



ADP 3-37

PROTECTION

AUGUST 2012

DISTRIBUTION RESTRICTION:

Approved for public release; distribution is unlimited.

HEADQUARTERS, DEPARTMENT OF THE ARMY

This publication is available at Army Knowledge Online
(<https://armypubs.us.army.mil/doctrine/index.html>).

Army Doctrine Publication
No. 3-37

Headquarters
Department of the Army
Washington, DC, 31 August 2012

Protection

Contents

	Page
PREFACE	ii
The Role of Protection	1
Protection Principles	2
Protection Warfighting Function	2
Protection Integration Into the Operations Process	3
Conclusion	7
GLOSSARY	Glossary-1
REFERENCES	References-1

Figures

Figure 1. Protection logic map	iii
--------------------------------------	-----

Preface

Army Doctrine Publication (ADP) 3-37 provides guidance on protection and the protection warfighting function. It also provides the guiding protection principles for commanders and staffs who are responsible for planning and executing protection in support of unified land operations (see figure 1). ADP 3-37 corresponds with the Army operations doctrine introduced in ADP 3-0.

The principal audience for ADP 3-37 is commanders and staffs. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this manual.

ADP 3-37 outlines how protection is synchronized and integrated to preserve combat power, populations, partners, essential equipment, resources, and critical infrastructure from the effects of threats and hazards. The protection warfighting function enables commanders to preserve the force combat power by integrating protection capabilities within operations. It explains how protection can be achieved and applied through the combination and integration of reinforcement and complementary capabilities.

Note. See ADRP 3-37 for a detailed explanation of the protection principles.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable U.S., international and, in some cases, host nation laws and regulations. All commanders ensure that Soldiers operate according to the law of war and the rules of engagement (see FM 27-10).

ADP 3-37 uses joint terms where applicable. For joint and Army definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. This publication is not the proponent for any Army terms.

ADP 3-37 applies to the Active Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve unless otherwise stated.

The proponent and preparing agency for ADP 3-37 is Headquarters, U.S. Army Maneuver Support Center of Excellence. Send comments and recommendations on Department of the Army (DA) Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, U.S. Army Maneuver Support Center of Excellence, ATTN: ATSN-Z, 464 MSCOE Loop, Suite 2617, Fort Leonard Wood, MO 65473. Submit an electronic DA Form 2028 or comments and recommendations in the DA Form 2028 format by e-mail to <usarmy.leonardwood.mscoe.mbx.cdiddcddcbrndoc@mail.mil>.

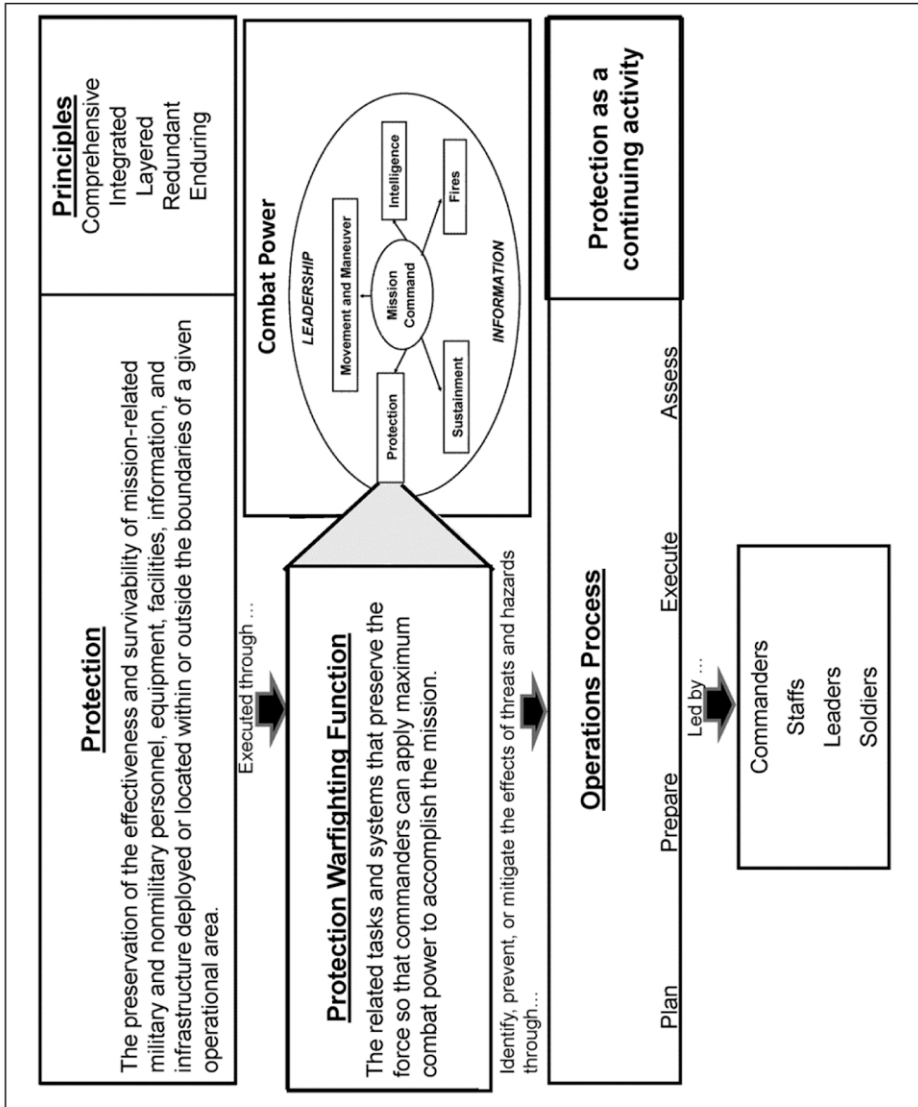


Figure 1. Protection logic map

This page intentionally left blank.

THE ROLE OF PROTECTION

1. *Protection* is the preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area (Joint Publication [JP] 3-0). Commanders and staffs synchronize, integrate, and organize capabilities and resources throughout the operations process to preserve combat power and mitigate the effects of threats and hazards. Protection is a continuing activity; it integrates all protection capabilities to safeguard the force, personnel (combatants and noncombatants), systems, and physical assets of the United States and unified action partners.

2. Operational environments are uncertain, marked by rapid change and a wide range of threats and hazards. These evolving operational environments will provide significant challenges for commanders and staffs who are integrating protection capabilities. Protection preserves the combat power potential of the force by providing capabilities to identify and prevent threats and hazards and to mitigate their effects. Army units may also be required to provide protection for civilians in order to support mission objectives. This may include protecting civilians from widespread violence (such as mass atrocities), mitigating civilian casualties, and ensuring a secure environment for the population and nonmilitary partners.

3. Protection can be maximized by integrating the elements of combat power to reinforce protection or to achieve complementary protective effects. The goal of protection integration is to balance protection with the freedom of action throughout the duration of military operations. This is accomplished by integrating reinforcing or complementary protection capabilities into operations until all significant vulnerabilities have been mitigated, have been eliminated, or become assumed risks. The employment of synchronized and integrated reinforcing and complementary protection capabilities preserves combat power and provides flexibility across the range of military operations. The collaboration, integration, and synchronization between the warfighting functions assist in identifying and preventing threats and hazards and in mitigating their effects.

4. Army leaders are responsible for clearly articulating their visualization of operations in time, space, purpose, and resources. The commander's inherent responsibility to protect and preserve the force and secure the area of operations is vital in seizing, retaining, and exploiting the initiative. Protection must be considered throughout the operations process to—

- 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.

5. A shared understanding and purpose of the joint protection function (see JP 3-0) allows Army leaders to integrate actions within the unified action and to synchronize operations. The joint protection function focuses on preserving the joint force fighting potential in four primary ways:

- Active defensive measures to protect the joint force, its information, its bases/base camps, critical infrastructure, and lines of communications from an enemy or adversary attack.
- Passive defensive measures to make friendly forces, systems, and facilities difficult to locate, strike, and destroy.
- The application of technology and procedures to reduce the risk of fratricide.
- Emergency management and response to reduce the loss of personnel and capabilities due to accidents, health threats, and natural disasters.

PROTECTION PRINCIPLES

6. The following principles of protection provide military professionals with a context for implementing protection efforts, developing schemes of protection, and allocating resources.

- **Comprehensive.** Protection is an all-inclusive utilization of complementary and reinforcing protection tasks and systems available to commanders, incorporated into the plan, to preserve the force.
- **Integrated.** Protection is integrated with other activities, systems, efforts, and capabilities associated with unified land operations to provide strength and structure to the overall effort. Integration must occur vertically and horizontally with unified action partners throughout the operations process.
- **Layered.** Protection capabilities are arranged using a layered approach to provide strength and depth. Layering reduces the destructive effect of a threat or hazard through the dispersion of energy or the culmination of the force.
- **Redundant.** Protection efforts are often redundant anywhere that a vulnerability or a critical point of failure is identified. Redundancy ensures that specific activities, systems, efforts, and capabilities that are critical for the success of the overall protection effort have a secondary or auxiliary effort of equal or greater capability.
- **Enduring.** Protection capabilities are ongoing activities for maintaining the objectives of preserving combat power, populations, partners, essential equipment, resources, and critical infrastructure in every phase of an operation.

PROTECTION WARFIGHTING FUNCTION

7. The *protection warfighting function* is the related tasks and systems that preserve the force so that commanders can apply maximum combat power to accomplish the mission (ADRP 3-0). Preserving the force includes protecting personnel (combatants and noncombatants), systems, and physical assets of the United States and unified action partners. The protection warfighting function enables commanders to preserve force integrity and combat power by integrating protection capabilities to safeguard bases/base

camp, secure routes, and protect forces. Commanders incorporate protection when they understand and visualize capabilities available for protection. Some of these actions or effects may be achieved through the combined integration of the eight elements of combat power, resulting in an increasingly effective and efficient scheme of protection.

8. The supporting tasks of the protection warfighting function are—

- Conduct operational area security.
- Employ safety techniques (including fratricide avoidance).
- Implement operations security.
- Provide intelligence support to protection.
- Implement physical security procedures.
- Apply antiterrorism measures.
- Conduct law and order.
- Conduct survivability operations.
- Provide force health protection.
- Conduct chemical, biological, radiological, and nuclear operations.
- Provide explosive ordnance disposal and protection support.
- Coordinate air and missile defense.
- Conduct personnel recovery operations.
- Conduct internment and resettlement.

Note. See JP 3-0 for more information on joint protection tasks.

PROTECTION INTEGRATION INTO THE OPERATIONS PROCESS

9. Protection is integrated throughout the operations process to provide a synchronization of efforts and an integration of capabilities. The protection warfighting function tasks are incorporated into the process in a layered and redundant approach to complement and reinforce actions to achieve force protection.

PLAN

10. Planning is the first step toward effective protection. Commanders consider the most likely threats and hazards and decide which personnel, physical assets, and information to protect. They set protection priorities for each phase or critical event of an operation. The military decisionmaking process and troop leading procedures provide a deliberate process to develop and examine information for use in the various continuing activities and integrating processes that comprise the operations process. Effective protection schemes and risk decisions are developed based on information that flows from mission analysis, allowing a thorough understanding of the environment (operational and mission variables). The integrating processes provide a context to identify and analyze threats and hazards, to develop a situational understanding of the operational environment, and to develop a scheme of protection. Staffs assess threats, hazards, criticality, vulnerability,

and capability to help commanders determine protection priorities, task organizations, and protection task integration.

11. Commanders and staffs apply protection considerations in relation to the mission and the operational environment throughout the operations process. They discern hazards that are preventable and divide threats into those that may be deterred and those that may require the application of security or defensive measures to achieve protection. Commanders provide risk guidance, critical information requirements, essential elements of friendly information, and asset or capability criticality to help focus staffs and subordinate leaders. Commanders direct staffs to conduct the necessary tasks to protect the force, secure the area, and mitigate the effects of current and potential threats and hazards.

12. The keys to protection planning are identifying the threats and hazards, assessing the threats and hazards to determine the risks, developing preventive measures, and integrating protection tasks into a comprehensive scheme of protection that includes mitigating measures. The warfighting functions are synchronized throughout the operations process to assist in the development of an enduring scheme of protection. The critical asset list and the defended asset are developed and revised during this process.

13. During planning, the protection cell/working group—

- Establishes a protection working group.
- Conducts initial assessments.
- Develops a critical asset list and a defended asset list.
- Integrates and layers protection tasks.
- Develops a scheme of protection.
- Recommends protection priorities.
- Refines the running estimate.
- Synchronizes protection within the elements of combat power.
- Identifies communication channels among key personnel within protection and leadership.
- Develops and publishes personnel recovery guidance.
- Establishes personnel recovery that is related to the commander's critical information requirements.

PREPARE

14. During the preparation phase, protection focuses on deterring and preventing the enemy or adversary from actions that would affect combat power and the freedom of action. The implementation of protection tasks with ongoing preparation activities assists in the prevention of negative effects. Commanders ensure the integration of protection warfighting function tasks and systems to safeguard bases/base camps, secure routes, and protect the force while it prepares for operations. Active defense measures assist in denying the initiative to the enemy or adversary, while the execution of passive defense measures prepares the force against the threat and hazard effects and speeds the mitigation of those effects.

15. Assessment occurs during preparation and includes activities required to maintain situational understanding; monitor and evaluate running estimates and tasks, methods of evaluation, and measures of performance; and identify variances for decision support. These assessments generally provide commanders with a composite estimate of preoperational force readiness or status in time to make adjustments.

16. Preparation includes increased application and emphasis on protection measures. During preparation, the protection cell/working group—

- Revises and refines the plan.
- Determines protection indicators and warnings for information collection.
- Emplaces systems to detect threats to the critical assets.
- Directs operations security measures.
- Prepares and improves survivability positions.
- Conducts liaison and coordinates with adjacent and protected units.
- Rehearses.
- Trains with defended assets.
- Reviews the personnel recovery readiness of subordinate units.
- Establishes personnel recovery architecture.
- Implements vulnerability reduction measures.

EXECUTE

17. Commanders who exercise mission command decide, direct, lead, access, and provide leadership to organizations and Soldiers during execution. As operations develop and progress, the commander interprets information that flows from systems for indicators and warnings that signal the need for execution or adjustment of decisions. Commanders may direct and redirect the way that combat power is applied or preserved, and they may adjust the tempo of operations through synchronization. The continuous and enduring character of protection makes the continuity of protection tasks and systems essential during execution. Commanders implement control measures and allocate resources that are sufficient to ensure protection continuity and restoration.

18. Commanders and leaders must be flexible and adaptive as they seek opportunities to seize, retain, and exploit the initiative. Leaders must have situational understanding during simultaneous operations due to the diversity of threats, the proximity to civilians, and the impact of information during operations. The changing nature of operations may require the surge of certain capabilities, such as protection, to effectively link decisive operations to shaping or stabilizing activities in the area of operations.

19. Commanders must accept prudent risk to exploit time-sensitive opportunities by acting before enemies or adversaries discover vulnerabilities, take evasive or defensive action, and implement countermeasures. Commanders and leaders can continue to act on operational and individual initiative by making prudent risk decisions faster than the enemy or adversary, ultimately breaking their will and morale through relentless pressure. Commanders can leverage technological advancements or processes that minimize fratricide and increase the probability of mission accomplishment.

20. An accurate assessment is essential for effective decisionmaking and the assignment of combat power to protection tasks. The staff monitors the conduct of operations during execution, looking for variances from the scheme of maneuver and protection. When variances exceed a threshold value, adjustments are made to prevent a developing vulnerability or to mitigate the effects of the unforecasted threat or hazard. The status of protection assets is tracked and evaluated on the effectiveness of the protection systems as they are employed. Commanders maintain protection by applying comprehensive protection capabilities, from main and supporting efforts to decisive and shaping operations. Protection can be derived as a by-product or a complementary result of some combat operations (such as security operations), or it can be deliberately applied as commanders integrate and synchronize tasks that comprise the protection warfighting function.

21. The force continues to identify and prevent threats and hazards. The effects of a threat or hazard are identified to verify the presence of adversary action, qualifying and quantifying the specific hazard and collecting and preserving forensic evidence. Once a threat or hazard is known, it is imperative that the force is warned and begins responding to the action. Response actions save lives, protect property, and continue essential services, mitigating the effects of the threat or hazard and allowing the force to retain the initiative and deny it to the enemy or adversary. Restoring mission readiness and implementing measures from assessments prepare the force to continue operations and prepare for future operations.

22. The protection cell/working group monitors and evaluates several critical ongoing functions associated with execution for operational actions or changes that impact protection cell proponents, which include—

- Ensuring that the protection focus supports the commander's intent and concept of the operation.
- Reviewing and recommending adjustment to the commander's critical information requirements and essential elements of friendly information derived from protection tasks.
- Reviewing changes to graphic control measures and boundaries for the increased risk of fratricide.
- Monitoring and evaluating personnel recovery operations.
- Monitoring the employment of security forces for gaps in protection or unintended patterns.
- Evaluating the effectiveness of liaison personnel for protection activities.
- Evaluating movement coordination and control to protect critical paths.
- Monitoring adjacent unit coordination procedures for terrain management vulnerabilities.
- Monitoring the readiness rates of response forces involved in fixed-site protection.
- Monitoring force health protection.

- Coordinating continuously with unified action partners.
- Coordinating with the Mission Management Center, U.S. Army Space and Missile Defense Command, on personnel recovery operations.

ASSESS

23. Assessing protection is an essential, continuous activity that occurs throughout the operations process. While a failure in protection is typically easy to detect, the successful application of protection may be difficult to assess and quantify.

24. *Assessment* is the determination of the progress toward accomplishing a task, creating a condition, or achieving an objective (JP 3-0). Commanders typically base assessments on their situational understanding, which is generally a composite of several informational sources and intuition. Assessments help the commander determine progress toward attaining the desired end state, achieving objectives, and performing tasks. It also involves continuously monitoring and evaluating an operational environment to determine what changes might affect the conduct of operations.

25. Staff members develop running estimates that illustrate the significant aspects of a particular activity or function over time. These estimates are used by commanders to maintain situational understanding and direct adjustments. Significant changes or variances among or within running estimates can signal a threat or an opportunity, alerting commanders to take action.

26. Staffs monitor and evaluate variances in threats and hazards, vulnerabilities, capabilities, risks, and priorities. They also track the status of protection assets and evaluate the effectiveness of the protection systems as they are employed. If an action appears to be failing in its desired effect, it may be attributed to personnel or equipment system failure, insufficient resource allocation at vulnerable points, or a variance in anticipated threat combat power ratio. This can result in an increased risk or ineffective supporting efforts and can lead to a cumulative failure of more critical elements. The staff then recommends adjustments to protection priorities, posture, resource allocation, systems, or the scheme of protection.

CONCLUSION

27. ADP 3-37 refines protection and the protection warfighting function conceptual framework of how the Army conducts protection in support of unified land operations. It outlines the synchronization and integration of capabilities and resources throughout the operations process to preserve combat power, populations, partners, essential equipment, resources, and critical infrastructure from the effects of threats and hazards.

This page intentionally left blank.

Glossary

The glossary lists acronyms and terms with Army or joint definitions. The proponent manual for terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AT	antiterrorism
ATTN	attention
DA	Department of the Army
FM	field manual
IDN	initial distribution number
JP	joint publication
MO	Missouri

SECTION II – TERMS

assessment

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

protection

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

protection warfighting function

The related tasks and systems that preserve the force so that commanders can apply maximum combat power to accomplish the mission. (ADRP 3-0)

This page intentionally left blank.

References

Field manuals are listed by new number followed by old number.

REQUIRED PUBLICATIONS

These documents must be available to intended users of this publication.

ADRP 1-02, *Operational Terms and Military Symbols*. 31 August 2012.

JP 1-02. *Department of Defense Dictionary of Military and Associated Terms*.
8 November 2010.

RELATED PUBLICATIONS

These documents contain relevant supplemental information. Most Army doctrinal publications are available online: <<http://www.apd.army.mil/>>.

ADP 3-0 (FM 3-0). *Unified Land Operations*. 10 October 2011.

ADRP 3-0. *Unified Land Operations*. 16 May 2012.

ADRP 3-37. *Protection*. 31 August 2012.

FM 27-10. *The Law of Land Warfare*. 18 July 1956.

JP 3-0. *Joint Operations*. 11 August 2011.

RECOMMENDED READING

DODI 2000.16. *DOD Antiterrorism (AT) Standards*. 2 October 2006.

REFERENCED FORMS

DA Form 2028. *Recommended Changes to Publications and Blank Forms*.

This page intentionally left blank.

ADP 3-37
31 August 2012

By order of the Secretary of the Army:

RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

Official:



JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army
1218002

DISTRIBUTION:

Active Army, Army National Guard, and United States Army Reserve: To be distributed in accordance with the initial distribution number (IDN) 110502 requirements for ADP 3-37.

PIN: 102965-000