agility
- Flexibility

Employment Tenets

- Mutual support
- Weighted coverage
- Overlapping fires/coverage
- Defense in depth
- Balanced fires
- Early engagement
- Resistance

Additional capabilities

- Joint AMD
- Multinational AMD
- Non-dedicated air defense

Broad Process for Planning an Executing AMD Operations

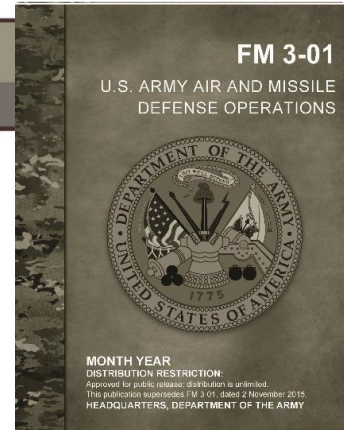
- Plan
 - MDMP
 - Integrated defense design
 - CVT (criticality, vulnerability, and threat) methodology
 - Troop leading procedures
- Prepare
- Execute and assess

Options for Describing AMD Operations

- Operational framework
 - Active AMD
 - Passive AMD
- Complemented by attack operations and C2

Threat

- The operational environment
- Threat tactics and objectives
- Theater air and missile
- Other missiles and rockets
- Cyber and electronic warfare
- Strategic



FM 3-01 is the Army-specific air and missile defense (AMD) publication outlining doctrinal AMD principles and guidelines. It describes how air defense artillery (ADA), the Army's dedicated component for AMD, and its organizations prepare for and conduct operations. It presents the AMD roles in support of joint unified action operations and Army unified land operations.

FM 3-01 describes the contributions of the ADA, the Army's dedicated AMD component, to the planning, coordination, and execution of AMD operations in support of joint and Army forces in large-scale combat operations.

The data contained on this page is approved for public release.

TBD

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The data contained on this page is approved for public release.

FM 3-01.13

(U) Air Defense Artillery Operational Planning Data (S/NF)

FM 3-01.13 is a classified publication. It supplements air defense artillery (ADA) doctrinal field manuals (FMs) by providing the latest technical capabilities and characteristics on the high to medium-altitude air defense (HIMAD) and short-range air defense (SHORAD) weapon systems, and classified tactics and procedures pertaining to air and missile defense (AMD) operations.

This manual does not provide general system description, as that information is located in current air defense (AD) doctrinal manuals. This manual provides the classified system data that supports those AD manuals.

SECRET
FM 3-01.13

Air Defense Artillery
Operational Planning
Data

SECRET

FM 3-01.13 supplements air defense artillery (ADA) doctrinal field manuals.

It discusses technical capabilities and characteristics for specific weapon systems.

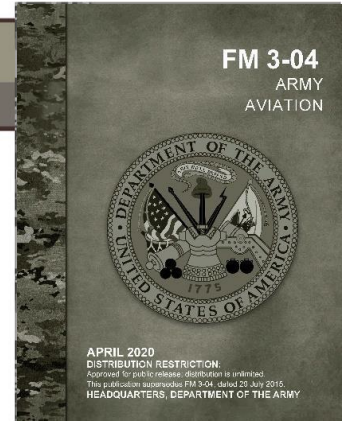
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May 2019

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FM 3-04

ARMY AVIATION



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.

Large Scale Combat Operations – Challenges

- Worldwide challenges
- Full range of threats
- Every domain (air, land, maritime, space, and cyberspace) may be contested
- Anti-access and area denial

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.
- Employ 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 to conduct movement to contact, attack, reconnaissance, and security tasks.
- Comprehensive approach

Aviation Attacks

- Against enemy forces in close friendly contact
 - Hasty or deliberate
- Against enemy forces out of friendly contact
 - Hasty or deliberate
 - Dependent on depth of planning, prior coordination, and synchronization

Attack Battalions and Air Cavalry Squadrons

- Attack reconnaissance battalions changed to attack battalions
- Attack reconnaissance squadrons changed to air cavalry squadrons

Aviation's capstone publication, FM 3-04, provides the context for employing and integrating Army aviation into unified land operations (ULO).

Army Aviation, as part of the combined arms team, shapes operational environments, prevents conflict, conducts large scale combat, and consolidates gains.

The manual includes five chapters and two appendices:

1. Army Aviation's Role in ULO
2. Organizations and Command and Control
3. Operations
4. Sustainment
5. Capabilities and Characteristics
- A. Operations and Planning Resources
- B. Risk Management

FM 3-05

ARMY SPECIAL OPERATIONS



Overview

- Support of global operations
- Security environment
- Range of military operations
- Combat power
- Army special operations forces capabilities
- Termination of operations

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
- Humanitarian assistance and disaster relief

Forces

- United States Special Operations Command
- United States Army Special Operations Command
- United States Army Special Forces Command
- United States Army John F. Kennedy Special Warfare Center and School
- Military Information Support Operations Command
- United States Army Special Operations Aviation Command
- 95th Civil Affairs Brigade
- 75th Ranger Regiment
- 528th Sustainment Brigade (Special Operations)

Special Forces

- United States Army Special Forces Command
- Organization for employment
- Special forces core activities

Rangers

- Organization for employment
- Employment considerations
- Ranger role in national military strategy
- Manning and equipment
- Ranger logistics support

Special Operations Aviation

- Organization
- Functions
- Responsibilities in support of Army special operations forces core activities
- Employment considerations

Sustainment

- Interdependence
- Sustainment brigade (special operations)
- Support of operations
- Developed and undeveloped theater of operations logistics
- Host-nation support

Communications System

- Special operations communications
- Special operations communications support

Intelligence

- Primary intelligence tasks
- Threat center of gravity analysis
- Human intelligence and counterintelligence
- Theater of operations intelligence
- Special operations intelligence transactions
- Special operations unmanned aircraft systems

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.

FM 3-07

STABILITY

FM 3-07
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

JUNE 2014
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HEADQUARTERS, DEPARTMENT OF THE ARMY

FM 3-07 provides tactical guidance on the conduct of operations focused on stability and addresses employment of forces in the conduct of operations focused on stability.

Stability ultimately aims to establish conditions the local populace regards as legitimate, acceptable, and predictable.

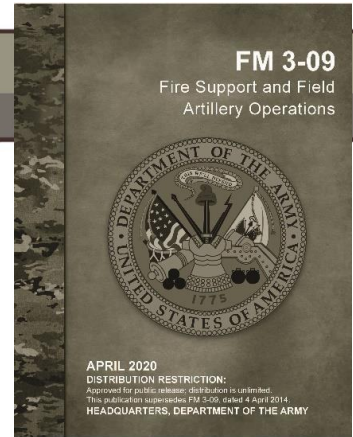
Stabilization is a process in which personnel identify and mitigate underlying sources of instability to establish the conditions for long-term stability.

June 2014

<https://armypubs.army.mil>

FM 3-09

FIRE SUPPORT AND FIELD ARTILLERY OPERATIONS



Function of Fire Support

The rapid and continuous integration of surface indirect fires, target acquisition, armed aircraft, and other lethal and nonlethal attack delivery systems converged against targets across all domains in support of the maneuver commander's concept of operations.

Role of the Field Artillery

To suppress, neutralize, or destroy the enemy by cannon, rocket, and missile fire and to integrate and synchronize all fire support assets into operations.

Core Competencies

- Coordinate fire support
- Deliver indirect fires

Fire Support System

- Command and control
 - People
 - Processes
 - Networks
 - Command posts
- Target acquisition
- Attack/Delivery systems

Fire Support Functions

- Support forces in contact
- Support the concept of operations
- Synchronize and converge fire support (lethal and nonlethal) across all domains
- Sustain and protect the fire support system

Principles of Fire Support Planning and Coordination

- Plan early and continuously
- Ensure the continuous flow of target information
- Consider the use of all capabilities
- Use the lowest echelon capable of furnishing effective support
- Furnish the type of support requested
- Use the most effective fire support means
- Avoid unnecessary duplication
- Consider airspace coordination
- Provide adequate support
- Provide for rapid coordination
- Provide for flexibility
- Use fire support coordination measures

Characteristics of Fire Support

- Violently apply lethality within the law of war and established rules of engagement
- Always operate in the spirit of the offense
- Operate as a single entity

Principle of Fire Support Execution

- Adequate fire support for the committed units
- Weight to the main effort
- Immediately available fire support for the commander to influence the operation
- Facilitate future operations
- Maximize feasible centralized control
- Never place artillery in reserve

Targeting

The process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities (JP 3-0).

Assessment

Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective (JP 3-0)

Fire support will be assessed in accordance with the fire support functions.

FM 3-09 is the Army's capstone manual for fire support and field artillery operations. It provides principles and functions for fire support elements and field artillery units conducting large-scale ground combat operations as a part of unified land operations in contested multi-domain environments.

It establishes the basis for understanding fire support and field artillery as critical components of the fires warfighting function tasks.

FM 3-11

Chemical, Biological, Radiological, and Nuclear Operations

Definition of CBRN Operations

The employment of capabilities that assess, protect against, and mitigate the entire range of chemical, biological, radiological, and nuclear incidents to enable freedom of action.

- Chemical hazards
- Biological hazards
- Radiological hazards
- Radiological devices
- Nuclear hazards

Core Functions

- **Assess.** Assessing hazards allows proactive decision making and encompasses all of the capabilities to evaluate the potential for CBRN threats and hazards in the operational environment.
- **Protect.** Protection conserves the force by providing individual and collective protection postures, hardening facilities, preventing or reducing exposures, or applying medical prophylaxes.
- **Mitigate.** CBRN units and staffs provide the Army the ability to mitigate CBRN incidents by responding with the personnel, subject matter expertise, and equipment to reduce or neutralize the hazard.
- **Integrating Activity.** Hazard awareness and understanding aids the CBRN staff in the collaborative process of intelligence preparation of the battlefield to provide the commander an understanding of how CBRN hazards in the area of operations affect mission accomplishment.

CBRN Threats and Hazards

- **Threats.** The use of CBRN weapons by the threat can have an enormous impact on all combat actions.
- **Hazards.** CBRN elements that can create adverse effects due to an accidental or deliberate release and dissemination.

CBRN Organizations, Capabilities, and Training.

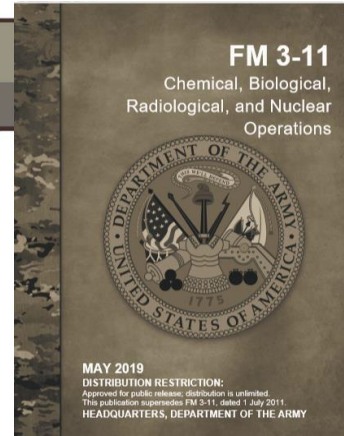
CBRN staffs and units are organized into scalable, tailorable, and multifunctional formations that can best support joint and Army operations.

- CBRNE command
- Brigade
- Battalion
- Company
- CBRN staff
- Other organizations

Supporting Decisive Action

Large-scale combat operations within CBRN environments introduce levels of complexity, lethality, ambiguity, and hindrance not common in other operations. Through the planning process, decisions are made for weighing the CBRN functions of assess, protect, and mitigate to best support the tactical tasks.

- CBRN capabilities in offensive operations
- CBRN capabilities in defensive operations
- CBRN capabilities in stability operations
- CBRN contribution to defense support of civil authorities



FM 3-11 provides tactical-level commanders and staffs with overarching chemical doctrine for operations to assess, protect, and mitigate the entire range of CBRN threats and hazards, including support to countering weapons of mass destruction.

It serves as a foundation of knowledge and provides the professional language that guides how CBRN Soldiers perform tasks related to the Army's role—the employment of land power to support joint operations.

May 2019

<https://armypubs.army.mil/>

FM 3-12

CYBERSPACE AND ELECTRONIC WARFARE OPERATIONS

FM 3-12

CYBERSPACE
AND ELECTRONIC
WARFARE OPERATIONS

APRIL 2017

DISTRIBUTION RESTRICTION:
Approved for public release; distribution is unlimited.
HEADQUARTERS, DEPARTMENT OF THE ARMY
SUPERSEDES STATEMENT: This publication supersedes FM 3-12, dated 12 February 2014.

Definition of *cyberspace electromagnetic activities* --The process of planning, integrating, and synchronizing cyberspace and electronic warfare operations in support of unified land operations (ADP 3-0).

Definition of *electronic warfare* -- Military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy (JP 3-13.1).

Cyberspace and Electronic Warfare Operations Fundamentals

- Cyberspace domain
- Operations
- Missions and actions
 - DOD Information Network Operations
 - Defensive cyberspace operations
 - Offensive cyberspace operations
 - Cyberspace actions
- Electromagnetic spectrum
- Information environment
 - Physical dimension
 - Informational dimension
 - Cognitive dimension
- Cyberspace layers
 - Physical network layer
 - Logical network layer
 - Cyber-persona layer

Characteristics of Cyberspace

- Networked
- Socially enabling
- Technical
- Interdependent and interrelated
- Vulnerable

Risks in Cyberspace

- Operational risks
- Technical risks
- Policy risks
- Operations security risks

Electronic Warfare Operations

- Electromagnetic spectrum operations
- Electronic warfare
- Electronic attack
- Electronic protection
- Electronic warfare support
- Electromagnetic interference
- Electronic warfare reprogramming

Electronic Warfare Employment Considerations

- Ground-based electronic warfare considerations
- Airborne electronic warfare considerations
- Electronic attack considerations.
- Electronic protection considerations
- Electronic warfare reprogramming considerations

Spectrum Management

- Spectrum management operations functions
- Electronic warfare coordination
- Frequency interference resolution

Relationships with Cyberspace and the Electromagnetic Spectrum

- Interdependencies
- Information operations
- Intelligence
- Space operations
- Targeting

FM 3-12 provides tactics and procedures for the coordination and integration of Army cyberspace and electronic warfare operations to support unified land operations and joint operations. It explains Army cyberspace and electronic warfare operations fundamentals, terms, and definitions.

This publication provides overarching guidance to commanders and staffs on Army cyberspace and electronic warfare operations at all echelons.

April 2017

<https://armypubs.army.mil>

FM 3-13

INFORMATION OPERATIONS

FM 3-13
INFORMATION
OPERATIONS

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
- Information operations enabling activities
- Information operations and strategic communication
- Decisive action
- Stability operations

Roles, Responsibilities, Relationships, and Organizations

- The commander
- The staff
- The information operations 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
- Information operations 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 information operations assessment
- Information operations assessment considerations

Brigade and Below Information Operations

- Presence, profile, and posture
- Soldier and leader engagements
- Leveraging other information-related capabilities

DECEMBER 2016
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HEADQUARTERS, DEPARTMENT OF THE ARMY
SUPERSEDED STATEMENT: This publication supersedes FM 3-13, 25 JAN 2013.

FM 3-13 serves as the Army's foundational doctrine for information operations. It 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. It provides overarching guidance to effectively integrate information operations into the operations process in order to create decisive effects in the information environment.

FM 3-13.4

ARMY SUPPORT TO MILITARY DECEPTION

Fundamentals

- Overview of Army military deception planning
- Functions of military deception categories of deception
- Key terms of military deception
- Principles of deception
- Types of military deception
- Tactics
- Techniques
- Deception maxims
- Deception means
- Information quality
- Roles and responsibilities

Planning

- Preplanning
- The Army tactical deception planning process
- Deception plan approval
- Intelligence support to deception planning
- Legal considerations
- Operations security and deception
- Military deception as an information-related capability
- Integration with other information-related capabilities
- Coordination requirements
- Risk assessment

Preparation And Execution

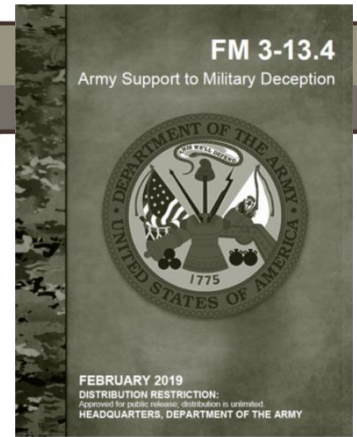
- Preparation
- Execution
- Managing the execution of the deception plan
- Terminating military deception operations

Assessment

- Assessment responsibilities
- Assessment plan
- Measures of effectiveness and measures of performance development

Counter-Deception, Input to Plans and Orders

Deception Evaluation Checklist



FM 3-13.4 provides techniques to assist planners in planning, coordinating, executing, synchronizing, and assessing military deception (MILDEC).

The means and techniques may evolve while the principles and fundamentals of deception planning remain constant.

This publication is for Army commanders, staffs, and all leaders. Army trainers and educators use this publication as a guide for teaching MILDEC.

FM 3-14

ARMY SPACE OPERATIONS

Unified land operations and space capabilities are indivisible. A typical Army Brigade Combat Team has over 2,500 positioning, navigation, and timing (PNT)-enabled devices and over 250 satellite communications (SATCOM)-enabled devices used to conduct precision fires, movement, maneuver, communications, protection, command and control, and other mission requirements. The Army depends on space capabilities and space-enabled connectivity to enable and enhance land warfare. Soldiers conducting space operations and space-enabled operations come from space operations, signal, cyber, electronic warfare, intelligence, and other military operations specialties.

Army space operations evolve around the ten joint space capabilities—

- Space Situational Awareness—involves characterizing space capabilities
- Space Control—actions to support freedom of actions in space—consist of:
 - Defensive (DSC), Offensive (OSC), and Navigation warfare (NAVWAR)
- Space-based Intelligence, surveillance, and reconnaissance
- PNT
- SATCOM
- Satellite operations
- Missile Warning
- Environmental monitoring
- Nuclear detonation detection
- Spacelift

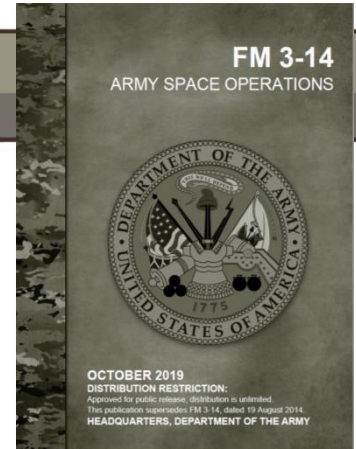
Army space-enabled operations are combined, derived, or second order tasks and actions enabled by space capabilities. These include joint friendly force tracking (FFT), network transport of Department of Defense information network, commercial imagery, National Reconnaissance Office overhead systems, Army tactical exploitation of national capabilities (TENCAP) program, National-to-Theater program interfaces, geospatial intelligence, integrated broadcast service, and common interactive broadcast.

EMS-dependent operations are characterized by their persistent nature. Space capabilities must always be available for U.S. forces even as they are being challenged by an enemy or adversary—they never redeploy or reset. In space operations, the joint phases of battle are compressed, overlap, often indistinguishable from each other, and rarely aligned with the stated phase of a battle.

Denied, degraded, and disrupted space operational environment (D3SOE) is a composite of those conditions and influences in which space-enabled capabilities have been impaired by hostile threats or non-hostile means. D3SOE is the Army space operations portion of the larger contested electromagnetic environment. D3SOE is the result of a threat actor implementing A2 and AD strategies against U.S. forces. Army space operations must stay agile in response to threat actor efforts to place U.S. forces into a D3SOE. Maneuver in the space domain puts U.S. forces in a position of relative advantage over the enemy and helps counter the effects of a D3SOE. While the Army is capable of completing its assigned mission in a D3SOE, it is more agile and efficient when using space capabilities to their fullest ability.

Planning space operations requires coordination with all staff agencies and integrating space capabilities into all planning activities and processes. A space planner is the subject matter expert on space capabilities who ensures all COA's have integrated space capabilities and effects to the fullest extent. Possible impacts to mission should be taken into account during all phases of planning cycles. Space planners develop Appendix 18—Space Operations to Annex C of the base order.

- An Army Space Support Element (SSE) primary mission is planning and they are part of the staff of every Army, Corps, and Division headquarters.
- Army Space Support Teams (ARSST) are space capabilities experts who deploy to provide support to SSEs, brigades, and Marine Expeditionary Forces.



FM 3-14 provides guidance on the use and applicability of space capabilities. Space operations are inherently joint and Army space forces operate in joint, Inter-organizational, and multinational environments. Army space operations provide Army and joint forces with global combat advantage using highly technical capabilities to create multiple dilemmas for threat actors on the battlefield. Space capabilities enable the Army to navigate, communicate, target the enemy, and protect the forces.

FM 3-16

THE ARMY IN MULTINATIONAL OPERATIONS

FM 3-16
THE ARMY IN
MULTINATIONAL
OPERATIONS

Fundamentals of Multinational Operations

- 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

- 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

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HEADQUARTERS, DEPARTMENT OF THE ARMY

FM 3-16 provides doctrinal guidance on the organization and capabilities of the Army in a multinational environment. It outlines the necessary requirements for planning, preparing, and executing during multinational operations.

It provides an overview of the Army role within a larger framework (unified action) and its focus on maximum flexibility through a philosophy of mission command.

FM 3-16 recognizes multinational operations are conducted by forces of two or more nations, usually undertaken in the structure of a coalition or alliance and provides the user the necessary information to inquire for more information (ask the right questions) for mission success.

April 2014

<https://armypubs.army.mil>

FM 3-18

SPECIAL FORCES OPERATIONS

FM 3-18
SPECIAL FORCES
OPERATIONS

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

MAY 2014

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HEADQUARTERS, DEPARTMENT OF THE ARMY

FM 3-18 is the principal manual for special forces doctrine. It describes special forces roles, missions, capabilities, organization, mission command, employment, and sustainment operations across the range of military operations.

Special forces provides the United States with a small-footprint option for influencing unfriendly regimes, addressing insurgencies, and containing conflicts that could destabilize U.S. allies and partners.

FM 3-22

ARMY SUPPORT TO SECURITY COOPERATION

FM 3-22

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.

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FM 3-22 provides doctrine for Army support to DOD security cooperation. It explains how Army forces conduct security cooperation, from theater army through brigade levels.

It focuses on security cooperation assessment, planning, preparation, and execution.

It provides the doctrinal guidance and direction for how the Army trains, advises, assists, equips, and assesses foreign security forces.

January 2013

<https://armypubs.army.mil>

FM 3-24

INSURGENCIES AND COUNTERING INSURGENCIES

FM 3-24
MCWP 3-33.5
 INSURGENCIES AND
 COUNTERING
 INSURGENCIES

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 HEADQUARTERS, DEPARTMENT OF THE ARMY

Strategic and Operational Context

- Understanding the strategic context
 - U.S. strategy and policy
 - Land forces and range of military operations
 - Legitimacy and control
 - Understanding unified action
 - Strategic principles
- Understanding an operational environment
 - Demographic and urbanization trends
 - The operational variables
 - The mission variables and civil considerations
- Culture
 - Understanding culture
 - Assessing a cultural situation
 - Organizing to understand culture

Insurgencies

- Insurgency prerequisites and fundamentals
 - Intrastate war
 - Insurgency prerequisites
 - Insurgency fundamentals
 - Other analytical frameworks
- Insurgency threat characteristics
 - Disposition and activities
 - Support activities
 - Associated threats

Counterinsurgencies

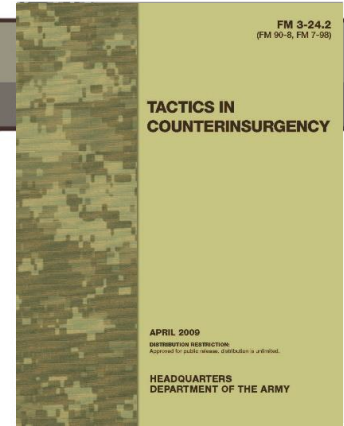
- Mission command and command and control
- Planning
- Intelligence
- Direct approaches
- Indirect methods
- Working with host-nation forces
- Assessments
- Legal considerations

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 3-24.2

TACTICS IN COUNTERINSURGENCY



Operational Environment of Counterinsurgency

- Operational and mission variables
- Analysis of civil considerations using ASCOPE
- Effects
- Cultural competence and situational awareness

Foundations of Insurgency

- Elements
- Dynamics
- Strategies
- Tactics
- Strengths and vulnerabilities

Foundations of Counterinsurgency

- Historical theories
- Tactical considerations
- Clear-hold-build operations
- Other major COIN tactical operations
- Phases

Comprehensive Tactical Planning in COIN

- Tactical design
- MDMP and TLP
- Targeting insurgents

Offensive Considerations in COIN

- Civil security and control
- Other lines of effort

Defensive Considerations in COIN

- Civil security and control
- Other lines of effort

Stability Considerations in COIN

Support to Host Nation Security Forces

- Benefits, challenges, and goals
- The framework

IPB in COIN

Readings for COIN Tactical leaders in a Time-Constrained Environment

FM 3-24.2 establishes doctrine for tactical counterinsurgency (COIN) operations at the company, battalion, and brigade levels. It is based on lessons learned from historic counterinsurgencies and current operations. This manual combines historic approaches to COIN with the realities of today's operational environment—an environment modified by a population explosion, urbanization, globalization, technology, the spread of religious fundamentalism, resource demand, climate change and natural disasters, and proliferation of weapons of mass destruction.

The data contained on this page is approved for public release.

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 Sea Domain – Sea-based X-band radar and Aegis BMD naval vessels.
- 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 is defense against ballistic missile threats that cross one or more geographic combatant commander boundaries and requires synchronization among the affected combatant commanders.

GBMD consists of any defensive measure designed to destroy, nullify, or reduce the effectiveness of an enemy ballistic missile attack.

The data contained on this page is approved for public release.

March 2014

<https://armypubs.army.mil>

FM 3-34

ENGINEER OPERATIONS

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 (U.S. Army Corps of Engineers (USACE), Army military engineer units, and Army commands)
- USAES synchronizes resources for the fielded force and develops engineer capabilities for the future force.
- Engineer force tailoring with the right units for specific mission sets.
- USACE primary responsibility for Emergency Support Function #3 assistance to Department of Homeland Security and to other U.S. government agencies.

Engineer Support during Shape, Prevent, Large-Scale Combat Operations, and the Consolidation of Gains

- Engineer capabilities and missions are integrated 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 includes 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 large-scale combat operations:
 - 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 chemical, biological, nuclear, and radiological 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 and laterally across staffs and warfighting functions)
 - 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)

Engineer Echelon Perspectives and Sustainment Considerations

- Unique perspectives of USACE, two theater engineer commands, engineer brigades, baseline engineer units, and engineer specialty units.
- Field force engineering capabilities that support the three engineer disciplines through reachback and forward presence.
- 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).

FM 3-34
Engineer
Operations



MONTH 2020
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This publication supersedes FM 3-34, dated 2 April 2014, and
ATP 3-34.23, dated 10 June 2015.
HEADQUARTERS, DEPARTMENT OF THE ARMY

FM 3-34 provides a common framework and language for engineer support to operations and constitutes the doctrinal foundation for developing other fundamentals and tactics, techniques, and procedures detailed in subordinate engineer doctrine manuals.

It presents the overarching doctrinal guidance and direction for conducting engineer activities by echelon during shape, prevent, LSCO, and consolidation of gains.

Since it follows the FM 3-0 construct of describing operations at echelons above the brigade combat team, this FM subsumes ATP 3-34.23, *Engineer Operations, Echelon Above Brigade Combat Team*.

TBD

<https://armypubs.army.mil>

FM 3-39

MILITARY POLICE OPERATIONS

Military Police Support to Army Operations

Military police provide the Army with professional policing, investigations, corrections, and security and mobility support in order to enable maneuver and protection, preserve the force, and promote the rule of law.

Military Police Core Competencies

Soldiering	Corrections
Policing	Investigations

Military Police Disciplines

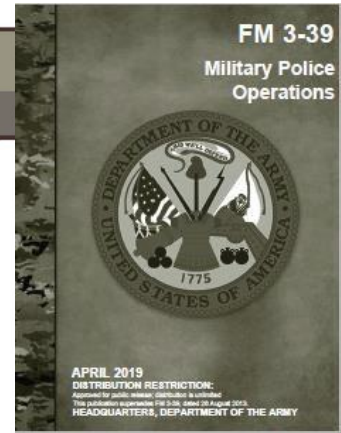
Military police disciplines are interdependent areas of expertise within the Military Police Corps that are grouped together to provide an organizational framework of military police technical capabilities and tactical tasks.

- **Police operations** are the primary discipline of military police shaping the actions and perspective of military police Soldiers and leaders in the conduct and execution of the other disciplines. Police operations encompass the associated law enforcement activities to control and protect populations and resources to facilitate the existence of a lawful and orderly environment.
- **Detention operations** are conducted by military police to shelter, sustain, guard, protect, and account for populations (detainees or U.S. military prisoners) as a result of military or civil conflict or to facilitate criminal prosecution.
- **Security and mobility support** is a military police discipline conducted to protect the force and noncombatants and to preserve the commander's freedom of action. Military police units expedite the secure movement of theater resources to ensure commanders receive the forces, supplies, and equipment needed to support the operational plan and changing tactical situations. Throughout all aspects of the security and mobility support discipline, military police units conduct proactive measures to detect, deter, and defeat threat forces operating within an area of operations.

Note. Police intelligence operations is a continuous military police task, integrated within all military police operations. Police intelligence operations is the application of systems, technologies, and processes that analyze applicable data and information necessary for situational understanding and focusing policing activities to achieve social order.

Military Police Principles

Prevention	Legitimacy
Public support	Transparency
Restraint	Assessment



FM 3-39 provides a doctrinal approach for how military police organize for purpose and provide technical capabilities that enhance the Army ability to control terrain, protect populations, defeat enemy forces, and consolidate gains.

April 2019

<https://armypubs.army.mil/>

FM 3-50

ARMY PERSONNEL RECOVERY

FM 3-50
ARMY PERSONNEL
RECOVERY

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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.

FM 3-50 defines personnel recovery as the military efforts taken to prepare for and execute the recovery and reintegration of isolated personnel.

It describes personnel recovery elements, organizations, planning, and responsibilities across the personnel recovery focal groups. It also provides considerations for major combat, stability, and defense support of civil authorities operations.

Army leaders have a moral and legal responsibility to train, educate, coordinate, recover, and reintegrate Army personnel who are isolated in an operational environment. It is a principle described in the Warrior Ethos, Army Civilian Corps Creed, and Executive Order 10631.

September 2014
<https://armypubs.army.mil>

FM 3-52

AIRSPACE CONTROL

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

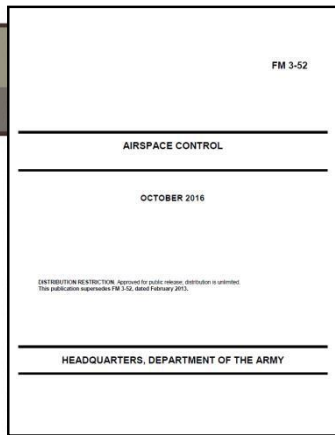
- Point reference systems
- Area reference systems
- Altitude measuring systems

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)



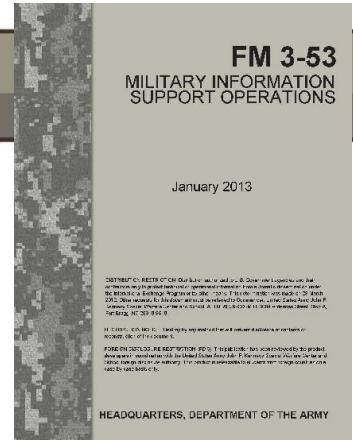
FM 3-52 provides tactical guidance to execute airspace control. Using the Army air-ground system and the operations process, the manual addresses roles and responsibilities, by echelon, between Army and air support agencies of other Services in the planning, preparation, execution, and assessment of airspace use.

October 2016

<https://armypubs.army.mil>

FM 3-53

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

FM 3-53 introduces military information support operations as the function formerly known as psychological operations.

It describes three distinct missions, the core tasks psychological operations Soldiers perform to execute the military information support operations function, and the capability the function provides commanders.

Military information support operations are planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, and objective reasoning. The ultimate goal is to change the behavior of foreign governments, organizations, groups, and individuals.

The data contained on this page is approved for public release.

January 2013

<https://armypubs.army.mil>

FM 3-55

INFORMATION COLLECTION

FM 3-55
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

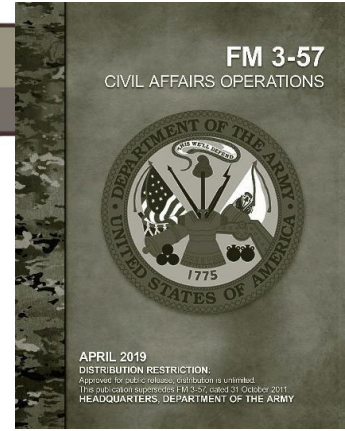
Information Collection Annex to the Operation Order

MAY 2013
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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.

FM 3-57

CIVIL AFFAIRS OPERATIONS



Role

The role of civil affairs is to engage and influence unified action partners and indigenous population and institutions; establish and conduct military government operations; and provide civil considerations expertise through the planning and execution of civil affairs operations and enable civil-military operations.

Core Competencies and Functions

The three civil affairs core competencies nested within civil affairs operations describe the comprehensive, or overarching capabilities that the civil affairs branch provides. Civil affairs functions are structured under each core competency, organizing tasks and systems (people, organizations, information, and processes) into executable capabilities that frame the mission and purpose of the assigned civil affairs force to achieve desired effects.

- **Civil Affairs Activities**
 - Civil reconnaissance
 - Civil engagement
 - Civil information management
 - Civil-military operations center
 - Civil affairs operations staff support
- **Military Government Operations**
 - Transitional military authority
 - Support to civil administration
- **Civil Affairs Supported Activities**
 - Foreign assistance
 - Foreign humanitarian assistance
 - Populace and resources control
 - Civil-military engagement

Planning

- Support for Army operations
- Civil affairs operations staff support
- Civil considerations
- Civil affairs products
- Civil affairs tactical mission tasks
- Civil Affairs methodology
- MDMP inputs and outputs
- Joint planning
- Staff integration
- Rules of allocation

Support to Unified Land Operations

- Strategic implications
- Shape
- Prevent
- Large-scale combat operations
- Consolidate gains
- Decisive action
- Homeland defense
- Civil-military operations
- Interagency coordination
- Information operations
- Joint civil-military operations task force
- Unconventional warfare
- Foreign internal defense
- Counterinsurgency
- Direct action
- Special reconnaissance
- Counterterrorism
- Civil-military engagement
- Military information support operations
- Countering weapons of mass destruction

FM 3-57 provides Army commanders with the information necessary for the integration of civil affairs capabilities to enable situational understanding and address civil factors that influence achievement of military objectives in support of unified land operations.

Outputs of the civil information collection plan are integrated with outputs of the intelligence collection plan in order to enable situational understanding, targeting, mitigation of civil interference, freedom of maneuver, restoration of essential services, and stability.

This enhances commanders' abilities to shape the OE, prevent future conflict, maintain the operating tempo, preserve combat power and consolidate gains.

April 2019

<https://armypubs.army.mil>

FM 3-61

PUBLIC AFFAIRS OPERATIONS

FM 3-61
PUBLIC AFFAIRS
OPERATIONS

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

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HEADQUARTERS, DEPARTMENT OF THE ARMY

FM 3-61 provides tactics and procedures to help public affairs (PA) professionals successfully accomplish the command information, public information, and community engagement PA functions. It aligns with current and emerging Army and DOD PA policy and doctrine, and PA force structure and materiel requirements.

FM 3-61 focuses on public affairs as a command responsibility and describes public affairs roles, missions, capabilities, and organizations in operational, home station, and garrison environments. It provides principles for public affairs employment and public affairs support to unified land operations.

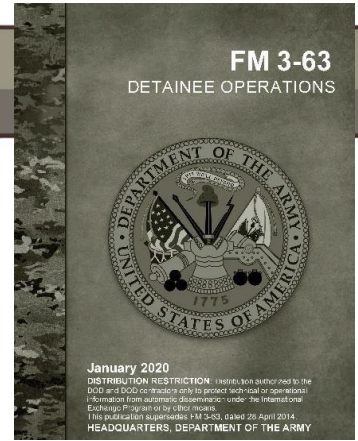
The Army strategic communication process supports the unified and specified combatant commands' current and future operational requirements.

April 2014

<https://armypubs.army.mil>

FM 3-63

DETAINEE OPERATIONS



Detainee Operations Support to Army Operations

Detainee operations involve the detainment of a population or group that poses some level of threat to military 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 (division or corps), or theater detention facility; until detainee transfer, release, repatriation, death or escape.

Principles

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

Categories

Detainee is a term used to refer to any person captured, detained, or otherwise under the control of Department of Defense personnel. (JP 3-63)

- Enemy Prisoner of War
- Retained Person
- Civilian Internee
- Detained person

Command and Staff Roles and Responsibilities

The Army is the DOD executive agent for detainee operations. Roles and responsibilities of each organization, agency, and corresponding primary positions of responsibility is essential to effective mission execution involving detainees.

- Combatant commander
- Commander Detainee Operations
- Commander's at echelon (theater, corps, division and brigade)
- Provost marshal
- Detention facility commander
- Medical
- Intelligence
- Legal
- Chaplain
- Engineer

Conduct Detainee Operations

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

FM 3-63 describes detention operations across the range of military operations. It depicts the doctrinal foundation, principles, and process required for leaders and Army professionals at all echelons who are tasked with planning, directing, and executing detainee operations.

FM 3-81

MANEUVER ENHANCEMENT BRIGADE

FM 3-81
MANEUVER
ENHANCEMENT BRIGADE

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
 - Civil affairs operations
 - Air and ground movement control
 - Clearance of fires
 - Protection, including personnel recovery, coordination of base camp and 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

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FM 3-81 provides the maneuver enhancement brigade (MEB) doctrine.

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.

FM 3-90-1

OFFENSE AND DEFENSE

FM 3-90-1
OFFENSE AND DEFENSE
VOLUME 1

MARCH 2013
DISTRIBUTION RESTRICTION:
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1's publication number is 1-540 dated 4 July 2011.
HEADQUARTERS, DEPARTMENT OF THE ARMY

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 3-90-1 provides guidance on the conduct of the offense and defense. It describes both combat-tested tactics and procedures that have been modified to exploit emerging Army and joint offensive and defensive capabilities.

FM 3-90-1 focuses on the organization of forces, minimum essential control measures, and general planning, preparation, and execution considerations for each primary offensive and defense tasks. It is the common reference for all students of the art and science of tactics, both in the field and the Army school system.

FM 3-90-2

Reconnaissance, Security, and Tactical Enabling Tasks

FM 3-90-2
 RECONNAISSANCE,
 SECURITY, AND TACTICAL
 ENABLING TASKS
 Volume 2

MARCH 2013
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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

FM 3-90-2 provides guidance on the conduct of reconnaissance, security, and other tactical enabling tasks. It describes combat-tested tactics and procedures modified to exploit emerging Army and joint offensive and defensive capabilities.

FM 3-90-2 focuses on the organization of forces, minimum essential control measures, and general planning, preparation, and execution consideration for reconnaissance, security, troop movement, relief in place, passage of lines, and encirclement operations. It is the common reference for all students of the art and science of tactics.

March 2013
<https://armypubs.army.mil>

FM 3-94

THEATER ARMY, CORPS, AND DIVISION OPERATIONS

FM 3-94
THEATER ARMY, CORPS,
AND DIVISION
OPERATIONS

APRIL 2014
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HEADQUARTERS, DEPARTMENT OF THE ARMY

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

FM 3-94 explains the roles and functions of Army headquarters at echelons above brigade: theater army, corps, and division.

It describes the relationships between the echelons and discusses the critical transition from the tactical to the operational levels of war.

It describes how Army echelons above brigade headquarters exercise mission command over tactical operations, adapt to C2 joint force land operations, or transition to form a joint task force headquarters for. It discusses critical theater-level tasks such as setting the theater, theater ballistic missile defense, and Army support to multiple JOAs.

April 2014

<https://armypubs.army.mil>

FM 3-96

BRIGADE COMBAT TEAM

FM 3-96

(FM 3-90.6)

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.

OCTOBER 2015

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HEADQUARTERS, DEPARTMENT OF THE ARMY

FM 3-96 provides doctrine and describes relationships, organizational roles and functions, capabilities and limitations, and responsibilities within the BCT.

Tactics is the employment and ordered arrangement of forces in relation to each other. Tactics are discussed and intended to be used as a guide for the BCT during the conduct of decisive action across the range of military operations.

The principal audience for this FM are commanders, staffs, officers, and noncommissioned officers of brigade, battalions, and squadrons within the BCT.

October 2015

<https://armypubs.army.mil>

FM 3-98

RECONNAISSANCE AND SECURITY OPERATIONS

FM 3-98

Reconnaissance and Security
Operations

JULY 2015
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HEADQUARTERS, DEPARTMENT OF THE ARMY

Contributions

- 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

FM 3-98 provides the commanders and staffs of cavalry formations with doctrine relevant to the successful employment of reconnaissance and security assets and formations.

It explains how effective reconnaissance and security operations generate depth, allow commanders reaction time and maneuver space, fight for information, collect information through stealth, protect against surprise, ease the forward movement of follow-on forces, and provide commanders with flexibility and adaptability.

FM 3-98 is applicable across unified land operations and provides doctrinal guidance for all formations assigned to the ABCT, the IBCT, and SBCT.

July 2015

<https://armypubs.army.mil>

FM 3-99

AIRBORNE AND AIR ASSAULT OPERATIONS

FM 3-99
Airborne and Air
Assault Operations

MARCH 2015
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HEADQUARTERS, DEPARTMENT OF THE ARMY

Airborne and Air Assault Operations Key Constructs

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

Principal Audience

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

Airborne and Air Assault Forces Seize, Retain, and Exploit the Initiative by Conducting—

- Forcible entry operations
- Vertical envelopment

Focus of Airborne Operations

- Organization and employment
- Airborne assault planning
- Ground tactical plan
- Landing plan
- Air movement plan
- Marshalling plan

Focus of Air Assault Operations

- Organization and employment
- Air assault planning
- Ground tactical plan
- Landing plan
- Air movement plan
- 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

<https://armypubs.army.mil>

FM 4-0

SUSTAINMENT OPERATIONS

Sustainment Functions

- Logistics
- Financial management
- Personnel services
- Health service support

Principles of Sustainment

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

Army Sustainment Echelons

- Overview of strategic level support
- Army organizations and capabilities by echelon
- Overview of operational and tactical level support
- Command and support relationships
- Training for large-scale combat operations

Sustaining Operations to Shape

- Shaping activities and sustainment fundamentals
- Planning considerations
- Roles and responsibilities by echelon

Sustainment Operations to Prevent

- Sustainment fundamentals
- Refining plans and developing estimates
- Distribution network
- Execute flexible deterrent operations and flexible response options

Large-Scale Combat Operations Sustainment

- Threats to sustainment
- Planning considerations
- Tactical enabling tasks
- Troop movement
- Mobility
- Reconstruction operations

Sustaining Large-Scale Defensive Operations

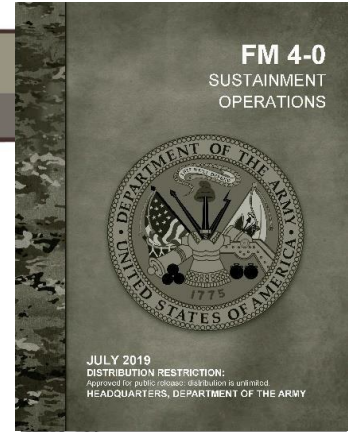
- Planning considerations
- Echelon above brigade sustainment
- Area defense
- Mobile defense
- Retrograde

Sustaining Large-Scale Offensive Operations

- Planning considerations
- Movement to contact
- Attack
- Exploitation
- Pursuit

Sustaining Operations to Consolidate Gains

- Sustainment fundamentals
- Planning considerations
- Sustainment of consolidation of gains tasks



FM 4-0 is the companion manual to FM 3-0 on Army operations, together with ADP 4-0 on sustainment, provides the foundation for how Army sustainment forces support and sustain large-scale combat operations.

FM 4-0 provides a doctrinal approach for our armies, at every echelon to address the challenges of sustaining operations across all four Army strategic roles – Shape Operational Environments, Prevent Conflict, Prevail in Large scale Ground Combat and Consolidate Gains.

The principal audience for FM 4-0 is all members of the profession of arms, as it includes critical planning considerations required to maintain an expeditionary Army.

31 July 2019

<https://armypubs.army.mil>

FM 4-01

ARMY TRANSPORTATION OPERATIONS

FM 4-01

 ARMY TRANSPORTATION
OPERATIONS

 APRIL 2014
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Providers

- **National Transportation Provider** – Defense Transportation System
- **Strategic Transportation Providers** – Air Mobility Command, Military Sealift Command, and Surface Deployment and Distribution Command
- **Operational Transportation Providers** – Port opening, containerization, port/terminal operations, movement control, intermodal operations, and air, water, rail, and motor
- **Tactical Transportation Providers** – freedom of action, prolonged endurance, overland transport

Principles

- **Integration** – makes the right transportation available to move the appropriate materiel using all resources available to operate in a joint, multinational, or multiagency environment
- **Anticipation** – understands, visualizes, describes, and directs transportation resources
- **Responsiveness** – provides a transportation system that is adaptable to changing situations and environments and capable of flexibility
- **Simplicity** – allows for clear understanding and execution at the lowest levels
- **Economy** – allows for effective use of transportation assets
- **Survivability** – allows for redundancy of capabilities to compensate for losses and allows the transportation system to continue to function
- **Continuity** – allows for keeping the support, infrastructure, and processes of the transportation system in place and flowing
- **Improvisation** – enables the ability to adapt to fulfill multiple transportation requirements

Tenets of Army Transportation Operations

- Centralized control and decentralized execution
- Forward support
- In-transit visibility (to include visibility of transportation assets)
- Regulated movements
- Interoperability
- Fluid and flexible movements
- Effective use of assets and carrying capacity

Transportation Functions

- **Mode operations** – Surface (motor, water, and rail) and air (fixed and rotary wing)
- **Intermodal operations** – transporting cargo to and from different nodes using multiple modes
- **Movement control** – allocating transportation assets and regulating movements based on command priorities
- **Theater distribution** – coordinating and synchronizing joint force requirements from point of origin to point of employment
- **In-transit visibility** – tracking the identity, status, and location of cargo and passengers from origin to destination
- **Enabling strategic reach** – supporting force projection, sustaining the operational Army, and meeting operational needs
- **Enabling operational reach** – theater opening, RSOI, distribution, redeployment, and theater closing

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.

April 2014

<https://armypubs.army.mil>

FM 4-02

ARMY HEALTH SYSTEM

FM 4-02
ARMY HEALTH SYSTEM

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)

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FM 4-02 provides doctrine for the Army Health System (AHS) in support of the modular force. The AHS is the overarching concept of support for providing timely AHS support to the tactical commander. It discusses the current AHS force structure modernized under the Department of the Army-approved medical reengineering initiative and the modular medical force that is designed to support the brigade combat teams and echelons above brigade units.

FM 4-30

ORDNANCE OPERATIONS

FM 4-30
ORDNANCE OPERATIONS

The Ordnance Corps

- o The ordnance corps mission
- o Ordnance functions
- o Ordnance corps and the sustainment warfighting function

Munitions Operations

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

Explosive Ordnance Disposal Operations

- o Explosive ordnance disposal mission
- o Explosive ordnance disposal organization
- o Brigade-level explosive ordnance disposal organizations
- o Joint operational phasing construct

Maintenance Operations

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

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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.

April 2014

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FM 4-40

QUARTERMASTER OPERATIONS

FM 4-40
QUARTERMASTER
OPERATIONS

OCTOBER 2013
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Quartermaster Operations

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

Supply Operations

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

Field Service Operations

- o Aerial delivery
- o Airland
- o Airdrop
- o Sling load
- o Food services
- o Shower and laundry
- o Mortuary affairs
- o Water purification
- o 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
<https://armypubs.army.mil>

FM 6-0

Commander and Staff Organization and Operations

Types of Command Posts

- o Main command post
- o Tactical command post
- o Command group
- o Early entry command post

Functional and Integrating Cells

- o Plans cell
- o Current operations integrating cell
- o Future operations

Planning Horizons

- o Long range
- o Mid range
- o Short range

Primary Staff Responsibilities

- o Support the commander
- o Assist subordinate commanders, staffs, and units
- o Inform units and organizations outside the headquarters

Types of Staff Officer

- o Coordinating
- o Special
- o Personal

Knowledge Management Components

- o People
- o Processes
- o Tools
- o Organization

Information Management Tasks

- o Collect
- o Store
- o Display
- o Disseminate
- o Protect

Types of Problems

- o Well structured
- o Medium structured
- o Ill-structured

Problem-Solving Process

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

Types of Military Briefings

- o Information
- o Decision
- o Mission
- o Staff

Types of Running Estimates

- o Facts
- o Assumptions
- o Friendly force status
- o Enemy activities and capabilities
- o Civil considerations
- o Conclusions and recommendations

Steps of the Military Decisionmaking Process

- o Receipt of mission
- o Mission analysis
- o COA development
- o COA analysis (war game)
- o COA comparison
- o COA approval
- o Orders production, dissemination and transition

Steps of Troop Leading Procedures

- o Receive the mission
- o Issue a warning order
- o Make a tentative plan
- o Initiate movement
- o Conduct reconnaissance
- o Complete the plan
- o Issue the order
- o Supervise and refine

Military Deception Principles

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

Rehearsals methods

- o Backbrief
- o Combined arms rehearsal
- o Support rehearsal
- o Battle drill or SOP rehearsal

Rehearsal Types

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

Liaison Activities

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

Rapid Decision-Making And Synchronization Process

- o Compare the current situation to the order
- o Determine that a decision, and what type is needed
- o Develop a course of actions
- o Refine and validate the course of actions
- o Implement

Assessment Activities

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

Assessment Planning Steps

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

Types of After Action Reviews

- o Informal
- o Formal

Army Command Relationships

- o Organic
- o Assigned
- o Attached
- o Operational control
- o Tactical control

Army Support Relationships

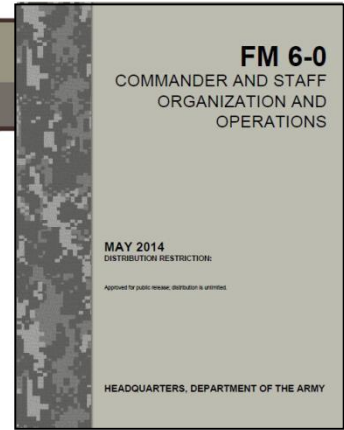
- o Direct support
- o General support
- o Reinforcing
- o General support-reinforcing

Types of Plans

- o Campaign plan
- o Operation plan
- o Supporting plan
- o Concept plan
- o Branch
- o Sequel

Types of Orders

- o Operation order
- o Fragmentary order
- o 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 may also provide examples of products more suitable to specific situations.

May 2014

<https://armypubs.army.mil>

FM 6-02

SIGNAL SUPPORT TO OPERATIONS

Signal Support to Operations

- The operational environment and threat
- Support to command and control
- Support to warfighting functions
- Signal role in cyberspace operations

Fundamental Principles of Signal Support

- Operational focus
- Interoperability
- Agility
- Trusted systems
- Shared networks
- Network situational awareness

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 (COMSEC)

Signal Support by Army Echelon

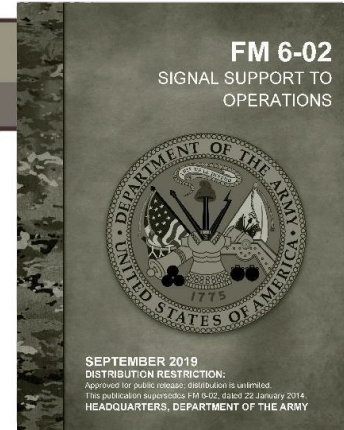
- Units with organic signal assets
 - Corps
 - Division
 - Brigade
- Units without signal assets
 - Echelons above corps
 - Functional brigades
 - Types of units leveraged for support
- Signal enabling command and staffs
- Requesting signal support

Secure Network Supporting Operations

- Joint network
- Army network
 - Department of Defense information network operations in Army networks
 - Network transport and information services
 - Threat activities in cyberspace

Signal Planning

- Military decision-making process
- Primary, alternate, contingency, and emergency communications planning
- Annex H (Signal) to an operation plan or order



FM 6-02 describes signal support to large-scale combat operations against a peer threat.

Signal units and elements provide the secure network that enables command and control and integrates the other warfighting functions.

FM 6-05 Conventional Forces and Special Operations Forces Integration, Interoperability, and Interdependence

This publication establishes tactics, techniques, and procedures and aids CF and SOF commanders and staffs. It emphasizes informing CF on the unique capabilities and characteristics of SOF to ensure effective integration and interoperability, where required.

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

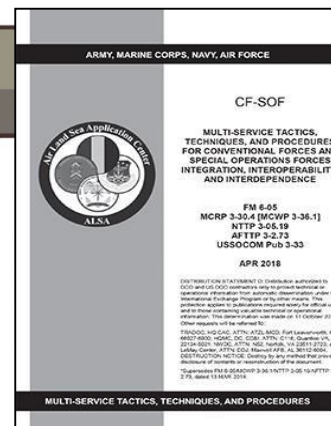
- Joint forces
- Commanders
- Staffs

Conventional Forces and Special Operations Forces Overview

- Provides the ground work for successful integration, interoperability, and interdependence between CF and SOF.
- Enhances understanding of the command and support relationship and details common types of command authority.
- Provides CF and SOF with mission planning guidelines across the full range of military operations and discusses some important planning and execution considerations specific to CF and SOF operations.
- Provides a review of differences in CF and SOF effects capabilities and ways to streamline the fires process to engage targets 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.
- 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 and Reports

- 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
- Amphibious Ready Group (ARG)/Marine Expeditionary Unit (MEU) SOF capabilities



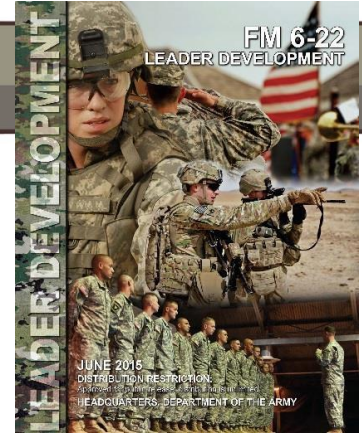
This multi-Service tactics, techniques, and procedures (MTTP) publication provides joint force operational and tactical commanders and staffs with planning guidance concerning missions, requirements, and capabilities of conventional forces and special operations forces and tactics, techniques, and procedures to effectively integrate operations across the range of military operations.

April 2018

<https://armypubs.army.mil>

FM 6-22

LEADER DEVELOPMENT



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.

FM 6-22 provides a doctrinal framework for all military and Army Civilian leaders covering methods to develop other leaders, improve their organizations, build teams, and develop themselves.

Leader development for all Army leaders occurs to enhance use of attributes and improve leadership competencies, providing expert leaders and cohesive teams.

FM 6-27

The Commander's Handbook on the Law of Land Warfare

Basic Principles of the Law of Armed Conflict

- International law
- Purposes
- Application
- Principles
- Classes of persons
- Sources
- Protecting powers and humanitarian organizations
- End of hostilities and LOAC rules
- Human rights law
- Training

Conduct of Hostilities

- Practical guidance for adhering to LOAC
- Distinction between means and methods of warfare
- Protection of civilians
- Civilians taking a direct part in hostilities
- Targeting and military objectives
- Combatants
- Proportionality in conducting attacks
- Lawfulness of certain methods of waging warfare
- Treatment of enemy property

Prisoners of War and Other Detainees

- Basic protections and humane treatment
- GPW and POW protections
- Persons entitled to POW status
- Other persons to be given POW treatment
- Commencement and duration of status
- Retained personnel
- Persons not entitled POW status
- Internment in POW camps
- Transfer of POWs

The Wounded and Sick

- Basic principles
- Protection and care
- Medical units, facilities, personnel, and ground transports
- Medical care provided by impartial humanitarian organizations

Civilians

- Protection
- General provisions
- Aliens
- Internees

Occupation

- Practical guidance
- Humane treatment and other basic protections
- Protection of the population
- Relief societies and protected persons
- Treatment of enemy property
- Services of inhabitants and officials
- Public finance
- Obedience, security measures, and penal legislation and procedure

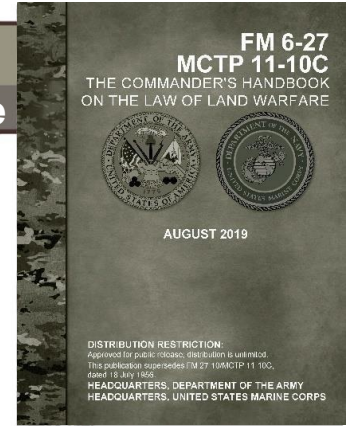
Non-Hostile Relations Between Belligerents

- Practical guidance for commanders
- Communication between belligerents
- Parlementaires
- Special agreements
- Armistice
- Capitulations

War Crimes and Enforcement of LOAC

- Practical guidance
- Violations
- Prosecution
- Remedies for violation

Major Law of Armed Conflict Treaties and Their Status



FM 6-27 provides guidance on the doctrine and practice related to customary and treaty law applicable to the conduct of warfare on land and to relationships between opposing belligerents, in order to train and prepare for combat operations. Commanders, staffs, and subordinates must ensure that their decisions and actions comply with applicable U.S., international, and in some cases host-nation laws and regulations. Commanders at all levels will ensure that their Soldiers or Marines operate in accordance with the law of armed conflict (LOAC) and applicable rules of engagement.

FM 6-99

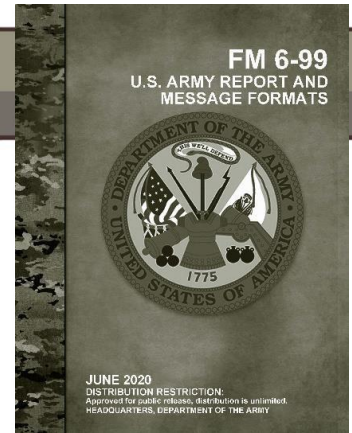
U.S. ARMY REPORT AND MESSAGE FORMATS

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 6-99 provides a standardized, readily available reference for Army forces to extract common voice reports and message templates. This manual is a collection of reports used by units of all sizes and forms the basis of Army voice information exchange in a degraded network environment. FM 6-99 facilitates a common understanding of voice reporting and communicating throughout U.S. Army elements and is the keystone manual for voice report and message formats.

June 2020

<https://armypubs.army.mil>

FM 7-0

TRAIN TO WIN IN A COMPLEX WORLD

Training Fundamentals

- Training proficiency ratings (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
- Multiechelon training
- The Army Training Management System (ATMS)
- Publishing command training guidance (CTG)
- Synchronizing installation training resources
- Commanders' dialogues

Unit Training Plan

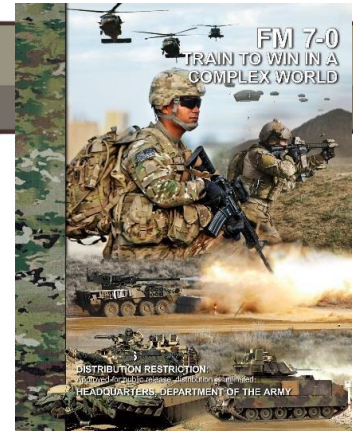
- Attain and maintain training readiness
- The Army Operations Process as the Army's training framework
- Conduct Mission analysis
- Develop courses of action (COA)
- Determine time management cycles
- Determine the events to train
- Develop training objectives
- Use a crawl-walk-run methodology
- Consider 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)

Appendices:

- Realistic training
- Training and evaluation outlines (T&EO)
- Company training meetings
- After action reviews (AAR)
- Lane training
- Unit training plan (UTP)
- All training briefings
- T-week concept
- Organization inspection program for training



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 7-0 and ADRP 7-0.

Additionally, FM 7-0 is supported with the Web-based training resources found on the Army Training Network (ATN).

FM 7-22

ARMY PHYSICAL READINESS TRAINING

FM 7-22
ARMY PHYSICAL
READINESS TRAINING

OCTOBER 2012
DISTRIBUTION RESTRICTION:
Approved for public release; distribution is unlimited.
HEADQUARTERS, DEPARTMENT OF THE ARMY

Components of Physical Readiness Training

- Strength
 - Muscular strength
 - Muscular endurance
- Endurance
 - Anaerobic endurance
 - Aerobic endurance
- Mobility
 - Agility
 - Balance
 - Coordination
 - Flexibility
 - Posture
 - Stability
 - Speed
 - Power

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

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

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.

October 2012

<https://armypubs.army.mil>

FM 7-100.1

OPPOSING FORCE OPERATIONS

Strategic Framework

- National Security Strategy
- Strategic campaign
- Special operations
- Principles of operations versus an extra-regional power
- OPFOR military and operational art
- Paramilitary and irregular forces
- Systems warfare

Command and Control

- Concept
- Principles
- Structures
- Process
- Command posts
- Command and control systems

Offensive Operations

- Strategic context
- Purpose of the offense
- Planning offensive operations
- Preparing for the offense
- Executing the offense
- Types of offensive action

Defensive Operations

- Strategic context
- Purpose of the defense
- Planning defensive operations
- Preparing for the defense
- Executing the defense
- Integrated and decentralized defenses
- Types of defensive action

Information Warfare

- Concepts
- Elements
- Tools and targets
- Levels

Reconnaissance

- Mission and concept
- Strategic assets
- Operational assets

Fire Support

- Concepts
- Fire support planning
- Targeting
- Methods of fire
- Maneuver operations

Aviation

- Organization
- Command and control
- Capabilities
- Missions
- Principles of employment
- Degree of air dominance

Air Defense Support

- Goals
- Command and control
- Phases and assets
- Reconnaissance
- Missions and employment

Engineer Support

- Assets
- Command and control
- Missions
- Engineer reconnaissance
- Survivability
- Countermobility

NBC and Smoke Operations

- Preparedness
- Staff responsibility
- Chemical warfare
- Nuclear warfare
- Biological warfare
- NBC protection
- Smoke

Logistics

- Tailored logistics units
- Logistics missions
- Operational logistics concepts
- Command and control
- Materiel support
- Maintenance
- Transportation
- Personnel
- Medical support
- Support to combat operations
- Post-combat support

Airborne, Special-Purpose Forces, and Amphibious Operations



FM 7-100.1

Opposing Force
Operations

DECEMBER 2004

HEADQUARTERS, DEPARTMENT OF THE ARMY

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

FM 7-100.1 describes a contemporary opposing force (OPFOR) for training U.S. Army commanders, staffs, and units. Together, these manuals outline an OPFOR that can cover the entire spectrum of military and paramilitary capabilities against which the Army must train to ensure success in any future conflict. This OPFOR reflects the characteristics of military and paramilitary forces that may be present in the contemporary operational environment.

FM 90-3

DESERT OPERATIONS

The Environment and Its Effects on Personnel and Equipment

- The environment
- Environmental effects on personnel
- Environmental effects on equipment

Preparations for Desert Operations

- Factors to be considered for desert operations
- Individual training
- Unit training

Operations in Desert Conditions

- How the desert environment affects tactical operations
- Offensive operations
- Defensive operations

Combat Service Support

- Base development plan
- Theater support
- Corps support command
- Division support command
- Support operations
- Security of supply routes
- Supply
- Maintenance
- Personnel support
- Health services
- Naval and Air Force assistance
- Other combat service support issues

Desert Countries of the World

Employment of Aircraft in Desert Operations

Techniques for Operating Equipment in the Desert

Effects of the Environment on Nuclear, Biological, and Chemical Weapons

Desert Concealment and Camouflage

Operations in Mountains

Water Usage in Desert Operations

Fratricide Reduction

FM 90-3/FMFM 7-27

DESERT OPERATIONS

Headquarters
Department of the Army
US Marine Corps

Distribution Statement: Approved for Release by NSA on 05-08-2014 pursuant to E.O. 13526

FM 90-3 provides the doctrinal guidance for desert operations.

It is a key reference for commanders and staffs regarding how the desert affects personnel, equipment, and operations. It will assist them in planning and conducting combat operations in desert environments.

August 1993

<https://armypubs.army.mil>

FM 90-5

JUNGLE OPERATIONS

The Jungle Environment

- Climate and weather
- Terrain and vegetation

Life in the Jungle

- Jungle hazards
- Jungle survival

Preparation and Training to Deploy to Jungle Areas

- Factors to be considered when preparing for jungle operations
- Training tips

The Threat in Jungle Areas

- Guerrilla forces
- Conventional forces
- Potential enemies in three jungle regions
- Weapons used by potential jungle enemies

Tactical Operations

- Reconnaissance, surveillance, and security operations
- Offensive operations
- Defensive operations
- Retrograde
- Other combat operations

Helicopter, Armor, Mechanized Infantry, and Combat Support Operations

- Helicopters
- Armor operations in the jungle
- Mechanized infantry
- Combat support

Combat Service Support

- General
- Logistics

Navigation and Tracking

- Jungle navigation
- Tracking

Jungle Obstacles

- Characteristics and use of equipment
- Moving down hills and cliffs
- Moving by helicopter
- Moving across water obstacles

Waterborne Operations

- Preparing for operations
- Using jungle waterways

Fighting Positions and Shelters

- General
- Preparing positions and shelters

NBC Warfare in Jungle Areas

- Conditions created by NBC agents
- Actions taken to protect troops

Communication Techniques in a Jungle Environment

- Communicating in the jungle
- Avoiding enemy interference

Individual Soldier's Combat Load

- Preparing the load
- Carrying the load

Adjustment of Indirect Fire by Sound

- Techniques used to determine corrections
- Other considerations

Defensive Formation

- General
- Formations



FM 90-5 provides the doctrinal guidance for jungle operations.

It is a key reference for commanders and staffs regarding how the jungle affects personnel, equipment, and operations. It will assist them in planning and conducting combat operations in jungle environments.

Army Techniques Publications

The following is a list of ATPs published and available as of 30 April 2020.

Publication	Title	Date
ATP 1-0.1	<i>G-1/AG and S-1 Operations</i>	03/23/2015
ATP 1-0.2	<i>Theater-Level Human Resources Support</i>	01/24/2017
ATP 1-02.1	<i>Brevity - Multi-Service Tactics, Techniques, and Procedures for Multi-Service Brevity Codes</i>	06/20/2018
ATP 1-05.01	<i>Religious Support and the Operations Process</i>	07/31/2018
ATP 1-05.02	<i>Religious Support to Funerals and Memorial Events</i>	11/27/2018
ATP 1-05.03	<i>Religious Support and External Advisement</i>	01/31/2019
ATP 1-05.04	<i>Religious Support and Internal Advisement</i>	03/23/2017
ATP 1-05.05	<i>Religious Support and Casualty Care</i>	08/28/2019
ATP 1-06.1	<i>Field Ordering Officer (FOO) and Pay Agent (PA) Operations</i>	05/10/2013
ATP 1-06.2	<i>Commanders' Emergency Response Program</i>	05/22/2017
ATP 1-06.3	<i>Banking Operations</i>	01/23/2015
ATP 1-06.4	<i>Internal Controls</i>	05/12/2016
ATP 1-19	<i>Army Music</i>	02/13/2015
ATP 1-20	<i>Military History Operations</i>	06/09/2014
ATP 2-01	<i>Plan Requirements and Assess Collection</i>	08/19/2014
ATP 2-01.3	<i>Intelligence Preparation of the Battlefield</i>	03/01/2019
ATP 2-19.1	<i>(U) Echelons Above Corps Intelligence Organizations (S)</i>	12/17/2015
ATP 2-19.3	<i>Corps and Division Intelligence Techniques</i>	03/26/2015
ATP 2-19.4	<i>Brigade Combat Team Intelligence Techniques</i>	02/10/2015
ATP 2-22.2-1	<i>Counterintelligence Volume I: Investigations, Analysis and Production, and Technical Services and Support Activities (U)</i>	12/11/2015
ATP 2-22.2-2	<i>(U) Counter Intelligence Volume II: Operations and Collection Activities (S)</i>	12/22/2016
ATP 2-22.4	<i>Technical Intelligence</i>	11/04/2013
ATP 2-22.6	<i>(U) Signals Intelligence Techniques (TS)</i>	12/17/2015
ATP 2-22.6-2	<i>(U) Signals Intelligence Volume II: Reference Guide</i>	06/20/2017
ATP 2-22.7	<i>Geospatial Intelligence</i>	03/26/2015
ATP 2-22.8	<i>(U) Measurement and Signature Intelligence (S//NF)</i>	05/30/2014
ATP 2-22.9	<i>Open-Source Intelligence</i>	08/15/2019
ATP 2-22.9-2	<i>(U) Open-Source Intelligence Volume II (S)</i>	08/15/2019
ATP 2-22.31	<i>(U) Human Intelligence Military Source Operations Techniques (S//NF)</i>	04/17/2015
ATP 2-22.33	<i>(U) 2x Operations and Source Validation Techniques (S//NF)</i>	09/09/2016
ATP 2-22.82	<i>Biometrics-Enabled Intelligence (U)</i>	11/02/2015
ATP 2-22.85	<i>Multi-Service Tactics, Techniques and Procedures for Tactical Employment of Biometrics in Support of Operations</i>	04/30/2020
ATP 2-33.4	<i>Intelligence Analysis</i>	01/10/2020
ATP 2-91.7	<i>Intelligence Support to Defense Support of Civil Authorities</i>	06/29/2015
ATP 2-91.8	<i>Techniques for Document and Media Exploitation</i>	05/05/2015
ATP 2-91.9	<i>(U) Intelligence Operations in a Cyberspace Electromagnetic Activities Environment (TS)</i>	08/03/2017

Publication	Title	Date
ATP 3-01.4	<i>Multi-Service Tactics Techniques and Procedures for Joint Suppression of Enemy Air Defense (J-SEAD)</i>	12/15/2015
ATP 3-01.7	<i>Air Defense Artillery Brigade Techniques</i>	03/16/2016
ATP 3-01.8	<i>Techniques for Combined Arms for Air Defense</i>	07/29/2016
ATP 3-01.15	<i>Multi-Service Tactics, Techniques, and Procedures for Air and Missile Defense</i>	03/14/2019
ATP 3-01.16	<i>Air and Missile Defense Intelligence Preparation for the Battlefield (AMD IPB)</i>	03/31/2016
ATP 3-01.18	<i>Stinger Team Techniques</i>	08/23/2017
ATP 3-01.48	<i>Sentinel Techniques</i>	03/04/2016
ATP 3-01.50	<i>Air Defense and Airspace Management (ADAM) Cell Operation</i>	04/05/2013
ATP 3-01.60	<i>Counter-Rocket, Artillery, and Mortar Operations</i>	05/10/2013
ATP 3-01.64	<i>Avenger Battalion and Battery Techniques</i>	03/10/2016
ATP 3-01.81	<i>Counter-Unmanned Aircraft System Techniques</i>	04/13/2017
ATP 3-01.85	<i>Patriot Battalion Techniques</i>	01/31/2019
ATP 3-01.87	<i>Patriot Battery Techniques</i>	08/22/2018
ATP 3-01.91	<i>Terminal High Altitude Defense (THAAD) Techniques</i>	08/26/2013
ATP 3-01.94	<i>Us Army Air and Missile Defense Command Operations</i>	04/20/2016
ATP 3-04.1	<i>Aviation Tactical Employment</i>	05/07/2020
ATP 3-04.7	<i>Army Aviation Maintenance</i>	09/11/2017
ATP 3-04.13	<i>Aircraft Recovery Operations</i>	04/16/2018
ATP 3-04.17	<i>Techniques for Forward Arming and Refueling Points</i>	06/04/2018
ATP 3-04.18	<i>Multi-Service Tactics, Techniques, and Procedures for Air Operations in Maritime Surface Warfare</i>	02/15/2016
ATP 3-04.19	<i>Multi-Service Tactics, Techniques, and Procedures for Shipboard Helicopter and Tiltrotor Aircraft Operations</i>	03/01/2019
ATP 3-04.64	<i>Multi-Service Tactics, Techniques, and Procedures for the Tactical Employment of Unmanned Aircraft Systems</i>	01/22/2015
ATP 3-05.1	<i>Unconventional Warfare</i>	09/06/2013
ATP 3-05.2	<i>Foreign Internal Defense</i>	08/19/2015
ATP 3-05.11	<i>Special Operations Chemical, Biological, Radiological, and Nuclear Operations</i>	04/30/2014
ATP 3-05.20	<i>Special Operations Intelligence</i>	05/03/2013
ATP 3-05.40	<i>Special Operations Sustainment</i>	05/03/2013
ATP 3-05.60	<i>Special Operations Communications System</i>	11/30/2015
ATP 3-05.68	<i>Special Operations Noncombatant Evacuation Operations</i>	09/30/2014
ATP 3-05.71	<i>(U) Army Special Operations Forces Resistance and Escape (C)</i>	02/26/2014
ATP 3-06	<i>Urban Operations</i>	12/07/2017
ATP 3-06.1	<i>Multi-Service Tactics, Techniques, and Procedures for Aviation Urban Operations</i>	04/27/2016
ATP 3-07.5	<i>Stability Techniques</i>	08/31/2012
ATP 3-07.6	<i>Protection of Civilians</i>	10/29/2015
ATP 3-07.10	<i>Advising Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Security Forces</i>	11/13/2017
ATP 3-07.31	<i>Multi-Service Tactics, Techniques, and Procedures for Peace Operations</i>	05/02/2019
ATP 3-09.02	<i>Field Artillery Survey</i>	02/16/2016
ATP 3-09.12	<i>Field Artillery Target Acquisition</i>	07/24/2015

Publication	Title	Date
ATP 3-09.13	<i>The Battlefield Coordination Detachment</i>	07/24/2015
ATP 3-09.23	<i>Field Artillery Cannon Battalion</i>	09/24/2015
ATP 3-09.24	<i>Techniques for the Fire Brigade</i>	11/21/2012
ATP 3-09.30	<i>Observed Fires</i>	09/28/2017
ATP 3-09.32	<i>Multi-Service Tactics, Techniques, and Procedures for Joint Application of Firepower (JFIRE)</i>	10/18/2019
ATP 3-09.34	<i>Multi-Service Tactics, Techniques, and Procedures for Kill Box Planning and Employment</i>	06/18/2018
ATP 3-09.42	<i>Fire Support for the Brigade Combat Team</i>	03/01/2016
ATP 3-09.50	<i>The Field Artillery Cannon Battery</i>	05/04/2016
ATP 3-09.60	<i>Techniques for Multiple Launch Rocket System (MLRS) and High Mobility Artillery Rocket System (HIMARS) Operations</i>	01/10/2014
ATP 3-09.70	<i>Paladin Operations</i>	09/25/2015
ATP 3-09.90	<i>Division Artillery Operations and Fire Support for the Division</i>	10/12/2017
ATP 3-11.23	<i>Multi-Service Tactics, Techniques, and Procedures for Weapons of Mass Destruction Elimination Operations</i>	11/01/2013
ATP 3-11.24	<i>Technical Chemical, Biological, Radiological, Nuclear, and Explosives Force Employment</i>	05/06/2014
ATP 3-11.32	<i>Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Passive Defense</i>	05/13/2016
ATP 3-11.36	<i>Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Planning</i>	09/24/2018
ATP 3-11.37	<i>Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Reconnaissance and Surveillance</i>	03/25/2013
ATP 3-11.41	<i>Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Consequence Management Operations</i>	07/30/2015
ATP 3-11.46	<i>Weapons of Mass Destruction--Civil Support Team Operations</i>	05/20/2014
ATP 3-11.47	<i>Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives Enhanced Response Force Package (CERFP)/Homeland Response Force (HRF) Operations</i>	04/26/2013
ATP 3-11.50	<i>Battlefield Obscuration</i>	05/15/2014
ATP 3-12.3	<i>Electronic Warfare Techniques</i>	07/16/2019
ATP 3-13.1	<i>The Conduct of Information Operations</i>	10/04/2018
ATP 3-13.3	<i>Army Operations Security for Division and Below</i>	07/16/2019
ATP 3-14.3	<i>Techniques for Army Space Forces</i>	02/15/2018
ATP 3-14.5	<i>Army Joint Tactical Ground Station (JTAGS) Operations</i>	10/15/2014
ATP 3-17.2	<i>Multi-Service Tactics, Techniques, and Procedures for Airfield Opening</i>	10/27/2018
ATP 3-18.1	<i>Special Forces Unconventional Warfare</i>	03/21/2019
ATP 3-18.3	<i>(U) Special Forces Direct Action Operations (C)</i>	12/23/2015
ATP 3-18.4	<i>Special Forces Special Reconnaissance</i>	08/18/2015
ATP 3-18.10	<i>Special Forces Air</i>	02/24/2016
ATP 3-18.11	<i>Special Forces Military Free-Fall Operations</i>	04/28/2020
ATP 3-18.12	<i>Special Forces Waterborne Operations</i>	07/14/2016

Publication	Title	Date
ATP 3-18.13	<i>Special Forces Use of Pack Animals</i>	10/30/2014
ATP 3-18.14	<i>Special Forces Vehicle-Mounted Operations Tactics, Techniques, and Procedures</i>	09/12/2014
ATP 3-18.16	<i>(U) Preparation of the Environment (S//NF)</i>	02/27/2018
ATP 3-18.20	<i>(U) Advanced Special Operations Techniques (S//NF)</i>	02/19/2016
ATP 3-18.72	<i>(U) Special Forces Personnel Recovery (S//NF)</i>	01/13/2016
ATP 3-20.15	<i>Tank Platoon</i>	07/03/2019
ATP 3-20.96	<i>Cavalry Squadron</i>	05/12/2016
ATP 3-20.97	<i>Cavalry Troop</i>	09/01/2016
ATP 3-20.98	<i>Scout Platoon</i>	12/04/2019
ATP 3-21.8	<i>Infantry Platoon and Squad</i>	04/12/2016
ATP 3-21.10	<i>Infantry Rifle Company</i>	05/14/2018
ATP 3-21.11	<i>SBCT Infantry Rifle Company</i>	02/04/2016
ATP 3-21.18	<i>Foot Marches</i>	04/17/2017
ATP 3-21.20	<i>Infantry Battalion</i>	12/28/2017
ATP 3-21.21	<i>SBCT Infantry Battalion</i>	03/18/2016
ATP 3-21.51	<i>Subterranean Operations</i>	11/01/2019
ATP 3-21.90	<i>Tactical Employment of Mortars</i>	10/09/2019
ATP 3-21.91	<i>Stryker Brigade Combat Team Weapons Troop</i>	05/15/2017
ATP 3-22.40	<i>Multi-Service Tactics, Techniques, and Procedures for the Employment of Nonlethal Weapons</i>	02/13/2015
ATP 3-27.3	<i>Ground-Based Midcourse Defense Operations</i>	10/30/2019
ATP 3-27.5	<i>AN/TPY-2 Forward Based Mode Radar Operations</i>	04/13/2015
ATP 3-28.1	<i>Multi-Service Tactics, Techniques, and Procedures for Defense Support of Civil Authorities (DSCA)</i>	09/25/2015
ATP 3-34.5	<i>Environmental Considerations</i>	08/10/2015
ATP 3-34.20	<i>Countering Explosive Hazards</i>	01/21/2016
ATP 3-34.22	<i>Engineer Operations—Brigade Combat Team and Below</i>	12/05/2014
ATP 3-34.23	<i>Engineer Operations—Echelons Above Brigade Combat Team</i>	06/10/2015
ATP 3-34.40	<i>General Engineering</i>	02/25/2015
ATP 3-34.45	<i>Electric Power Generation and Distribution</i>	07/06/2018
ATP 3-34.80	<i>Geospatial Engineering</i>	02/22/2017
ATP 3-34.81	<i>Engineer Reconnaissance</i>	03/01/2016
ATP 3-34.84	<i>Multi-Service Tactics, Techniques, and Procedures for Military Diving Operations</i>	01/02/2019
ATP 3-35	<i>Army Deployment and Redeployment</i>	03/23/2015
ATP 3-35.1	<i>Army Pre-Positioned Operations</i>	10/27/2015
ATP 3-37.2	<i>Antiterrorism</i>	06/03/2014
ATP 3-37.10	<i>Base Camps</i>	01/27/2017
ATP 3-37.11	<i>Chemical, Biological, Radiological, Nuclear and Explosives Command (CBRNE Command)</i>	08/28/2018
ATP 3-37.15	<i>Foreign Force Security Threats</i>	01/30/2020
ATP 3-37.34	<i>Survivability Operations</i>	04/16/2018
ATP 3-39.10	<i>Police Operations</i>	01/26/2015
ATP 3-39.11	<i>Military Police Special Reaction Teams</i>	11/26/2013
ATP 3-39.12	<i>Law Enforcement Investigations</i>	08/19/2013
ATP 3-39.20	<i>Police Intelligence Operations</i>	05/13/2019
ATP 3-39.30	<i>Security and Mobility Support</i>	10/30/2014
ATP 3-39.32	<i>Physical Security</i>	04/30/2014

Publication	Title	Date
ATP 3-39.33	<i>Civil Disturbances</i>	04/21/2014
ATP 3-39.34	<i>Military Working Dogs</i>	01/30/2015
ATP 3-39.35	<i>Protective Services</i>	05/31/2013
ATP 3-50.3	<i>Multi-Service Tactics, Techniques, and Procedures for Survival, Evasion, and Recovery</i>	08/21/2019
ATP 3-50.10	<i>Multi-Service Tactics, Techniques, and Procedures for Personnel Recovery</i>	06/04/2018
ATP 3-50.20	<i>Survival, Evasion, Resistance, and Escape (SERE) Planning and Preparation</i>	11/29/2017
ATP 3-50.21	<i>Survival</i>	09/18/2018
ATP 3-50.22	<i>Evasion</i>	11/28/2017
ATP 3-52.1	<i>Multi-Service Tactics, Techniques, and Procedures for Airspace Control</i>	02/14/2019
ATP 3-52.2	<i>Multi-Service Tactics, Techniques, and Procedures for the Theater Air-Ground System</i>	06/30/2014
ATP 3-52.4	<i>Multi-Service Tactics, Techniques, and Procedures for Air Control Communication (ACC)</i>	02/14/2020
ATP 3-53.1	<i>Military Information in Special Operations</i>	04/23/2015
ATP 3-53.2	<i>Military Information in Conventional Operations</i>	08/07/2015
ATP 3-55.3	<i>Multi-Service Tactics, Techniques, and Procedures for Intelligence, Surveillance, and Reconnaissance Optimization</i>	09/03/2019
ATP 3-55.4	<i>Techniques for Information Collection During Operations Among Populations</i>	04/05/2016
ATP 3-55.6	<i>Multi-Service Tactics, Techniques, and Procedures for Air-To-Surface Radar System Employment</i>	10/23/2019
ATP 3-57.10	<i>Civil Affairs Support to Populace and Resources Control</i>	08/06/2013
ATP 3-57.20	<i>Multi-Service Techniques for Civil Affairs Support to Foreign Humanitarian Assistance</i>	02/15/2013
ATP 3-57.30	<i>Civil Affairs Support to Nation Assistance</i>	05/01/2014
ATP 3-57.50	<i>Civil Affairs Civil Information Management</i>	09/06/2013
ATP 3-57.60	<i>Civil Affairs Planning</i>	04/27/2014
ATP 3-57.70	<i>Civil-Military Operations Center</i>	05/05/2014
ATP 3-57.80	<i>Civil-Military Engagement</i>	10/31/2013
ATP 3-60	<i>Targeting</i>	05/07/2015
ATP 3-60.1	<i>Dynamic Targeting, Multi-Service Tactics, Techniques, and Procedures for Dynamic Targeting</i>	09/10/2015
ATP 3-60.2	<i>Multi-Service Tactics, Techniques, and Procedures for Strike Coordination and Reconnaissance</i>	01/31/2018
ATP 3-75	<i>Ranger Operations</i>	06/26/2015
ATP 3-76	<i>Special Operations Aviation</i>	02/10/2017
ATP 3-90.1	<i>Armor and Mechanized Infantry Company Team</i>	01/27/2016
ATP 3-90.4	<i>Combined Arms Mobility</i>	03/08/2016
ATP 3-90.5	<i>Combined Arms Battalion</i>	02/05/2016
ATP 3-90.8	<i>Combined Arms Countermobility Operations</i>	09/17/2014
ATP 3-90.15	<i>Site Exploitation</i>	07/28/2015
ATP 3-90.20	<i>Regional Support Group</i>	01/16/2018
ATP 3-90.37	<i>Countering Improvised Explosive Devices</i>	07/29/2014
ATP 3-90.40	<i>Combined Arms Countering Weapons of Mass Destruction</i>	06/29/2017
ATP 3-90.90	<i>Army Tactical Standard Operating Procedures</i>	11/01/2011

Publication	Title	Date
ATP 3-90.97	<i>Mountain Warfare and Cold Weather Operations</i>	04/29/2016
ATP 3-91	<i>Division Operations</i>	10/17/2014
ATP 3-91.1	<i>The Joint Air Ground Integration Center</i>	04/17/2019
ATP 3-92	<i>Corps Operations</i>	04/07/2016
ATP 3-93	<i>Theater Army Operations</i>	11/26/2014
ATP 3-94.1	<i>Digital Liaison Detachment</i>	12/28/2017
ATP 3-94.2	<i>Deep Operations</i>	09/01/2016
ATP 3-96.1	<i>Security Force Assistance Brigade</i>	05/02/2018
ATP 4-0.1	<i>Army Theater Distribution</i>	10/29/2014
ATP 4-0.6	<i>Techniques for Sustainment Information Systems Support</i>	04/05/2013
ATP 4-01.45	<i>Multi-Service Tactics, Techniques, and Procedures for Tactical Convoy Operations</i>	02/22/2017
ATP 4-02.1	<i>Army Medical Logistics</i>	10/29/2015
ATP 4-02.2	<i>Medical Evacuation</i>	07/11/2019
ATP 4-02.3	<i>Army Health System Support to Maneuver Forces</i>	06/09/2014
ATP 4-02.5	<i>Casualty Care</i>	05/10/2013
ATP 4-02.7	<i>Multi-Service Tactics, Techniques, and Procedures for Health Service Support in a Chemical, Biological, Radiological, and Nuclear Environment</i>	03/15/2016
ATP 4-02.8	<i>Force Health Protection</i>	03/09/2016
ATP 4-02.42	<i>Army Health System Support to Stability and Defense Support of Civil Authorities Tasks</i>	06/09/2014
ATP 4-02.43	<i>Army Health System Support to Army Special Operations Forces</i>	12/17/2015
ATP 4-02.46	<i>Army Health System Support to Detainee Operations</i>	04/12/2013
ATP 4-02.55	<i>Army Health System Support Planning</i>	03/30/2020
ATP 4-02.82	<i>Occupational and Environmental Health Site Assessment</i>	04/01/2012
ATP 4-02.83	<i>Multiservice Tactics, Techniques, and Procedures for Treatment of Nuclear and Radiological Casualties</i>	05/05/2014
ATP 4-02.84	<i>Multi-Service Tactics, Techniques, and Procedures for Treatment of Biological Warfare Agent Casualties</i>	11/21/2019
ATP 4-02.85	<i>Multi-Service Tactics, Techniques and Procedures for Treatment of Chemical Warfare Agent Casualties and Conventional Military Chemical Injuries</i>	08/02/2016
ATP 4-10	<i>Multi-Service Tactics, Techniques, and Procedures for Operational Contract Support</i>	02/18/2016
ATP 4-10.1	<i>Logistics Civil Augmentation Program Support to Unified Land Operations</i>	08/01/2016
ATP 4-11	<i>Army Motor Transport Operations</i>	07/05/2013
ATP 4-12	<i>Army Container Operations</i>	05/10/2013
ATP 4-13	<i>Army Expeditionary Intermodal Operations</i>	04/16/2014
ATP 4-14	<i>Expeditionary Railway Center Operations</i>	05/29/2014
ATP 4-15	<i>Army Watercraft Operations</i>	04/03/2015
ATP 4-16	<i>Movement Control</i>	04/05/2013
ATP 4-25.12	<i>Unit Field Sanitation Teams</i>	04/30/2014
ATP 4-25.13	<i>Casualty Evacuation</i>	02/15/2013
ATP 4-31	<i>Recovery and Battle Damage Assessment and Repair</i>	08/27/2014
ATP 4-32	<i>Explosive Ordnance Disposal (EOD) Operations</i>	09/30/2013
ATP 4-32.1	<i>Explosive Ordnance Disposal (EOD) Group and Battalion Headquarters Operations</i>	01/24/2017

Publication	Title	Date
ATP 4-32.2	<i>Multi-Service Tactics, Techniques, and Procedures for Explosive Ordnance (EO)</i>	03/12/2020
ATP 4-32.3	<i>Explosive Ordnance Disposal (EOD) Company, Platoon, and Team Operations</i>	02/01/2017
ATP 4-33	<i>Maintenance Operations</i>	07/09/2019
ATP 4-35	<i>Munitions Operations and Distribution Techniques</i>	09/05/2014
ATP 4-35.1	<i>Ammunition and Explosives Handler Safety Techniques</i>	11/08/2016
ATP 4-41	<i>Army Field Feeding and Class I Operations</i>	12/31/2015
ATP 4-42	<i>General Supply and Field Services Operations</i>	07/14/2014
ATP 4-42.2	<i>Supply Support Activity Operations</i>	06/09/2014
ATP 4-43	<i>Petroleum Supply Operations</i>	08/06/2015
ATP 4-44	<i>Water Support Operations</i>	10/02/2015
ATP 4-45	<i>Force Provider Operations</i>	11/24/2014
ATP 4-46	<i>Contingency Fatality Operations</i>	12/17/2014
ATP 4-48	<i>Aerial Delivery</i>	12/21/2016
ATP 4-70	<i>Assistant Secretary of the Army for Acquisition, Logistics, and Technology Forward Support to Unified Land Operations</i>	05/12/2014
ATP 4-90	<i>Brigade Support Battalion</i>	04/02/2014
ATP 4-91	<i>Army Field Support Brigade</i>	12/15/2011
ATP 4-92	<i>Contracting Support to Unified Land Operations</i>	10/15/2014
ATP 4-93	<i>Sustainment Brigade</i>	04/11/2016
ATP 4-93.1	<i>Combat Sustainment Support Battalion</i>	06/19/2017
ATP 4-94	<i>Theater Sustainment Command</i>	06/28/2013
ATP 5-0.1	<i>Army Design Methodology</i>	07/01/2015
ATP 5-0.3	<i>Multi-Service Tactics, Techniques, and Procedures for Operation Assessment</i>	02/07/2020
ATP 5-0.6	<i>Network Engagement</i>	06/19/2017
ATP 5-19	<i>Risk Management</i>	04/14/2014
ATP 6-0.5	<i>Command Post Organization and Operations</i>	03/01/2017
ATP 6-01.1	<i>Techniques for Effective Knowledge Management</i>	03/06/2015
ATP 6-02.40	<i>Techniques for Visual Information Operations</i>	01/14/2019
ATP 6-02.45	<i>Techniques for Tactical Signal Support to Theater Operations</i>	11/07/2019
ATP 6-02.53	<i>Techniques for Tactical Radio Operations</i>	02/13/2020
ATP 6-02.54	<i>Techniques for Satellite Communications</i>	06/05/2017
ATP 6-02.60	<i>Tactical Networking Techniques for Corps and Below</i>	08/09/2019
ATP 6-02.70	<i>Techniques for Spectrum Management Operations</i>	10/16/2019
ATP 6-02.71	<i>Techniques for Department of Defense Information Network Operations</i>	04/30/2019
ATP 6-02.72	<i>Multi-Service Tactics, Techniques, and Procedures for Tactical Radios</i>	05/19/2017
ATP 6-02.73	<i>Tactical Chat Multi-Service Tactics, Techniques, and Procedures for Internet Tactical Chat in Support of Operations</i>	01/24/2014
ATP 6-02.75	<i>Techniques for Communications Security</i>	05/18/2020
ATP 6-22.1	<i>The Counseling Process</i>	07/01/2014
ATP 6-22.5	<i>A Leaders Guide to Soldier Health and Fitness</i>	02/10/2016
ATP 6-22.6	<i>Army Team Building</i>	10/30/2015

Part Three: Additional References

Decisive Action in Support of Unified Land
Operations

The Military Decision-Making Process

Army Command and Support Relationships

METHOD		TASK			PURPOSE
		Actions by friendly		Effects on enemy	
Admin movement	Passage of lines 	Assault 	Follow and assume 	Block 	Allow
Area defense		Attack-by-fire 	Follow and support 	Canalize 	Cause
Area recon	Perimeter defense	Breach 	Linkup 	Contain 	Create
Area security	Pursuit	Bypass 	Occupy 	Defeat 	Deceive
Ambush	Raid	Bypass 	Recon 	Destroy 	Deny
Attack	Recon	Bypass 	Reconstitution 	Disrupt 	Divert
Counterattack	Recon in force	Clear 	Reduce 	Fix 	Enable
Convoy security	Relief in place	CSAR 	Retain 	Interdict 	Envelop
Cordon and search	Retirement	Consolidate and reorganize 	Secure 	Isolate 	Influence
Cover		Control 	Seize 	Neutralize 	Open
Defender of a linear obstacle	RIP 	Counter-recon 	Support-by-fire 	Penetrate 	Protect
Delay		Disengagement 	Suppress 	Turn 	Prevent
Demonstrate	Crossing 	Exfiltrate 			Support
Encirclement	Gap-net-dry				Surprise
Envelopment	Route recon				
Exploit	Screen				
Feint	Search and attack				
Flank attack	Stay-behind				
Frontal attack	Spoiling attack				
Guard	TRM				
Infiltration	Withdrawal 				
Local security	Zone recon				
Mobile defense					
Movement to contact					

Key inputs	Steps	Key outputs	
<ul style="list-style-type: none"> Higher headquarters' plan or order or a new mission anticipated by the commander 	<p>Step 1: Receipt of Mission</p>	<ul style="list-style-type: none"> Commander's initial guidance Initial allocation of time 	
Warning order			
<ul style="list-style-type: none"> Commander's initial guidance Higher headquarters' plan or order Higher headquarters' knowledge and intelligence products Knowledge products from other organizations Army design methodology products 	<p>Step 2: Mission Analysis</p>	<ul style="list-style-type: none"> Problem statement Mission statement Initial commander's intent Initial planning guidance Initial CCIRs and EEFI Updated IPB and running estimates Assumptions Evaluation criteria for COAs 	
Warning order			
<ul style="list-style-type: none"> Mission statement Initial commander's intent, planning guidance, CCIRs, and EEFI Updated IPB and running estimates Assumptions Evaluation criteria for COAs 	<p>Step 3: Course of Action (COA) Development</p>	<ul style="list-style-type: none"> COA statements and sketches <ul style="list-style-type: none"> - Tentative task organization - Broad concept of operations Revised planning guidance Updated assumptions 	
<ul style="list-style-type: none"> Updated running estimates Revised planning guidance COA statements and sketches Updated assumptions 	<p>Step 4: COA Analysis (War Game)</p>	<ul style="list-style-type: none"> Refined COAs Potential decision points War-game results Initial assessment measures Updated assumptions 	
<ul style="list-style-type: none"> Updated running estimates Refined COAs Evaluation criteria War-game results Updated assumptions 	<p>Step 5: COA Comparison</p>	<ul style="list-style-type: none"> Evaluated COAs Recommended COAs Updated running estimates Updated assumptions 	
<ul style="list-style-type: none"> Updated running estimates Evaluated COAs Recommended COAs Updated assumptions 	<p>Step 6: COA Approval</p>	<ul style="list-style-type: none"> Commander approved COA and any modifications Refined commander's intent, CCIRs, and EEFI Updated assumptions 	
Warning order			
<ul style="list-style-type: none"> Commander approved COA and any modifications Refined commander's intent, CCIRs, and EEFI Updated assumptions 	<p>Step 7: Orders Production, Dissemination, and Transition</p>	<ul style="list-style-type: none"> Approved operation plan or order Subordinates understand the plan or order 	
<p>CCIR COA</p>	<p>commander's critical information requirement course of action</p>	<p>EEFI IPB</p>	<p>essential element of friendly information intelligence preparation of the battlefield</p>

Army Command and Support Relationships

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

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

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

