

## The Army Universal Task List

1. Change 2 to FM 7-15, 27 February 2009, amends, renumbers, and adds tasks.
2. This change amends ART 2.2.5 (Conduct Police Intelligence Operations) with ART 2.2.5.1 (Collect Police Information), ART 2.2.5.2 (Conduct Police Information Analysis), ART 2.2.5.3 (Produce Police Intelligence Products), and ART 2.2.5.4 (Disseminate Police Information and Criminal Intelligence).
3. This change amends ART 4.4 (Conduct Internment and Resettlement Operations) with ART 4.4.1 (Perform Internment Operations), ART 4.4.1.1 (Perform Enemy Prisoners of War Operations), ART 4.4.1.2 (Perform Detainee Operations), and ART 4.4.2 (Conduct Resettlement Operations).
4. This change amends ART 7.3.2.3 (Perform Host-Nation Police Training and Support).
5. This change amends and renumbers specific tasks from ART 5.5.1.2 to a new ART 5.8 (Establish and Maintain Discipline). It changes and amends ART 5.5.1.2.1 (Provide Law and Order) to ART 5.8.1 (Conduct Law and Order Operations). It changes and amends ART 5.5.1.2.2 (Perform Law Enforcement) to ART 5.8.1.1 (Perform Law Enforcement). It changes and amends ART 5.5.1.2.3 (Conduct Criminal Investigations) to ART 5.8.1.2 (Conduct Criminal Investigations). It changes and amends ART 5.5.1.2.4 (Intern U.S. Military Prisoners) to ART 5.8.2 (Intern U.S. Military Prisoners). It changes and amends ART 5.5.1.2.5 (Provide Customs Support) to ART 5.8.1.6 (Provide Customs Support). It changes and amends ART 5.5.1.2.6 (Provide Straggler Movement Control) to ART 5.8.1.7 (Provide Straggler Movement Control).
6. This change adds new ART 5.6.1.6 (Synchronize Space Operations), ART 5.6.3.1 (Conduct Transmission and Payload Control), ART 5.6.3.2 (Operate Satellite Control Facility Support Equipment), ART 5.8.1.3 (Conduct Traffic Operations), ART 5.8.1.4 (Employ Forensic Capabilities), ART 5.8.1.5 (Conduct Police Engagement), ART 6.1.7.1 (Perform Asset Management), ART 7.3.2.8 (Support Host-Nation Corrections Reform), and ART 7.3.5.4.1 (Support Host-Nation Telecommunications Infrastructure Reconstruction Program).
7. This change deletes the word "Tactical" from ART 5.3.4 (Manage Information and Data) and ART 5.3.5 (Establish the Information Network and Systems).
8. This change renames ART 5.0 to Conduct Command and Control.
9. A plus sign (+) marks new material.
10. FM 7-15, 27 February 2009, is changed as follows:

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**Remove Old Pages**

pages i through viii  
pages 2-15 and 2-16  
pages 2-21 through 2-26  
pages 4-1 and 4-2  
pages 4-93 through 4-98  
pages 5-1 and 5-2

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**Insert New Pages**

pages i through viii  
pages 2-15 and 2-16  
pages 2-21 through 2-26.1  
pages 4-1 and 4-2  
pages 4-93 through 4-97  
pages 5-1 and 5-2

pages 5-25 and 5-26

pages 5-29 through 5-32

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pages 5-59 through 5-83

pages 6-1 and 6-2

pages 6-11 through 6-16

pages 7-7 and 7-8

pages 7-13 through 7-41

pages References-3 and References-4

4. File this transmittal sheet in front of the publication for reference purposes.

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By order of the Secretary of the Army:

**GEORGE W. CASEY, JR.**  
*General, United States Army*  
*Chief of Staff*

Official:



**JOYCE E. MORROW**  
*Administrative Assistant to the*  
*Secretary of the Army*  
1020102

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# The Army Universal Task List

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**\*This publication supersedes FM 7-15, 31 August 2003.**

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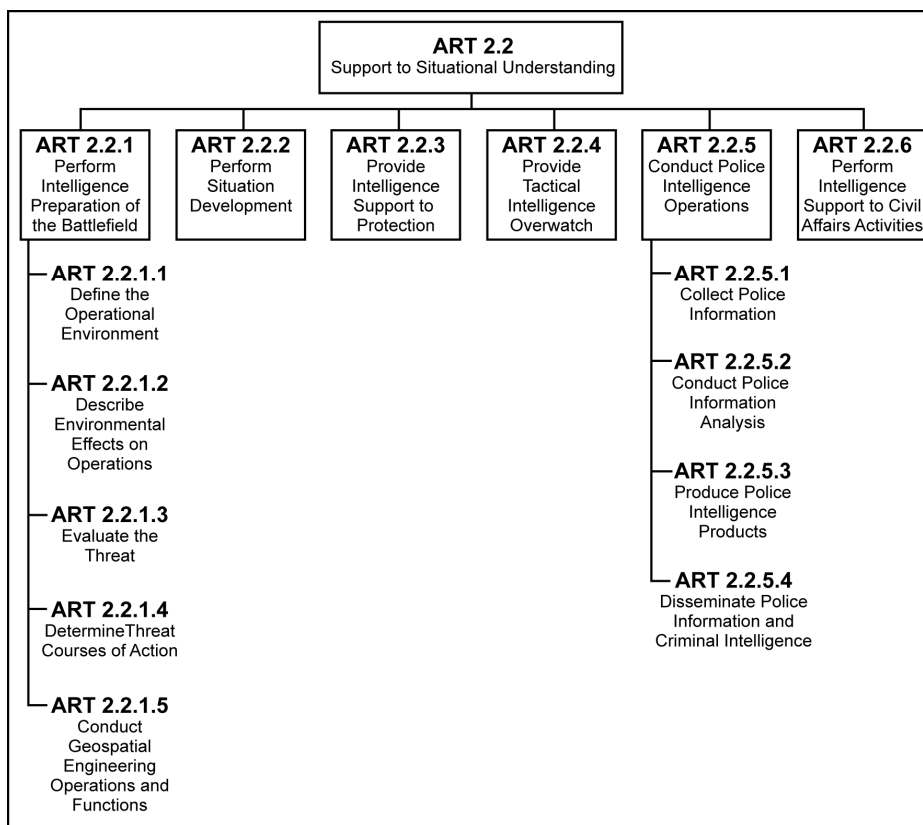
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**SECTION II – ART 2.2: SUPPORT TO SITUATIONAL UNDERSTANDING**



2-21. Support to situational understanding is the task of providing information and intelligence to commanders to assist them in achieving a clear understanding of the force’s current state with relation to the enemy and the environment. It supports the commander’s ability to make sound decisions. (FM 2-0) (USAIC&FH)

No.	Scale	Measure
01	Yes/No	Unit supported the commander’s visualization of the battlefield and situational understanding of the threat.
02	Time	Required to provide intelligence products that facilitate the commander’s visualization and situational understanding of the threat.
03	Percent	Of information and intelligence accurate in light of events.
04	Percent	Of information and intelligence requested by commander completed by latest time information and intelligence is of value.
05	Percent	Of produced intelligence judged relevant to military situations.
06	Percent	Of produced intelligence judged timely by users.
07	Percent	Of produced intelligence judged useable by users.

**ART 2.2.1 PERFORM INTELLIGENCE PREPARATION OF THE BATTLEFIELD**

2-22. Intelligence preparation of the battlefield is a continuous staff planning activity undertaken by the entire staff. The staff aims to understand the operational environment and the options it presents to friendly and threat forces. Intelligence preparation of the battlefield (IPB) is a systematic process of analyzing and

visualizing the portions of the mission variables of enemy, terrain, weather, and civil considerations in a specific geographic area and for each additional mission. By applying IPB, commanders gain the information necessary to selectively apply and maximize combat power at critical points in time and space. (FM 34-130) (USAIC&FH)

No.	Scale	Measure
01	Yes/No	Products of the IPB process supported the preparation of running estimates and the military decisionmaking process by the supported commander and staff.
02	Yes/No	Unit intelligence staff, with the support of the entire staff, identified characteristics of the area of operations that will influence friendly and threat operations including terrain, civil considerations, weather, and threat considerations.
03	Yes/No	The entire staff, led by the intelligence staff, established limits to the area of interest following the commander's guidance.
04	Yes/No	Unit intelligence staff identified gaps in current intelligence holdings, identified information requirements, and recommended commander's critical information requirements.
05	Yes/No	Unit intelligence staff, with the support of the entire staff, identified characteristics of the battlefield that will influence friendly and threat operations.
06	Yes/No	Unit intelligence staff, with the support of the entire staff, described effects that military actions will have on future operations in the area of operations.
07	Yes/No	Unit intelligence staff, with the support of the entire staff, evaluated the threat.
08	Yes/No	Unit intelligence staff determined the threat course of action.
09	Yes/No	Unit intelligence staff validated templates with updated information.
10	Yes/No	Commander and other unit staff elements in addition to the intelligence staff participated in the process.
11	Yes/No	IPB products assisted the commander's and staff's visualization and decisionmaking.
12	Time	Since IPB products have been updated.
13	Time	To disseminate updated IPB products.
14	Percent	Of produced intelligence judged to be timely (latest time information and intelligence is of value) by users.
15	Percent	Of produced intelligence judged to be accurate in light of events.
16	Percent	Of produced intelligence judged to be useable by users.
17	Percent	Of produced intelligence judged to be complete based upon requests for clarification or expansion.
18	Percent	Of produced intelligence judged to be relevant to the military situation.

### ART 2.2.1.1 DEFINE THE OPERATIONAL ENVIRONMENT

2-23. Initially examine the area of operations (AO), define the area of interest, identify other characteristics—such as the role of nongovernmental and international organizations—in the AO that influence friendly and threat operations, and identify gaps in current intelligence holdings. (FM 34-130) (USAIC&FH)

*Note:* The term “operational” in the title of this task does not refer to the operational level of war.

No.	Scale	Measure
01	Yes/No	Unit operations were delayed, disrupted, or canceled because the staff failed to identify environmental characteristics of the AO.
02	Yes/No	Commander, with the assistance of intelligence staff officer, identified the area of interest.
03	Yes/No	Unit staff identified gaps in current information databases.
04	Yes/No	Public affairs elements accompanied the maneuver brigades and established field media centers to take maximum advantage of these resources

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
08	Percent	Of intelligence to support theater missile defense operations.
09	Percent	Of intelligence relating to threat surveillance and reconnaissance elements.
10	Percent	Of intelligence provided for combatant command to support homeland security or defense.

### **ART 2.2.4 PROVIDE TACTICAL INTELLIGENCE OVERWATCH**

2-30. Tactical intelligence overwatch is creating standing, fixed analytical intelligence capabilities that provide dedicated intelligence support and overwatch to committed maneuver units. The tactical overwatch cell is connected via a shared intelligence network that can pull information from multiple sources and provide succinct answers directly to supported units when time is of the essence. (FM 2-0) (USAIC&FH)

*Note:* This task branch supports ART 6.7 (Conduct Survivability Operations).

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The tactical intelligence overwatch cell provided succinct information directly to the supported units.
02	Yes/No	Tactical intelligence forces provided a foundation of regional and subject matter expertise.

### **+ ART 2.2.5 CONDUCT POLICE INTELLIGENCE OPERATIONS**

2-31. Police intelligence operations (PIO) is a military police (MP) function, integrated within all MP operations, which supports the operations process through analysis, production, and dissemination of information collected as a result of police activities to enhance situational understanding, protection, civil control, and law enforcement. Upon analysis, this information may contribute to commander’s critical information requirements (CCIR), intelligence-led, time-sensitive operations, or policing strategies necessary to forecast, anticipate, and preempt crime or related disruptive activities to maintain order. Police intelligence results from the application of systems, technologies, and processes that analyze applicable data and information necessary for situational understanding and focusing policing activities to maintain law and order. (FM 3-19.50) (USAMPS)

*Notes:* PIO function is not an intelligence discipline; it is a law enforcement function. However, it is within the critical intelligence task, “support situational understanding” that PIO best support the Army operations process and informs the intelligence process. PIO are essential to this task, particularly where irregular threats (criminal, terrorist, and insurgents) threaten the security of U.S. forces and military operations. This function supports and enhances the commander’s situational awareness and common operational picture through collection, analysis, and appropriate dissemination of relevant criminal, police information, and police intelligence. PIO are a vital tool of law enforcement and criminal investigators that distributes and focuses military police and criminal investigations assets. U.S. Codes, executive orders, Department of Defense (DOD) directives, and Army regulations contain specific guidance regarding the prohibition of intelligence personnel from collecting intelligence on U.S. citizens, U.S. corporations, and resident aliens. Any access by the intelligence community to information or products resulting from PIO directed against U.S. citizens should undergo competent legal review.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The conduct of PIO did not violate U.S. Code and applicable DOD and Army regulations against collecting intelligence on U.S. citizens.
02	Yes/No	PIO contributed to reducing criminal activity in the area of operations (AO).
03	Yes/No	Unit updated police intelligence products as additional police and criminal information and related data was collected.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
04	Yes/No	Unit obtained legal coordination and authorization before using technical listening equipment and technical surveillance equipment.
05	Yes/No	Commander provided list of critical assets to be protected to provost marshal.
06	Yes/No	Unit identified patterns or trends relevant to proactive law and order operations.
07	Yes/No	Military law enforcement received police and criminal information from the host nation.
08	Yes/No	Unit maintained information on known or suspected criminals per regulatory and legal guidance.
09	Yes/No	Unit established activity files, when applicable.
10	Yes/No	Unit established area files, when applicable.
11	Yes/No	Unit safeguarded juvenile records from unauthorized disclosure.
12	Yes/No	Unit established and maintained liaison with host-nation authorities, military and civilian law enforcement agencies, and other organizations as required by the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations.
13	Yes/No	Unit provided tactical intelligence obtained to echelon intelligence staff.
14	Yes/No	Unit collected police and criminal information per the intelligence, surveillance, and reconnaissance plan.
15	Yes/No	Unit disseminated police and criminal information to appropriate agencies.
16	Yes/No	Police intelligence requirements and integration were incorporated into the operation plan or order.
17	Yes/No	Police and criminal databases were updated as unit received police and criminal information and data.
18	Time	To determine susceptibility of critical facilities to criminal threat.
19	Time	To identify military resources susceptible to theft and diversion.
20	Time	To identify criminal trends and patterns based upon PIO.
21	Time	To identify trends and patterns by continued association with identified offenders.
22	Time	To develop tactics, techniques, and procedures of operations to assist in eliminating or reducing vulnerability to criminal threat activities.
23	Time	To coordinate with the host nation for police and criminal information.
24	Time	To review internally created police and criminal information to see if information can answer police and criminal information requirements.
25	Time	To coordinate police and criminal information collection by organic assets.
26	Time	To coordinate with staff intelligence officer for required counterintelligence support.
27	Time	To recruit and develop police informants.
28	Percent	Of identified offenders linked to criminal trends.
29	Percent	Of available U.S. police intelligence resources in the AO identified by military law enforcement.
30	Percent	Of criminal-related activities reported by informants prior to their occurrence.
31	Percent	Of terrorist-related activities reported by informants prior to their occurrence.
33	Percent	Of criminal and other potentially disruptive elements in an AO identified before their committing hostile acts against U.S. interests and host-nation elements.

### ART 2.2.5.1 COLLECT POLICE INFORMATION

2-32. Collection of police information is a continuous activity. Military police identify gaps in existing police information and develop intelligence requirements. This collection can be completed through several means; military police patrols, police engagement, criminal investigations, collected evidence, database queries and the use of reach back centers. Collection efforts also assist in enhancing protection operations and antiterrorism through identifying potential criminal threats and other threat activities. (FM 3-19.50) (USAMPS)



**ART 2.0: The Intelligence Warfighting Function**

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The collection of police and criminal information did not violate U.S. Code and applicable Department of Defense and Army regulations against collecting intelligence on U.S. citizens.
02	Yes/No	Police and criminal information collected allowed the unit to prevent or reduce criminal activity in its area of operations (AO).
03	Yes/No	Unit updated police and criminal intelligence products as additional police and criminal information and data was collected.
04	Yes/No	Unit obtained legal coordination and authorization before using technical listening equipment and technical surveillance equipment.
05	Yes/No	Military law enforcement received police and criminal information from the host nation.
06	Yes/No	Unit maintained liaison with host-nation authorities, military and civilian police agencies, and other organizations as required by the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations.
07	Yes/No	Unit disseminated police and criminal information to appropriate headquarters and agencies.
08	Yes/No	Unit recruited and developed police informants in the AO.
09	Time	To coordinate with the host nation for police and criminal information.
10	Time	To coordinate police and criminal information collection by organic assets.
11	Time	To coordinate with staff intelligence officer for required counterintelligence support.
12	Time	To develop police and criminal information requirements.
13	Time	To perform law enforcement patrols designed to obtain police and criminal information.
14	Percent	Of known terrorist- or criminal-related activities reported by informants before their occurrence.
15	Percent	Of identified individuals engaged in terrorist- or criminal-related activities reported by informants after their occurrence.
16	Percent	Of criminal and other potentially disruptive elements in an AO identified before they commit hostile acts against U.S. interests and host-nation elements.
17	Percent	Of criminal activities (such as smuggling, vice, counterfeiting, narcotics, extortion, rape, murder, robbery) occurring in an AO identified and reported.
18	Percent	Of AO covered by law enforcement patrols (mounted and dismounted).

**ART 2.2.5.2 CONDUCT POLICE INFORMATION ANALYSIS**

2-33. Conducting police information analysis is the process that organizes, analyzes, and interprets police information to police intelligence. Police information and intelligence contributes to all-source analysis and the Army operations process. It also assesses police and criminal information to identify trends and patterns of criminal activity. (FM 3-19.50) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The police information analysis did not violate U.S. Code and applicable Department of Defense and Army regulations against collecting intelligence on U.S. citizens.
02	Yes/No	The police information analysis allowed the unit to reduce criminal activity in its area of operations (AO).
03	Yes/No	Coordinated funds to establish and maintain a police informant operation.
04	Yes/No	Unit identified patterns or trends relevant to proactive law and order operations.
05	Yes/No	Unit analyzed police information and produced actionable criminal intelligence.
06	Yes/No	Unit recruited and developed police informants in the AO.
07	Time	To prepare annex K for provost marshal operation plan and order as required.
08	Time	To identify and assess latest criminal information collected.
09	Time	To identify criminal information resources in the AO.
10	Time	To identify criminal trends and patterns developed in the AO.

No.	Scale	Measure
11	Time	To analyze external criminal information reports.
12	Time	To assess internally created police information.
13	Time	To produce criminal information bulletins and alert notices.
14	Percent	Of criminal priority intelligence requirement collection efforts directed toward subordinate units.
15	Percent	Of available criminal intelligence resources in the AO.
16	Percent	Of known terrorist- and criminal-related activities reported by informants before their occurrence.
17	Percent	Of identified individuals engaged in terrorist- and criminal-related activities reported by informants after their occurrence.
18	Percent	Of accurate reported terrorist- and criminal-related activities.

### ART 2.2.5.3 PRODUCE POLICE INTELLIGENCE PRODUCTS

2-34. Police intelligence operations use the intelligence process to produce police intelligence products used by military police leaders. These products focus police operations and contribute to the Army operations process. These products include standardized police information formatted for rapid dissemination, criminal threat assessments based on police information analysis, and assessment and analysis of police capability and capacity. (FM 3-19.50) (USAMPS)

No.	Scale	Measure
01	Yes/No	Developing the police intelligence products did not violate U.S. Code and applicable Department of Defense and Army regulations against collecting intelligence on U.S. citizens.
02	Yes/No	The police intelligence products developed enabled the unit to reduce criminal activity in its area of operations (AO).
03	Yes/No	Unit developed police intelligence products based on police and criminal information collected from external and internal sources.
04	Yes/No	Unit identified patterns or trends relevant to the conduct of proactive law and order operations.
05	Yes/No	Unit produced actionable police intelligence products.
06	Yes/No	Unit disseminated relevant police and criminal intelligence through military law enforcement and civilian and host-nation networks.
07	Yes/No	Products produced were relevant and answered identified police intelligence requirements.
08	Yes/No	Unit provided police information and police intelligence to the military intelligence community within applicable legal constraints.
09	Yes/No	Unit provided support to the police intelligence fusion cell.
10	Time	To identify police and criminal information resources in the AO.
11	Time	To identify criminal trends and patterns developed in the AO.
12	Time	To analyze external police and criminal information reports.
13	Time	To assess internally created police and criminal information.
14	Time	To produce police and criminal information bulletins and alert notices.

### ART 2.2.5.4 DISSEMINATE POLICE INFORMATION AND CRIMINAL INTELLIGENCE

2-35. Police information and criminal intelligence is disseminated for use by law enforcement to focus policing activities. Police intelligence products are disseminated and integrated within the operations process enhancing situational understanding, mission planning, and execution at every echelon. These products may be disseminated in support of host-nation law enforcement in combating crime and neutralizing criminal threats to military operations based on trend and pattern analysis and shared with other law enforcement agencies. When legally allowable, these products are provided to the military

## ART 2.0: The Intelligence Warfighting Function

intelligence community for fusion and incorporation to the all-source intelligence effort, contributing to a more complete intelligence picture. (FM 3-39) (USAMPS)

*Note:* The dissemination of police information and criminal intelligence is included in ART 5.8.1 (Conduct Law and Order Operations), ART 5.8.1.1 (Perform Law Enforcement), ART 5.8.1.2 (Conduct Criminal Investigations), ART 5.8.1.6 (Provide Customs Support), ART 4.4 (Conduct Internment/Resettlement Operations), and ART 7.3.2.3 (Perform Host-Nation Police Training and Support). Joint, interagency, and multination coordination is included in ART 5.2.2.1 (Prepare the Command Post for Displacement). (FM 3-39 and FM 3-19.50) (USAMPS)

No.	Scale	Measure
01	Yes/No	Law enforcement agency personnel investigated offenses against Army forces or property committed by persons subject to military law.
02	Yes/No	Law enforcement agency personnel referred offenses against Army forces or property committed by persons subject to military law.
03	Yes/No	Law enforcement agency personnel monitored all ongoing investigations in the theater of operation.
04	Yes/No	Law enforcement agency personnel received final reports from subordinate elements.
05	Yes/No	Law enforcement agency personnel coordinated with Army Criminal Investigation Command for investigation of all major incidents (deaths, serious bodily injury, and war crimes).
06	Yes/No	Law enforcement agency personnel took control of crime scene.
07	Yes/No	Law enforcement agency personnel identified personnel involved in the crime.
08	Yes/No	Senior law enforcement agency individual formulated an investigative plan.
09	Yes/No	Law enforcement agency personnel processed the crime scene by recording investigative notes and sketches, photographing crime scene as necessary, and collecting physical evidence for evaluation.
10	Yes/No	Law enforcement agency personnel released the crime scene to appropriate individuals.
11	Yes/No	Law enforcement agency personnel pursued immediate leads by interviewing victims and witnesses, obtaining written statements (if appropriate), advising suspects of legal rights, obtaining written statements from suspects, collecting related documents necessary to support specific investigations, and coordinating with the judge advocate office as necessary.
12	Yes/No	Investigators law enforcement agency personnel modified standard interview techniques to overcome any language barriers and cultural differences.
13	Yes/No	Investigators maintained a disciplined and systematic approach in their questioning when doing a long series of interviews on the same basic topic.
14	Yes/No	Law enforcement agency personnel continued the investigation as necessary to include completing evidence documentation, releasing evidence to evidence custodian, identifying need for crime lab analysis of evidence, obtaining other needed specialized investigative support (polygraph or technical listening equipment), gathering related police intelligence operations from other sources, performing surveillance, submitting status reports, and coordinating investigative efforts and findings with supporting Staff Judge Advocate office.
15	Yes/No	Law enforcement agency personnel closed the case by preparing final report.
16	Time	To complete crime analysis.
17	Percent	Of investigations of minor reported incidents.
18	Percent	Of investigations conducted and reported per AR 195-2.
19	Percent	Of returns on deficient reports of investigations for corrective action or for further investigative activity.
20	Percent	Of crime analysis performed correctly.

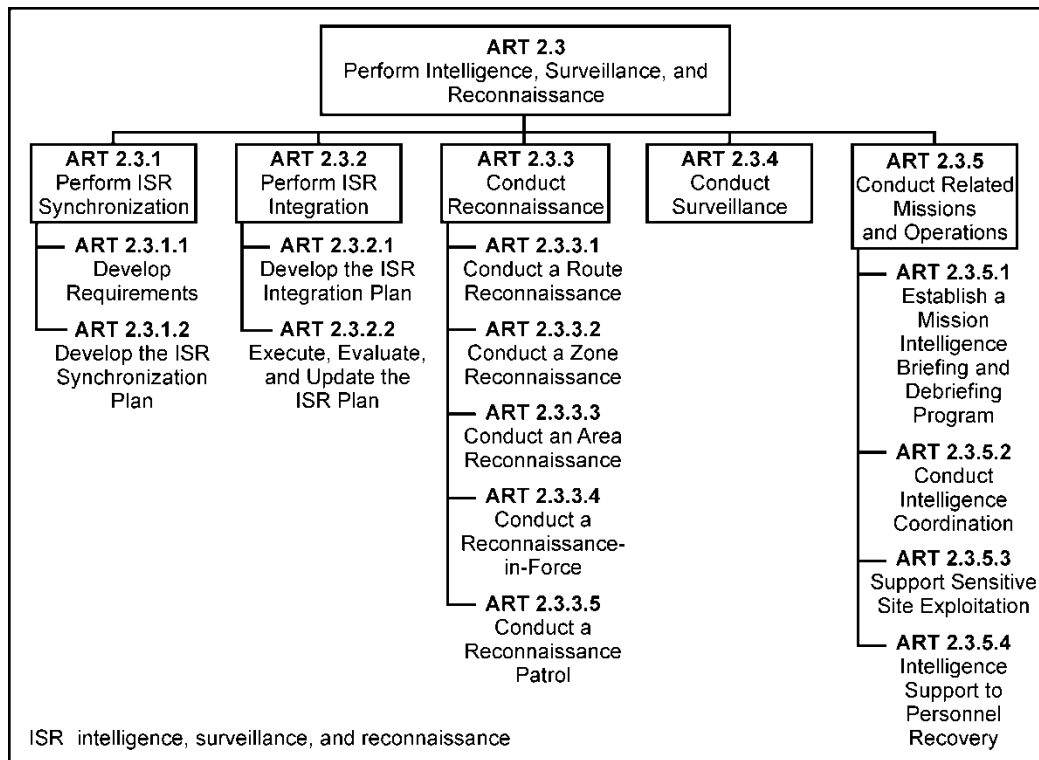
<b>No.</b>	<b>Scale</b>	<b>Measure</b>
21	Percent	Of case documents and required reports prepared per legal, regulatory, and standing operating procedure guidance.
22	Number	Of hotline complaints referred to criminal investigation division or military police investigation.

## **ART 2.2.6 PROVIDE INTELLIGENCE SUPPORT TO CIVIL AFFAIRS ACTIVITIES**

2-36. This task enables military intelligence organizations to collect and provide information and intelligence products concerning the factors of areas, structures, capabilities, organizations, people, events (known as ASCOPE) in the area of operations (AO) in support of civil affairs activities. (FM 2-0) (USAIC&FH)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Intelligence support required for civil affairs identified through intelligence preparation of the battlefield.
02	Yes/No	Unit provided intelligence information to identify pertinent civil considerations that affect civil affairs operations.
03	Yes/No	Unit provided intelligence support to identify populace perceptions, sentiments, attitudes, mores, allegiances, alliances, and behaviors.
04	Yes/No	Unit provided intelligence support to identify indigenous population and institutions, nongovernmental, and intergovernmental organizations in the AO.
05	Yes/No	Unit identified all relevant government agencies, organizations, or departments that effect civil affairs activities.
06	Yes/No	Unit provided intelligence support to identify trends reflected by the national and international media.
07	Yes/No	Unit provided support for to identify resources and capabilities of host-nation population and institutions, nongovernmental, and intergovernmental organizations in the AO.
08	Yes/No	Unit provided intelligence and information to civil affairs within all applicable regulations, policies, and laws.
09	Time	To identify pertinent civil considerations which affect civil affairs activities.
10	Time	To identify populace perceptions, sentiments, attitudes, mores, allegiances, alliances, and behaviors.
11	Time	To identify nongovernmental and international organizations in the AO.
12	Time	To identify all relevant government agencies, organizations, or departments that affect civil affairs activities.
13	Time	To identify trends reflected by the national and international media.
14	Time	To identify resources and capabilities of nongovernmental and international organizations in the AO.
15	Percent	Of accurate information and intelligence provided to civil affairs for civil considerations that affect civil affairs activities.

## SECTION III – ART 2.3: PERFORM INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE

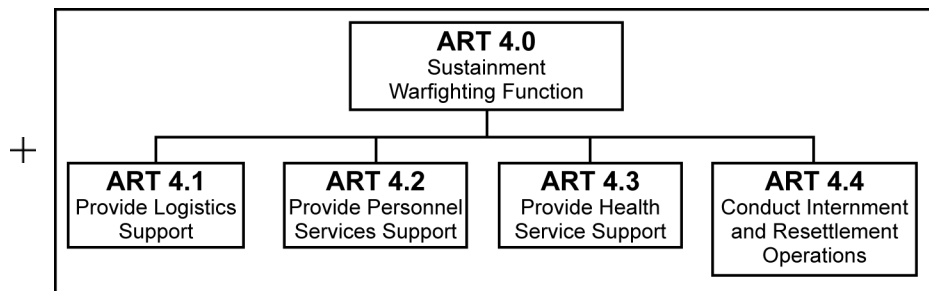


2-37. *Intelligence, surveillance, and reconnaissance* is an activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination systems in direct support of current and future operations. This is an integrated intelligence and operations function. For Army forces, this combined arms operation focuses on priority intelligence requirements while answering the commander's critical information requirements (CCIRs). Through intelligence, surveillance, and reconnaissance (ISR), commanders and staffs continuously plan, task, and employ collection assets and forces. These forces collect, process, and disseminate timely and accurate information, combat information, and intelligence to satisfy the CCIRs and other intelligence requirements. When necessary, ISR assets focus on special requirements, such as personnel recovery. (FM 3-90) (USACAC)

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## Chapter 4

# ART 4.0: The Sustainment Warfighting Function



The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. The endurance of Army forces is primarily a function of their sustainment. Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative. Sustainment is the provision of the logistics, personnel services, and health service support necessary to maintain operations until mission accomplishment. Internment, resettlement, and detainee operations fall under the sustainment warfighting function and include elements of all three major subfunctions. (FM 3-0) (USACAC)

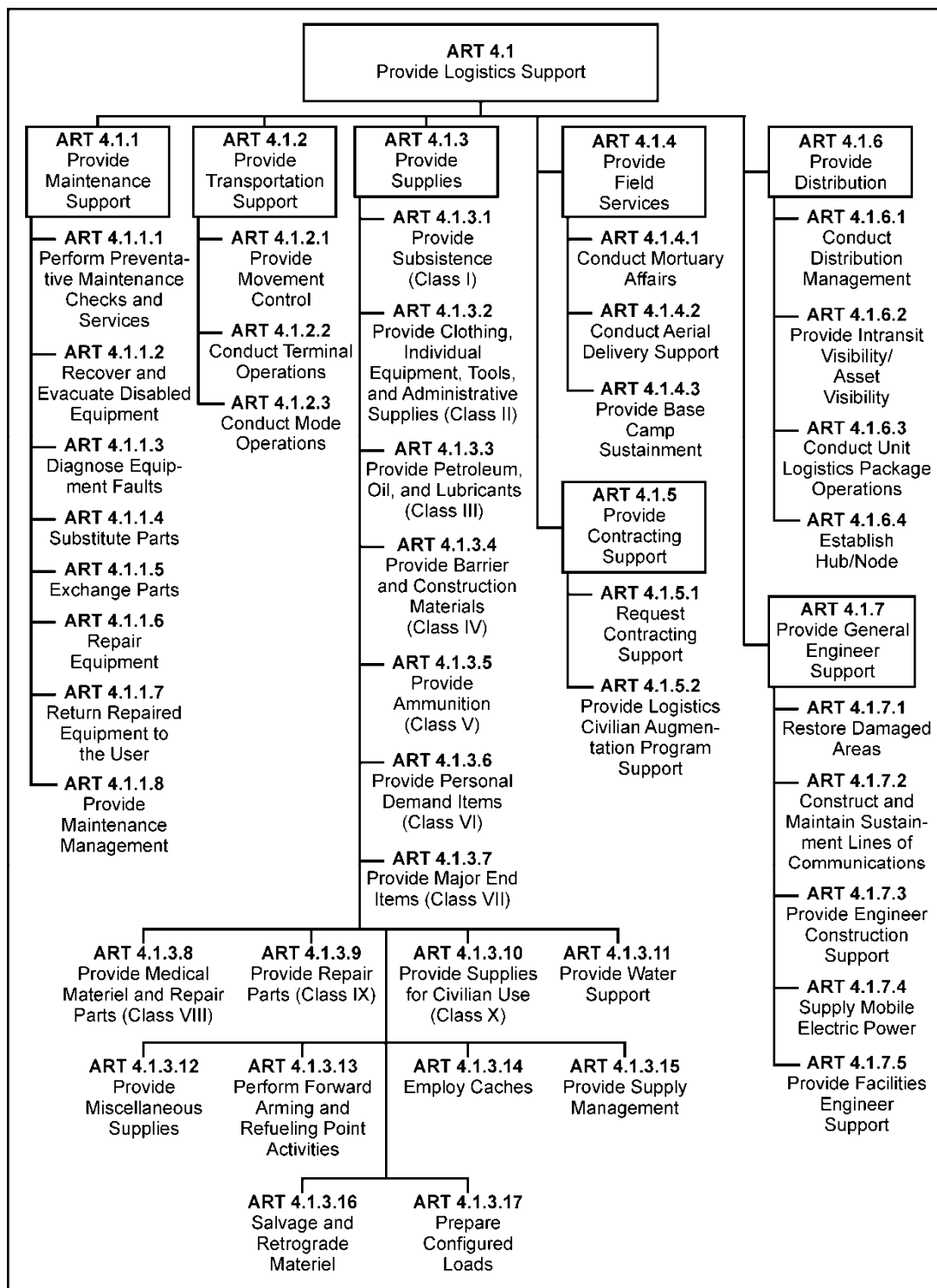
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**Note:** This task and many of its subordinate tasks encompass environmental considerations.

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+ Logistics is the science of planning, preparing, executing, and assessing the movement and maintenance of forces. In its broadest sense, logistics includes the design, development, acquisition, fielding, and maintenance of equipment and systems. Logistics integrates strategic, operational, and tactical support efforts within the joint operations area and schedules the mobilization and deployment of forces and materiel. (FM 4-0) (CASCOM)

## SECTION I – ART 4.1: PROVIDE LOGISTICS SUPPORT



4-1. Logistics is the science of planning, preparing, executing, and assessing the movement and maintenance of forces. In its broadest sense, logistics includes the design, development, acquisition,



**ART 4.3.4.2 PROVIDE OPTICAL FABRICATION**

4-159. Provide manufacturing of single and multivision lens and eyewear repair. (FM 4-02.1) (USAMEDDC&S)

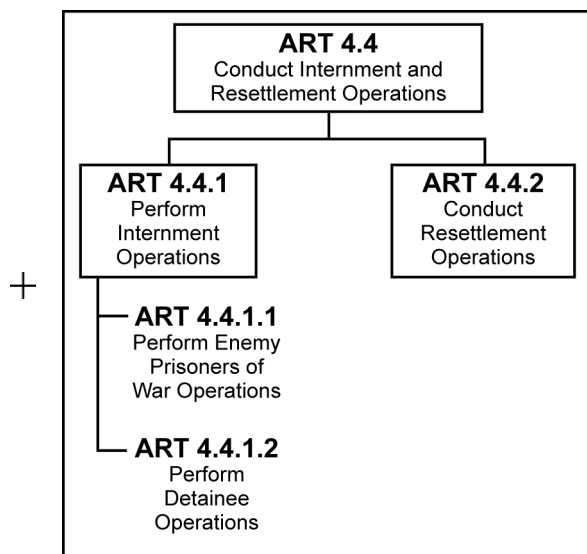
<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Nonavailability of single and multivision lens and eyewear for unit personnel did not degrade, delay, or disrupt unit operations.
02	Time	To refine optical fabrication and repair operations program for the area of operations (AO) after receipt of warning order.
03	Time	To transship optometry equipment after AO is assigned.
04	Time	Required in advance to schedule optometry appointment in AO.
05	Percent	Of difference between planned optical fabrication and repair requirements and actual requirements in AO.
06	Percent	Of planned optometry support performed in AO.
07	Percent	Of personnel in AO requiring optometry facilities.
08	Number	Of optical devices in AO per quarter.

**ART 4.3.4.3 SUPPLY BLOOD AND BLOOD PRODUCTS**

4-160. Supply whole blood and blood products, such as packed red blood cells, with a varying of blood groups and types. (FM 4-02.1) (USAMEDDC&S)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Nonavailability of blood and blood products did not degrade, delay, or disrupt medical treatment of wounded, injured, and sick Soldiers.
02	Time	To refine blood management program for the area of operations (AO) after receipt of warning order.
03	Time	To establish system for collection, storage, and distribution of blood products in AO.
04	Time	To initially coordinate blood requirements and distribution of blood and blood products to support medical treatment facilities in AO.
05	Percent	Of difference between planned blood management requirements and actual requirements in AO.
06	Percent	Of planned blood and blood products support attained in AO.
07	Percent	Of personnel in AO requiring blood or blood products per quarter.
08	Percent	Of required blood and blood products on hand in AO.
09	Percent	Of daily blood reports submitted on time to joint blood program office.
10	Percent	Of blood products in AO required to be disposed of in accordance with applicable environmental regulations.
11	Number	Of units of required blood products per initial admission maintained in AO.

## + SECTION IV – ART 4.4: CONDUCT INTERNMENT AND RESETTLEMENT OPERATIONS



4-161. Internment and resettlement (I/R) operations include the two major categories of internment operations and resettlement operations. These categories are further refined focusing on specific types of detainees and U.S. military prisoners while discriminating between civilian internees included as part of internment and those dislocated civilians (DCs) that may be retained as part of resettlement operations. Internment operations focus on all types of detainees and U.S. military prisoners. Although a part of internment operations, confinement refers to U.S. military prisoners rather than internment (U.S. military prisoners are covered under ART 5.8.2). Resettlement operations focus on DCs, those civilians that are not part of the population of detainees. Military police conduct internment/resettlement operations to shelter, sustain, guard, protect, and account for populations (enemy prisoners of war (EPWs), civilian internees, DCs, or U.S. military prisoners) as a result of military or civil conflict, of natural or man-made disaster, or to facilitate criminal prosecution. Internment involves detaining a population or group that poses some level of threat to military operations. Resettlement involves quartering members of a population or group for their protection. These operations inherently control the movement and activities of their specific population for imperative reasons of security, safety, or intelligence gathering. (FM 3-39.40) (USAMPS)

*Note:* ART 4.1.7.5.4 (Construct, Manage, and Maintain Bases and Installations) addresses the construction, management, and maintenance of bases and installations to include facilities such as those required for the internment of detainees.

### ART 4.4.1 PERFORM INTERNMENT OPERATIONS

4-162. Activities performed by units when they are responsible for interning detainees, to include combatants, retained persons, and civilian internees. It ensures the safety and humane treatment of the incarcerated individuals, the maintenance of law and order within the facilities, as well as the safety of the guards and the surrounding civilian and military facilities and installations. All captured or detained personnel, regardless of status, shall be treated humanely and in accordance with the Detainee Treatment Act of 2005 and DODD 2310.1E, and no person in the custody or under the control of Department of Defense, regardless of nationality or physical location, shall be subject to torture or cruel, inhumane, or degrading treatment or punishment, in accordance with and as defined in U.S. law. (FM 3-39.40) (USAMPS)

**ART 4.0: The Sustainment Warfighting Function**

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Internment activities did not prevent or seriously interfere with accomplishment of the unit's primary tactical mission.
02	Yes/No	Operations of U.S. forces performing internment activities observed international laws of war, U.S. laws and regulations, rules of engagement, and status-of-forces agreements.
03	Yes/No	Operations of U.S. forces performing internment activities observed local customs, mores, and taboos where possible.
04	Yes/No	Detainees received adequate amounts of appropriate food, water, clothing, housing, and medical care.
05	Yes/No	Order established and maintained in detention facilities.
06	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
07	Time	To refine plans for the collection and internment of detainees.
08	Time	To move detainees to their respective internment facilities from point of capture and detainee collection point.
09	Time	To construct camps to house detainees.
10	Time	To develop and enforce internment control measures, such as lists of controlled supplies and contraband.
11	Time	To forward intelligence information collected to unit intelligence staff.
12	Time	From interrogation to internment of civilian internees.
13	Time	To assign International Serial Number.
14	Percent	Of interned detainees requiring medical treatment provided in the AO.
15	Percent	Of interned detainees requiring medical treatment requiring evacuation out of the AO.
16	Percent	Of friendly force personnel in AO involved in maintaining internment facilities.
17	Percent	Of detained civilians released after interrogation.
18	Percent	Of unit sustainment requirements provided by detainees.
19	Percent	Of unit sustainment capabilities needed to support internment operations.
20	Number	Of civilian internees who can be resettled within a given time.
21	Number	Of civilian internees.
22	Quantity	By type of supply needed to support internment operations.
23	Number	Of detainees interned.
24	Number	Of facilities to intern civilian internees established.
25	Number	Of internment facilities established.
26	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.
27	Ratio	Of guards to detainees or civilian internees.

**ART 4.4.1.1 PERFORM ENEMY PRISONERS OF WAR OPERATIONS**

4-163. Provide safe and humane treatment for enemy prisoners of war (EPW). This task includes the collection, screening, processing, transfer, internment, safeguarding, and release of EPW. (FM 3-39.40) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Conduct of internment activities did not prevent or seriously interfere with accomplishment of the unit's primary tactical mission.
02	Yes/No	Operations of U.S. forces conducting internment activities observed international laws of war, U.S. laws and regulations, rules of engagement, and U.S.-host-nation agreements.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
03	Yes/No	Operations of U.S. forces conducting internment activities observed local customs, mores, and taboos where possible.
04	Yes/No	EPWs received necessary food, water, pay, clothing, housing, and medical care.
05	Yes/No	Order established and maintained in EPW facilities.
06	Time	To construct facilities to intern EPWs.
07	Time	To develop and enforce internment control measures, such as lists of controlled supplies and contraband.
08	Time	To conduct repatriation operations at the end of hostilities.
09	Percent	Of EPWs requiring medical treatment in the area of operations (AO).
10	Percent	Of EPWs requiring medical treatment requiring evacuation out of the AO.
11	Percent	Of unit sustainment capabilities needed to support internment operations.
12	Percent	Of unit sustainment capabilities needed to support internment operations.
13	Number	Of EPWs.
14	Number	Of facilities established to intern EPWs.
15	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.
16	Number	Of dollars paid to EPWs for work performed.
17	Number	Of retained persons used to support EPW operations.
18	Ratio	Of guards to EPWs.

#### ART 4.4.1.2 PERFORM DETAINEE OPERATIONS

4-164. Provide safe and humane treatment for civilian internees and combatant's not classified as enemy prisoners of war (EPWs) in accordance with the Geneva Conventions. This task includes the collection, screening, processing, transfer, internment, safeguarding, and release of EPWs. (FM 3-39.40) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Conduct of internment activities did not prevent or seriously interfere with accomplishment of the unit's primary tactical mission.
02	Yes/No	Operations of U.S. forces conducting internment activities observed international laws of war, U.S. laws and regulations, rules of engagement, and U.S.-host-nation agreements.
03	Yes/No	Operations of U.S. forces conducting internment activities observed local customs, mores, and taboos where possible.
04	Yes/No	Civilian internee's members of armed groups received necessary food, water, pay, clothing, housing, and medical care.
05	Yes/No	Order established and maintained in internment facilities.
06	Time	To construct facilities to intern detainees.
07	Time	To develop and enforce internment control measures, such as lists of controlled supplies and contraband.
08	Time	To conduct repatriation operations at the end of hostilities.
09	Percent	Of detainees requiring medical treatment in the area of operations (AO).
10	Percent	Of detainees requiring medical treatment requiring evacuation out of the AO.
11	Percent	Of unit sustainment capabilities needed to support internment operations.
12	Number	Of detainees.
13	Number	Of facilities established to intern detainees.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
14	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.
15	Ratio	Of guards to detainees.

## **ART 4.4.2 CONDUCT RESETTLEMENT OPERATIONS**

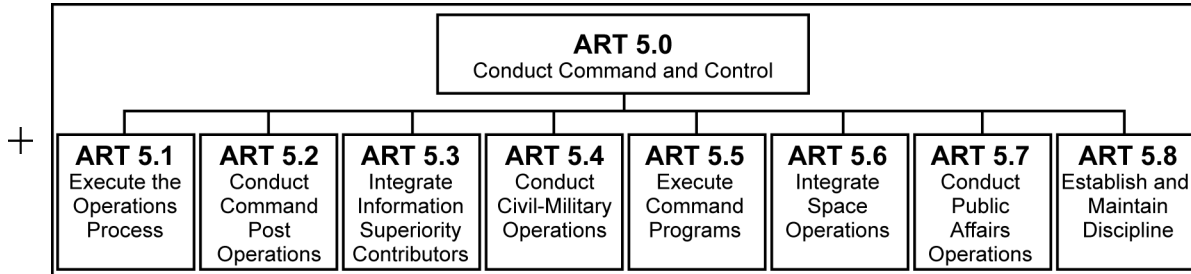
4-165. Provide support for resettlement of dislocated civilians to include their safety and security. This task includes controlling the movement of civilians, providing relief to human suffering, protecting civilians from combat operations or other threats, and establishing resettlement facilities in support of civil affairs operations. Establishing a facility requires collection, screening, processing, evacuation, housing, safeguarding, and releasing displaced civilians. ART 4.4.2 occurs in temporary and long-term facilities and points. (FM 3-39.40) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Resettlement activities did not prevent or seriously interfere with accomplishment of the unit's primary tactical mission.
02	Yes/No	Operations of U.S. forces performing resettlement activities observed international laws of war, U.S. laws and regulations, rules of engagement, and status-of-forces agreements.
03	Yes/No	Operations of U.S. forces performing resettlement activities observed local customs, mores, and taboos where possible.
04	Yes/No	Dislocated civilians received necessary food, water, pay, clothing, housing, and medical care.
05	Yes/No	Unit supervised incarceration process and transfer to prison facilities for dislocated civilians guilty of criminal activity.
06	Yes/No	Environmental considerations planning and procedures were present and being followed.
07	Yes/No	Unit determined the reliability of local markets to meet needs.
08	Yes/No	Unit provided emergency food, water, sanitation, shelter, and medicine.
09	Yes/No	Unit coordinated with other donors and humanitarian agencies.
10	Yes/No	Unit established registration and health screening mechanisms.
11	Yes/No	Unit assessed prevalence for human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS).
12	Time	To refine plans for the movement, security and support of resettlement of dislocated civilians.
13	Time	To establish dislocated civilian collection points.
14	Time	To develop and enforce resettlement and population control measures, such as curfew, travel permits, and lists of controlled supplies and contraband.
15	Time	To forward intelligence information collected to unit intelligence staff.
16	Time	To move dislocated civilians to their respective resettlement facilities from their initial collection points.
17	Percent	Of dislocated civilians who received medical treatment.
18	Percent	Of friendly force personnel in area of operations involved in maintaining dislocated civilian resettlement facilities.
19	Percent	Of unit sustainment capabilities needed to support resettlement operations.
20	Number	And types of supplies needed to support resettlement operations.
21	Number	Of dislocated civilians.
22	Number	Of resettlement facilities and camps established.
23	Ratio	Of guards to dislocated civilians.

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## Chapter 5

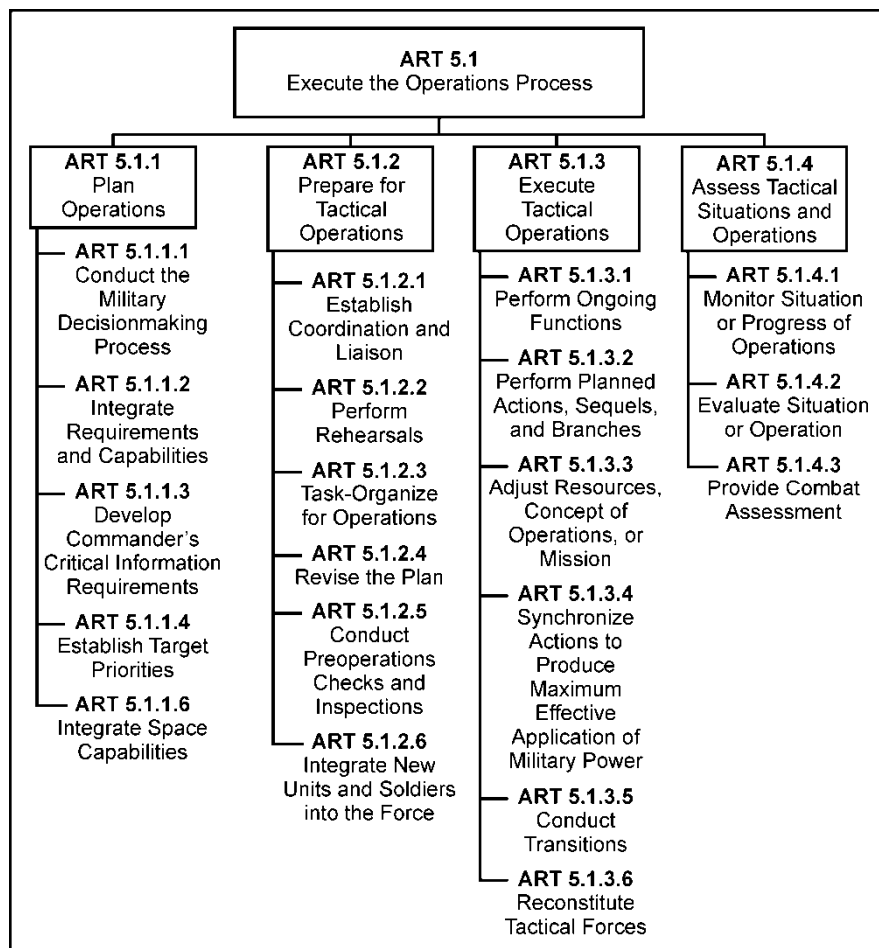
# ART 5.0: Conduct Command and Control



The *command and control warfighting function* is the related tasks and systems that support commanders in exercising authority and direction. It includes those tasks associated with acquiring friendly information, managing relevant information, and directing and leading subordinates. Through command and control, commanders integrate all warfighting functions to accomplish the mission. (FM 3-0) (USACAC)

+ Command and control is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of a mission. Commanders perform command and control functions through a command and control system. (FM 6-0) (USACAC)

## SECTION I – ART 5.1: EXECUTE THE OPERATIONS PROCESS



5-1. The operations process consists of the major command and control activities performed during operations: planning, preparing, executing, and continuously assessing the operation. Battle command drives the operations process. These activities may be sequential or simultaneous. They are usually not discrete; they overlap and recur as circumstances demand. Commanders use the operations process to help them decide when and where to make decisions, control operations, and provide command presence. (FM 3-0) (USACAC)

### ART 5.1.1 PLAN OPERATIONS

5-2. Translate the commander's visualization into a specific course of action (COA) for preparation and execution. Produce orders and plans that communicate the selected COA, commander's intent, and decisions to subordinates, focusing on the expected results. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Tactical planning produced a commander's decision, communicated an effective methodology, and facilitated mission accomplishment.
02	Yes/No	Subordinate unit staffs were able to understand the order produced by the military decisionmaking process (MDMP).
03	Yes/No	Time was available for plan rehearsal and refinement.



<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit sleep plan provided adequate rest for effective performance over time.
02	Yes/No	Unit prepared sleep plan.
03	Yes/No	Unit complied with sleep plan during operations.
04	Percent	Of Soldiers obtaining sleep within the parameters of FM 6-22.5.
05	Number	Of Soldiers unable to perform due to lack of sleep.

### **ART 5.2.4 MANAGE STRESS**

5-63. Identify, counter, and minimize the degrading effects of stress on units as they execute continuous operations. (FM 6-22.5) (USAMEDDC&S)

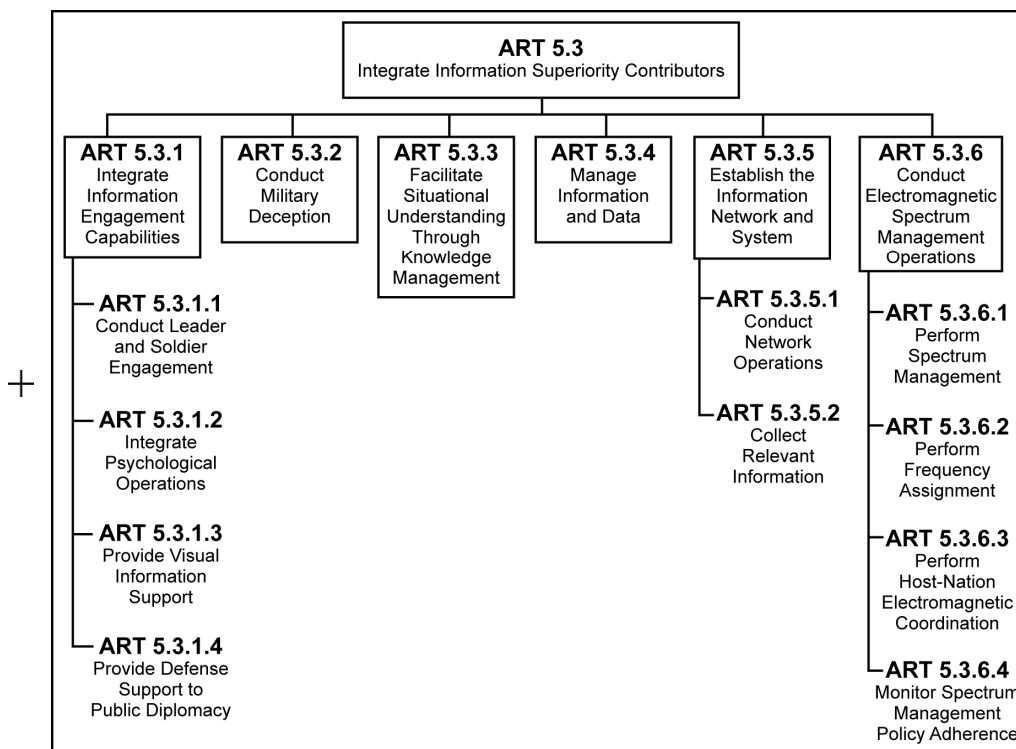
<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified, countered, and minimized effects of stress on Soldiers to avoid degrading unit performance and mission accomplishment.
02	Number	Of misbehavior incidents due to effects of stress.
03	Number	Of decisions degraded by stress.

### **ART 5.2.5 MAINTAIN CONTINUITY OF COMMAND AND CONTROL**

5-64. Ensure—through succession of command and the ability of the commander to exercise command and control (C2) continuously from any point in the area of operations—continuity in the exercise of the authority of command and continuity in the performance of functions, tasks, or duties necessary to accomplish a military operation or mission. ART 5.2.5 includes maintaining the functions and duties of the commander as well as the supporting functions and duties performed by the staff and others acting under the authority and direction of the commander. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit maintained continuity of C2 throughout the mission.
02	Time	That commander was not available for command functions.
03	Time	Of communications loss with subordinates.
04	Time	To restore commander's understanding of current situation.
05	Time	To transfer command from one commander to another.
06	Number	Of times communications with the commander were lost.
07	Number	Of times the commander lost communications with subordinates.

## SECTION III – ART 5.3: INTEGRATE INFORMATION SUPERIORITY CONTRIBUTORS



5-65. Commanders integrate four contributors to achieve information superiority during full spectrum operations. The four contributors are Army information tasks; intelligence, surveillance, and reconnaissance (ISR); knowledge management; and information management. ISR Army tasks are defined in ART 2.0 (The Intelligence Warfighting Function). (FM 3-0) (USACAC)

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**Note:** The Army information tasks are defined within the appropriate warfighting functions. Information engagement and military deception are included in this chapter. Command and control warfare is in chapter 3, ART 3.0 (The Fires Warfighting Function). Information protection and operations security are included in ART 6.0 (The Protection Warfighting Function).

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### ART 5.3.1 INTEGRATE INFORMATION ENGAGEMENT CAPABILITIES

5-66. *Information engagement* is the integrated employment of public affairs to inform U.S. and friendly audiences; psychological operations, combat camera, U.S. Government strategic communication and defense support to public diplomacy, and other means necessary to influence foreign audiences; and, leader and Soldier engagements to support both efforts. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit identified information requirements in support of information engagement.
02	Yes/No	Unit developed information engagement objectives nested with commander's intent and strategic communications themes.
03	Yes/No	Unit developed information engagement measures of performance and measures of effectiveness.

**ART 5.3.1.4 PROVIDE DEFENSE SUPPORT TO PUBLIC DIPLOMACY**

5-70. Defense support to public diplomacy is those activities and measures taken by the Department of Defense components to support and facilitate public diplomacy efforts of the U.S. Government. Defense support to public diplomacy is the military's role in supporting the U.S. Government's strategic communication program. It includes peacetime military engagement activities conducted as part of combatant commanders' theater security cooperation plans. (FM 3-0) (USACAC)

**ART 5.3.2 CONDUCT MILITARY DECEPTION**

5-71. Execute actions to mislead enemy or adversary military decisionmakers deliberately as to friendly military capabilities, intentions, and operations, thereby causing the enemy or adversary to take specific actions (or inactions) that contribute to accomplishing the friendly mission. Military deception includes simulative deception, simulative electronic deception, imitative electronic deception, and manipulative electronic deception. (FM 3-13) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit achieved military deception objective.
02	Yes/No	Unit integrated military deception effort with other operations.
03	Yes/No	Military deception effort conformed to instructions from higher headquarters, statutory requirements, and international agreements.
04	Yes/No	Military deception effort supported the commander's intent.
05	Yes/No	Unit identified and then exploited target biases.
06	Yes/No	Unit maintained operations security throughout the process.
07	Yes/No	Unit used various sources—physical, electronic, imitative, simulative, and manipulative—to transmit the military deception story to the enemy.
08	Yes/No	Unit identified the deception target appropriate to the level of deception operation.
09	Time	To provide a military deception plan to support a branch or sequel.
10	Time	For enemy to identify military deception after commencing operations.
11	Time	To implement preplanned military deception plan.
12	Time	To identify key enemy decisionmakers.
13	Time	To identify enemy critical intelligence indicators.
14	Time	To assess operations security measures protecting the military deception operation from hostile detection and unwitting disclosure to friendly elements.
15	Percent	Of enemy force decoyed away from the area of the unit's decisive operation.
16	Percent	Of operation plans and orders that contain a military deception appendix to the information operations annex.
17	Percent	Of friendly military deception operations resulting in the enemy reallocating its resources.
18	Percent	Of enemy critical intelligence indicators successfully supplied with false or misleading information.
19	Percent	Of military deception events executed at the time and location specified.
20	Percent	Of physical environment and other conditions of the operational environment effectively used to support military deception effort.
21	Percent	Of false information contained in the military deception story.
22	Number	Of physical, technical, and administrative means available to convey information to the military deception target.

### ART 5.3.3 FACILITATE SITUATIONAL UNDERSTANDING THROUGH KNOWLEDGE MANAGEMENT

5-72. Create, organize, apply, and transfer knowledge to facilitate situational understanding and decisionmaking. Knowledge management supports improving organizational learning, innovation, and performance. Knowledge management processes ensure that knowledge products and services are relevant, accurate, timely, and useable to commanders and decisionmakers. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Knowledge management applied analysis and evaluation to information to create knowledge.
02	Yes/No	Commander's critical information requirements focused knowledge management product development.
03	Yes/No	Knowledge management narrowed the gap between relevant information required and information available.
04	Yes/No	Unit developed knowledge management plan.
05	Yes/No	Knowledge management plan addressed knowledge and information flow.
06	Yes/No	Knowledge management plan developed criteria for displaying the common operational picture.
07	Yes/No	Knowledge management supported developing situational awareness and situational understanding.
08	Yes/No	Knowledge management enabled rapid, accurate retrieval of previously developed knowledge to satisfy new requirements.
09	Yes/No	Knowledge management routed products to the appropriate individuals in a readily understood format.
10	Yes/No	Knowledge management kept commander and staff from being overwhelmed by information.

### + ART 5.3.4 MANAGE INFORMATION AND DATA

5-73. Direct relevant information to the right person at the right time in a usable format to facilitate situational understanding and decisionmaking. Use procedures and information systems to collect, process, display, store, and disseminate data and information. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Information and data collected, processed, displayed, stored, and disseminated directed relevant information to the right persons at the right time in a usable format to facilitate situational understanding and decisionmaking.
02	Time	To direct, establish, and control the means by which the various staffs and forces send and receive operationally significant data or information, to minimize operations delayed or affected because of lack of information.
03	Time	For force common operating picture to reflect real-world situation.
04	Percent	Of critical information acquired and disseminated to subordinate commanders and appropriate members of subordinate staffs.
05	Percent	Of time that data was presented to the decisionmaker in the requested format.

### + ART 5.3.5 ESTABLISH THE INFORMATION NETWORK AND SYSTEM

5-74. Install, operate, and maintain networks that ensure information systems and personnel can perform information management activities. ART 5.3.5 includes network operations, functions (enterprise systems management, content staging and information dissemination management, and information assurance and computer network defense), and repositioning information systems (such as communications nodes) to maintain continuity of command and control (C2). (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Operations of the information network, systems, and personnel effectively performed information management activities in support of the commander's decisionmaking.
02	Time	To deliver high precedence messages.
03	Time	To integrate new headquarters into existing SECRET Internet Protocol Router Networks (SIPRNETs).
04	Time	To establish integrated communications system.
05	Time	To establish both data and voice communications with combatant command and its components.
06	Time	To submit frequency requests.
07	Percent	Of subordinate commanders and supporting staffs in communication with force headquarters.
08	Percent	Of C2, communications, and computer support systems that are operational.
09	Percent	Of C2, communications, and computer support systems that meet command reliability standards.
10	Percent	Of C2, communications, and computer support systems equipment down for unscheduled maintenance.
11	Percent	Of traffic sent on nondedicated or non-Department of Defense lines or circuits.
12	Percent	Of communications equipment, circuits, and connectivity with status accurately displayed.
13	Percent	Of communications outages with adequate back-up communications paths.
14	Percent	Of time essential C2, communications, and computer systems accessible from all locations.
15	Percent	Of force headquarters local area networks capable of interoperating.
16	Percent	Of time communications connectivity maintained with all units.
17	Percent	Of time voice and data communications (unsecure and secure) maintained.
18	Percent	Of equipment interoperability problems that result in late or lost data.
19	Percent	Of resources requested to fill all shortfalls
20	Percent	Of critical C2, communications, computer, and intelligence architecture nodes identified in the operation plan.
21	Number	Of instances of delay, disruption, or corruption of operational C2, communications, and computer systems due to failure to follow established policies and procedures.

### ART 5.3.5.1 CONDUCT NETWORK OPERATIONS

5-75. Perform the essential tasks to support situational awareness and command and control that commanders will use to operate and defend the network. (FMI 6-02.60) (USASC&FG)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The G-6 prepared and maintained information systems estimates, plans, and orders.
02	Yes/No	The G-6 recommended command post locations based on the information environment.
03	Yes/No	Unit established automation systems administration procedures for all information systems.
04	Yes/No	Unit established procedures for collecting, processing, displaying, storing, and disseminating data and information within the headquarters, staff sections, and major subordinate commands throughout the operations process.
05	Time	To manage and control information network capabilities and services.
06	Time	To coordinate, plan, and direct all information systems support interfaces with joint and multinational forces, including host-nation forces.
07	Time	To coordinate the availability of commercial information systems and information services.

No.	Scale	Measure
08	Time	To coordinate unit commercial and military satellite communications requirements.
09	Percent	Of time monitoring and making recommendations on all technical information systems activities.
10	Percent	Of time assessing information systems vulnerability and risk management (with the G-2 and G-7).
11	Percent	Of time recommending information systems network priorities for battle command.
12	Percent	Of time ensuring that redundant communications means are planned and available to pass time-sensitive information.

**ART 5.3.5.2 COLLECT RELEVANT INFORMATION**

5-76. Continually collect relevant information about the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations from the information environment by any means for processing, displaying, storing, and disseminating to support conducting current and future operations. (FM 6-0) (USACAC)

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*Note:* The distinction between ART 5.3.5.2 and ART 2.3 (Perform Intelligence, Surveillance, and Reconnaissance) is that ART 2.3 involves collecting information from the operational environment while ART 5.3.5.2 involves integrating intelligence information and products that exist within the command and control systems.

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No.	Scale	Measure
01	Yes/No	Information collected supported military decisionmaking.
02	Time	Since latest relevant information collected.
03	Percent	Of decisions delayed awaiting collection of appropriate data.
04	Percent	Of requested information collected within time desired.
05	Percent	Of collected information that was high quality.

**ART 5.3.5.2.1 Collect Friendly Force Information Requirements**

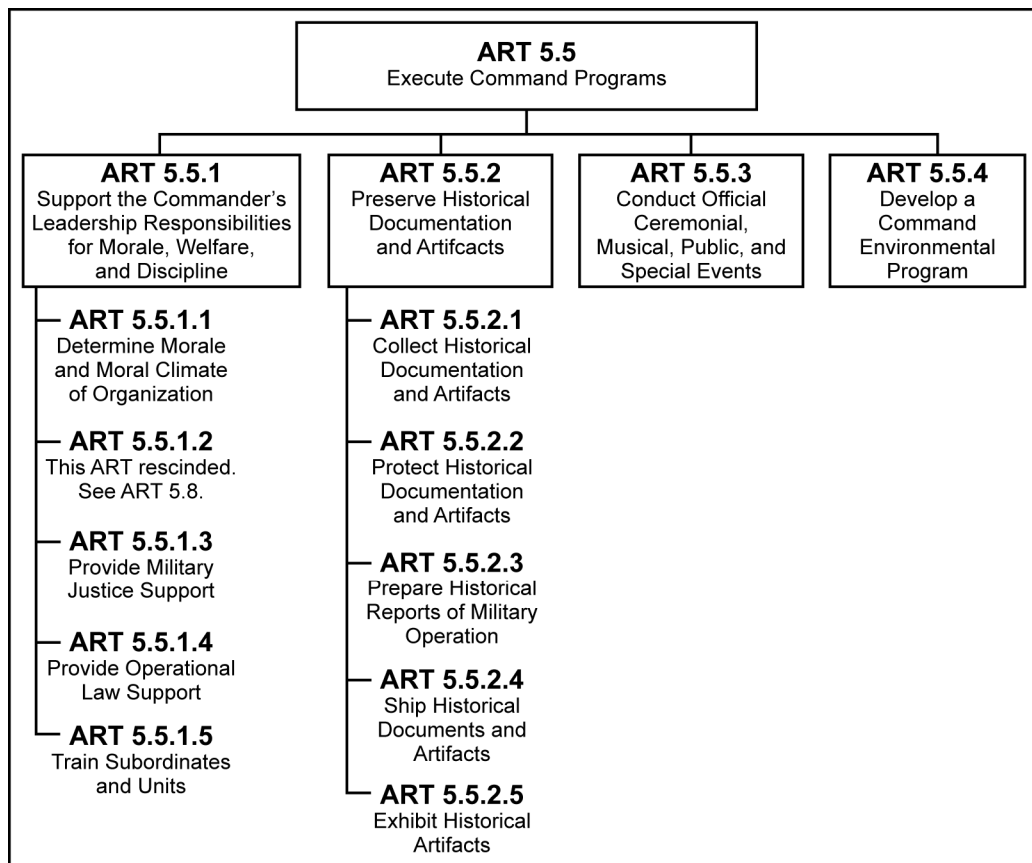
5-77. Collect data about friendly forces from the information environment for processing, displaying, storing, and disseminating to support command and control functions. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Information collected about friendly forces supported decisionmaking.
02	Yes/No	Information collected was current.
03	Percent	Of accuracy of information on essential logistics, maintenance, and personnel requirements and reports.
04	Percent	Of accuracy of information regarding subordinate unit deployments.
05	Percent	Of accuracy of data used by operations staff.
06	Percent	Of accuracy of subordinate unit status.
07	Percent	Of friendly units or organizations and personnel with current status known.

**ART 5.3.5.2.2 Integrate Intelligence Products**

5-78. Collect intelligence products from intelligence sources and combine them with friendly force information requirements for use in command and control functions. (FM 6-0) (USACAC)

**SECTION V – ART 5.5: EXECUTE COMMAND PROGRAMS**



5-118. Command programs are programs required by U.S. Code and Army regulations. In some cases doctrine also addresses aspects of these programs. Command programs include the following tasks: support commander’s leadership responsibilities for morale, welfare, and discipline; preserve historical documentation and artifacts; train subordinates and units; and develop a command environmental program.

**ART 5.5.1 SUPPORT THE COMMANDER’S LEADERSHIP RESPONSIBILITIES FOR MORALE, WELFARE, AND DISCIPLINE**

5-119. Support the commander’s leadership influencing, operating, and improving activities that fulfill responsibilities for the morale, welfare, and discipline of Soldiers and Army civilians. (FM 6-22) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander fulfilled responsibilities for the morale, welfare, and discipline of Soldiers and Army civilians.
02	Yes/No	Unit’s mission was degraded, delayed, or disrupted due to stress-related illness or injury.
03	Percent	Of Soldiers in the command involved in disciplinary cases.
04	Percent	Of leaders trained or educated appropriate to rank.
05	Number	Of unit and personal commendations for achievement.
06	Number	Of unit and personal commendations for bravery.
07	Number	Of incidents of disrespect to authorities or unit.

**ART 5.5.1.1 DETERMINE MORALE AND MORAL CLIMATE OF ORGANIZATION**

5-120. Morale, the human dimension's most important intangible element, is an emotional bond that impacts the quality of organizational cohesion in the accomplishment of missions. Moral climate deals with the ability of a unit to do what is right even when there is pressure to do something else. (FM 6-22) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The morale of Soldiers and Army civilians and moral climate of organization accurately and regularly determined.
02	Percent	Of crimes reported involving military behavior in violation of statutes of the Uniform Code of Military Justice.
03	Percent	Of reports from unit ministry team on level of morale that indicates the level is below average.
04	Number	Of morale incidents reported through medical channels.

**+ ART 5.5.1.2 ESTABLISH AND MAINTAIN DISCIPLINE**

5-121. ART 5.5.1.2 is rescinded. See ART 5.8 (Establish and Maintain Discipline).

**ART 5.5.1.3 PROVIDE MILITARY JUSTICE SUPPORT**

5-122. Advise and assist the commander in the administration of the uniformed code of military justice, to include the disposition of alleged offenses by courts-martial or nonjudicial punishment, appeals of nonjudicial punishment, and action on courts-martial findings and sentences. Supervise the administration and prosecution of courts-martial, preparation of records of trial, the victim-witness assistance program, and military justice training for all Army personnel. (FM 27-100) (TJAGLCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Military justice administration supported the commander's leadership and discipline responsibilities.
02	Yes/No	Commanders briefed Soldiers on General Order No. 1 before deployment.
03	Time	To prepare a DA Form 2627 (Record of Proceedings under Article 15, UCMJ).
04	Time	To prepare a record of trial by courts-martial.
05	Time	To conduct Article 32 investigation.
06	Time	Between requests for military justice briefings and actual presentations.
07	Time	Between prereferral and referral of a case.
08	Time	Between referral and trial of a case.
09	Time	Between the occurrence of crime and its final disposition.
10	Percent	Of cases in which unlawful command influence occurs.
11	Percent	Of cases overturned on appeal.
12	Percent	Of cases requiring the detail of outside counsel.
13	Percent	Of victims and witnesses having an appointed victim-witness liaison.
14	Percent	Of victims and witnesses who receive a victim-witness information packet.
15	Percent	Of unit personnel who receive military justice training.
16	Percent	Of drafted specifications that properly state an offense.
17	Percent	Of drafted specifications that are supported by probable cause.
18	Percent	Of courts-martial cases co-chaired by a senior judge advocate.

**ART 5.5.1.4 PROVIDE OPERATIONAL LAW SUPPORT**

5-123. Support the command and control of military operations (the military decisionmaking process and conduct of operations) by performing mission analysis; preparing legal estimates; designing the operational



legal support structure; writing legal annexes; assisting in the development and training of rules of engagement (ROE); reviewing all operation plans and orders; maintaining situational understanding; and advising on the legal aspects of targeting, internment and resettlement activities (including detainee operations), stability operations or civil support operations, and applying ROE, civil affairs operations, and information engagement. (FM 27-100) (TJAGLCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Operational law support enhanced the chances of accomplishing the mission without violating the laws of war or rules of engagement.
02	Yes/No	Environmental considerations planning and procedures were present and being followed.
03	Yes/No	Unit determined ROE and clearly defined roles and responsibilities (including custody and transfer of detainees).
04	Time	To assist drafting and reviewing of the ROE for the operation.
05	Time	Between commander's requests for and receipt of legal advice or support.
06	Time	To prepare legal estimates.
07	Time	To draft legal annexes.
08	Time	Between requests for briefings on ROE or law of war and actual presentation of the briefings.
09	Time	To review existing interagency and multinational agreements.
10	Time	To review operation plans.
11	Time	To advise on legal aspects of internment and resettlement activities (including detainee operations).
12	Time	To advise on the legal aspects of stability operations.
13	Time	To advise on the legal aspects of support operations.
14	Percent	Of unit personnel who receive ROE briefings before deployment.
15	Percent	Of operational law judge advocates and support personnel with working knowledge of available Army information systems.
16	Percent	Of operational law judge advocates and support personnel with access to Army information systems.
17	Percent	Of operational law judge advocates and support personnel with access to the legal automation Army-wide system.
18	Percent	Of judge advocates who deploy with radio data links and radios.
19	Percent	Of judge advocates with access to a global positioning device.
20	Percent	Of judge advocates proficiently trained to use a global positioning device.
21	Percent	Of units or Soldiers that receive legal briefings on ROE or law of war, status-of-forces agreements, and host-nation law before deployment.
22	Percent	Of operational cells with a judge advocate detailed.
23	Percent	Of missions where a judge advocate participates in mission analysis.
24	Percent	Of targets reviewed by a judge advocate.
25	Percent	Of entities requiring legal liaison that have a designated judge advocate liaison.
26	Percent	Of crisis management team meetings attended by a judge advocate.
27	Percent	Of issues correctly identified, analyzed, and resolved to support the command and control mission.
28	Percent	Of legal opinions that reflect an accurate view of the law.
29	Percent	Of legal opinions that answer the client's questions clearly and concisely.
30	Percent	Of legal opinions in a form that is useful to the client.
31	Percent	Of opinions reviewed by a supervisor before release.

**ART 5.5.1.5 TRAIN SUBORDINATES AND UNITS**

5-124. Instruct military personnel to improve their capacity individually and collectively to perform specific military functions and tasks. Training prepares Soldiers, leaders, and units to conduct tactical operations and win. (FM 7-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Training prepared Soldiers, leaders, and units to accomplish their actions and missions.
02	Time	For unit and personnel to perform training to standard.
03	Percent	Of units able to accomplish missions.
04	Percent	Of personnel able to perform assigned duties in missions.
05	Percent	Of mission-essential tasks trained to standard under prescribed conditions.
06	Percent	Of mission-essential tasks performed to standard in operations.

**ART 5.5.1.5.1 Develop Mission-Essential Task List**

5-125. Compile collective mission-essential tasks that must be performed successfully if an organization is to accomplish its operational missions. (FM 7-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit developed a mission-essential task list (METL) that reflects the higher command METL and guidance.
02	Percent	Of mission-essential tasks selected corresponding to missions.
03	Percent	Of increase in effectiveness of unit and individuals on mission-essential tasks as a result of training relative to before training.
04	Number	Of missions that a unit receives that are not on its METL.

**ART 5.5.1.5.2 Plan Training**

5-126. Identify a desired outcome, develop effective ways of achieving it, recommend the most effective one, and produce a sequence of activities that achieve expected results. ART 5.5.1.3.2 includes assessing training proficiency, articulating a training vision, issuing training guidance, managing time, establishing training events, and allocating training resources to activities and events. (FM 7-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Training plan reflected command and doctrinal guidance and the existing factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations that if executed will achieve the desired performance in operations.
02	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
03	Time	To establish required training program (from mission change).
04	Time	To prepare training plan.

**ART 5.5.1.5.3 Prepare for Training**

5-127. Initiate and perform activities by the unit before execution to improve its ability to train successfully. ART 5.5.1.3.3 includes rehearsals of trainers; preexecution checks of individuals and units to be trained, trainers to execute and evaluate training, and training support required; assembly of allocated training resources; and elimination of potential training distracters. (FM 7-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Trainers and training resources were available and ready for the training audience when they arrived.
02	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
03	Time	For units and personnel to begin training.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
04	Time	For rehearsals of trainers.
05	Time	To assemble and position training resources.
06	Percent	Of required training resources provided and assembled.

**ART 5.5.1.5.4 Execute Training**

5-128. Put a plan into action by applying training resources to accomplish the training mission or objective. ART 5.5.1.5.4 includes effective presentation and practice during execution that is accurate, well structured, efficient, realistic, safe, and effective. (FM 7-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Training conducted to established standards accomplished training mission.
02	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
03	Time	To complete required training.
04	Percent	Of units and assigned personnel attending and participating in training.
05	Number	Of accidents during training.
06	Number	Of times that planned training activities are modified for safety considerations.

**ART 5.5.1.5.5 Assess Training**

5-129. Evaluate the demonstrated ability of individuals, leaders, and units against specified training standards. Training may be evaluated against the training objectives or against the performance standards of the tasks for which being trained. (FM 7-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Commander knew which tasks were performed at or above standard and which tasks did not meet standards.
02	Yes/No	Training evaluated against training objectives or performance standards.
03	Yes/No	The opposing force, training conditions, and observers and controllers were sufficient to trigger realistic training events.
04	Yes/No	Unit completed at least one after action review per major training event.
05	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
06	Time	To devise and complete training assessments.
07	Percent	Of personnel and units meeting standard.
08	Percent	Of mission-essential task list trained to standard.
09	Percent	Of mission-essential tasks meeting mission requirements.

**ART 5.5.2 PRESERVE HISTORICAL DOCUMENTATION AND ARTIFACTS**

5-130. To collect and safeguard, paper, photographic images, electronic documentation, and artifacts of key events, decisions, and observations of joint or combined operations or campaigns to support lessons learned analysis, public affairs efforts, doctrine development, and historical retention and writing. This task includes attending key briefings and meetings and interviewing key personnel to gather first-hand observations, facts, and impressions. This task further includes keeping a daily journal of personal observations and key events and packaging and forwarding collected information to appropriate agencies. Prepare and submit contingency historical reports that include required data. (FM 1-20) (Center of Military History)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Artifacts were moved from the theater of operations and forwarded to an Army museum under the direction of the Center of Military History as soon as possible.
02	Yes/No	Historical team used appropriate technology to accomplish the mission.
03	Yes/No	Supported units received timely, accurate, and relevant historical products and Services.
04	Yes/No	Historical team anticipated and responded to the supported commander's needs.
05	Yes/No	Commander and staff of the supported unit were aware of and had access to historical products and services.
06	Yes/No	Soldiers within supported unit were aware of Army and unit heritage, customs, and traditions.
07	Yes/No	Supported unit exploited history to build cohesion and communicate Army values.
08	Yes/No	Military history was incorporated into supported unit training.
09	Yes/No	Proper policy exception authority was obtained for the consumptive use or alteration of artifacts by the supported unit.
10	Yes/No	All explosive material was inspected by explosive ordnance disposal and rendered inert, as necessary.
11	Yes/No	All retained explosive artifacts were fully documented and recorded as inert.
12	Yes/No	Items of historical significance (mission statement, after action reviews, or lesson learned summaries, and unit briefing slides) were maintained and submitted as part of the unit historical report per AR 25-400-2.
13	Yes/No	Historical team created and maintained organizational history files.
14	Yes/No	All artifacts sent from active operations were accompanied with complete documentation for provenance and historical significance.
15	Time	From termination of major event until all key personnel interviewed.
16	Time	Before documents are available for lessons learned analysis.
17	Time	Before initial status reports are submitted to higher echelons.
18	Time	Before contingency historical reports and supporting documents are sent to a central collection point.
19	Time	To respond to and be on scene for short notice tasking.
20	Time	Before after action reviews are submitted to higher echelons.
21	Percent	Of decision documents with predecisional material available.
22	Percent	Of key leaders interviewed after the event.
23	Percent	Of key staff members interviewed after the event.
24	Percent	Of properly captioned photographic images and electronic documentation available.
25	Percent	Of official documentation—such as maps, orders, photos, web pages—preserved in historical accounts.
26	Percent	Of operations that have enemy versions or accounts available for cross-referencing.
27	Percent	Of records retired or retained per G-1 records retirement system (rather than destroyed).
28	Percent	Of SFs 135 (Records Transmittal and Receipt) properly completed.
29	Percent	Of battles and engagements with photographic images and electronic documentation available.
30	Number	Of oral history interviews completed.
31	Number	Of end-of-tour interviews completed.

### **ART 5.5.2.1 COLLECT HISTORICAL DOCUMENTS AND ARTIFACTS**

5-131. Collect documents, maps, photographs, video and audio recordings, artifacts, and other historical material that might not be preserved by retiring records. This task includes performing after-action

interviews and special projects for subjects not treated in regular reports and documents. It also includes the collection of specific information for historical research projects being undertaken by higher historical offices when tasked to do so through command channels. (FM 1-20) (Center of Military History)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Documents and artifacts relating to military operations were collected and preserved.
02	Yes/No	Historical team used appropriate technology to accomplish the mission.
03	Yes/No	All collected artifacts were reported to the chief of military history.
04	Yes/No	Historical documents and artifacts were properly classified and secured per their classification level.
05	Yes/No	Research collection was established to provide supported units with historical information relating to their current operations.
06	Yes/No	Historians and archivists coordinated with staff division chiefs, action or project officers, and other key personnel to ensure documents, oral interviews, visual images, and other source materials pertaining to historically significant developments and events that took place in the command were placed in the historical research collection.
07	Yes/No	Historical research collections were established and maintained per AR 870-5.
08	Yes/No	Support history detachment advised and assisted the commander and the command's record managers to ensure proper records management regarding documents designated as permanent per AR 25-400-2 (daily journals, plans, files, and so forth).
09	Yes/No	Unit and command histories were regularly prepared and transmitted per regulatory guidance.
10	Yes/No	Supporting military history detachment established working relationships with organization or installation records managers, librarians, and museum curators during the selection of documents for the collection to ensure that all source materials were available to the command.
11	Yes/No	Historians and archivists coordinated with museum personnel to differentiate between historical documents held by museums in support of their collections (as defined in AR 870-20).
12	Time	Before documents are available for lessons learned analysis.
13	Time	Before contingency historical reports and supporting documents are sent to a central collection point.
14	Percent	Of decision documents with predecisional material available.
15	Percent	Of photographic images and electronic documentation available.
16	Percent	Of official documentation—such as maps, orders, photos, web pages—preserved in historical accounts.
17	Percent	Of records retired or retained (rather than destroyed).
18	Percent	Of SFs 135 (Records Transmittal and Receipt) properly completed.
19	Percent	Of battles and engagements with photographic images and electronic documentation available.
20	Percent	Of artifacts unaccounted for after 100-percent inventory.
21	Percent	Of artifact records with an incorrect entry in the "location" block.
22	Number	Of end-of-tour interviews completed.

**ART 5.5.2.2 PROTECT HISTORICAL DOCUMENTS AND ARTIFACTS**

5-132. Preventing the damage of historical documents and artifacts by either external forces such as mishandling, an unstable environment, or by the intrinsic nature of the materials used to make them. Some historical records and artifacts materials are much more fragile than others are and may have special requirements for care. (FM 1-20) (Center of Military History)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Historical documents and artifacts were maintained as much as possible in a manner that prevents further deterioration while still allowing their use in historical and operational studies and education.
02	Yes/No	Paper documents were not exposed to excessive amounts of light. Lights were turned off in rooms that are not in use. Daylight was blocked by the use of curtains, shades, or plastic filtering films.
03	Yes/No	Paper documents were not exposed to rapid changes or extremes in temperature and humidity. Temperature was maintained at 68-degrees (within a range of plus or minus 5 degrees) Fahrenheit and 50-percent (within a range of plus or minus 5 percent) relative humidity in book rooms that were in regular use.
04	Yes/No	Paper documents were shelved correctly.
05	Yes/No	Paper documents were regularly checked for pest infestations.
06	Yes/No	Electronic documents were stored in formats that can be read by successive software programs per Department of Defense military standards.
07	Yes/No	Photographs were properly labeled to identify who, what, how, when, and where and who took the photograph on the back of the photo or on the sheet of paper containing the photo.
08	Yes/No	Artifacts containing organic materials—such as leather, fur, horn, feathers, ivory, wool, paper, and cotton—were protected as much as possible from environmental damage such as light, humidity, temperature variations, air pollution, pests, and destructive handling.
09	Yes/No	Artifacts composed of inorganic materials such as metal, stone, glass, and ceramics were protected as much as possible from environmental damage and destructive handling.
10	Percent	Of historical documents and artifact collection that have been properly treated to ensure preservation.

### ART 5.5.2.3 PREPARE HISTORICAL REPORTS OF MILITARY OPERATIONS

5-133. Provide well-researched studies and analyses, accurate historical information, institutional memory, historical perspective, and input to lessons learned to support commanders and staffs in problem solving and decisionmaking. (FM 1-20) (Center of Military History)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Echelon headquarters had a history program that provided studies and analyses, accurate historical information, institutional memory, and historical perspectives to its constituent commanders and staffs to support problem solving and decisionmaking.
02	Yes/No	Echelon headquarters exercised staff supervision over subordinate unit and organizational history programs and activities, including biennial staff assistance visits to subordinate command history offices and review and evaluation of the professional historical credentials and qualifications of all candidates for command historian positions in subordinate commands.
03	Yes/No	Historian prepared historical reports supported leader development.
04	Yes/No	Command historian assisted in the planning and preparation of historical reports, including the command report.
05	Yes/No	Short historical studies of immediate use to the command were prepared to provide insights concerning special tactics, techniques, and battlefield improvisations.
06	Time	Required to establish command historical programs to include monographs, doctrinal and special studies, histories, documentary collections, oral history interviews, and studies on topics and events of historical significance to the command and the Army.
07	Time	To prepare historical manuscripts for publication.
08	Time	To respond to historical inquiries from within or external to the supported unit.
09	Time	Required to perform instruction or teaching duties in military history when assigned to a service school.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
10	Percent	Of available historian resources devoted toward performing instruction or teaching in military history.
11	Number	Of doctrinal and special studies prepared.
12	Number	Of biennial staff assistance visits to subordinate command history offices.
13	Number	Of oral history interviews.
14	Number	Of historical inquiries for which a response was prepared.
15	Number	Of monographs prepared on selected operations, battles, activities, or problems.

**ART 5.5.2.4 SHIP HISTORICAL DOCUMENTS AND ARTIFACTS**

5-134. Preventing damage to historical records and artifacts during shipment to and from historical collections by external forces such as mishandling or an unstable environment. (FM 1-20) (Center of Military History)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	When they were no longer needed locally for research or references, forward materials were produced or collected through the theater historian to the Army Center of Military History.
02	Yes/No	Unit commanders were required to maintain organizational history files by shipping those files to storage when the unit was inactivated, disbanded, or reduced to zero strength, while in a combat zone, or when otherwise unable to care for them.
03	Yes/No	Commanders of reactivated units or active units with stored organizational history files addressed their requests for the return of those files to the Center of Military History.
04	Yes/No	Questions concerning the proper packing of historical artifacts or art were referred directly to the Center of Military History or to a certified Army museum.
05	Yes/No	Historical artifacts and works of art were shipped commercially or by mail and packed to preclude any damage as described in FM 38-700.
06	Yes/No	The same level of care was taken to protect artifacts and art in transit as was used in their storage, including the use of museum-safe materials.
07	Yes/No	Historical artifacts and works of art were sent by registered mail (return receipt requested) when size and weight met commercial carrier requirements and when economically advantageous.
08	Yes/No	The artifact responsible officer obtained the chief curator's prior approval in writing (to include a document number assigned by the artifact accountable officer) before shipment of any item.
09	Yes/No	The artifact responsible officer provided a copy of the written approval, as part of the shipment, to the receiving museum, organization, or activity.
10	Yes/No	Shipments of artifacts containing hazardous material or restricted material were shipped per current regulations and directives.
11	Number	And types of historical records and artifacts shipped to and from the headquarters.

**ART 5.5.2.5 EXHIBIT HISTORICAL ARTIFACTS**

5-135. This task encompasses the visual means by which the interpretation of Army history is met and involves the exhibition of a portion of the collection of a museum or historical collection. It is the technique by which the majority of the institution's audience is reached. Museum exhibits encompass permanent, temporary, traveling, and remote displays. (FM 1-20) (Center of Military History)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Historical exhibits conformed to professional standards.
02	Yes/No	Army museums and museum activities were organizationally aligned where they will be most effective as training, educational, and research institutions.
03	Yes/No	Exhibits and historical documents and artifact collections supported military training,

No.	Scale	Measure
		education, research, and development.
04	Yes/No	Historical exhibit facilities and collections were maintained in a professional manner as directed in public law and Army regulations.
05	Yes/No	Historical artifacts and art held in custody by any Army agency or organization were accounted for, cataloged, preserved, transferred, and disposed of per AR 870-20.
06	Yes/No	Extreme care was taken to prevent the loss, damage, or destruction of historical artifacts or artwork.

### ART 5.5.3 CONDUCT OFFICIAL CEREMONIAL, MUSICAL, PUBLIC, AND SPECIAL EVENTS

5-136. Conduct world-class Army and Department of Defense ceremonial, musical, memorial affairs, and public events, locally and world-wide on behalf of the Nation's civilian and military leaders. Provide Army military honors for private memorial services, religious and worship services, and Army ceremonial support. (FM 3-21.5) (USAIS)

*Note:* This task includes public wreath laying ceremonies, state funerals, and the honor guard at the Tomb of the Unknowns.

No.	Scale	Measure
01	Yes/No	Event support contributed to mission accomplishment either by enhancing unit cohesion and morale or by entertaining the civilian population.
02	Time	To rehearse the event required for the mission.
03	Time	To rehearse drill and ceremony required for the mission.
04	Time	To coordinate the performance of an assigned mission.
05	Time	To arrange logistic and administrative support for the band and other units participating in the event.
06	Time	To obtain recommendations and legal advice from the staff judge advocate.
07	Percent	Of authorized personnel required to perform the specific mission.
08	Percent	Of authorized musical equipment on hand and serviceable.

### ART 5.5.4 DEVELOP A COMMAND ENVIRONMENTAL PROGRAM

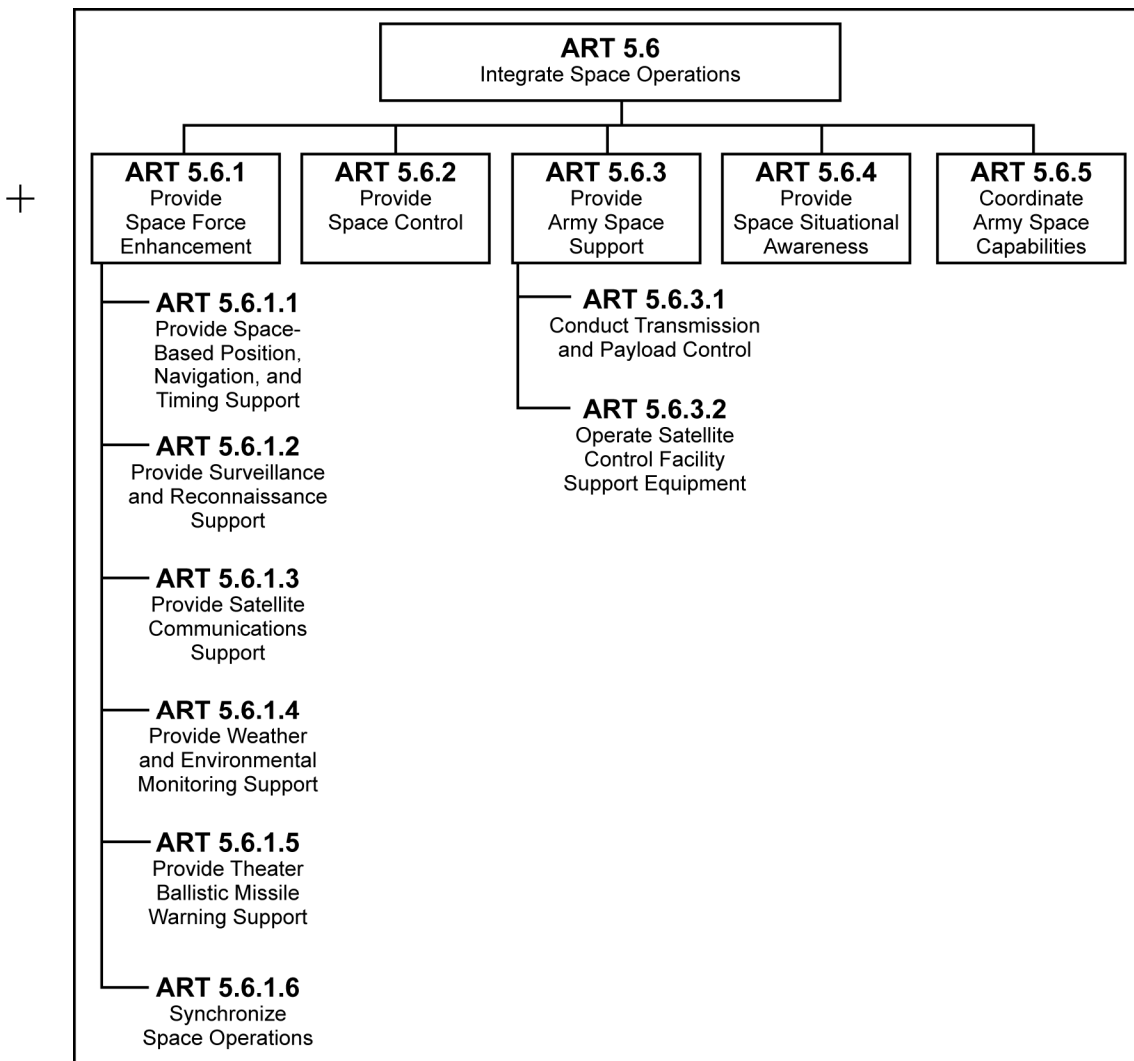
5-137. Identify areas affected by environmental considerations. Determine specifics of a command program for a unit or organization that supports the Army program. Develop a command environmental program. Successfully incorporate environmental considerations into all operations by implementing the commander's environmental program. The commander may use a designated unit environmental compliance officer to assist in implementing this program. (FM 3-100.4) (USAES)

No.	Scale	Measure
01	Yes/No	Command environmental program prevented or mitigated the frequency of environmental incidents by Soldiers.
02	Yes/No	Environmental officer was trained and appointed on orders for all subordinate units per AR 200-1.
03	Yes/No	Unit standing operating procedures covered spill prevention and response, pollution prevention, and the use of the material safety data sheets.
04	Yes/No	All Soldiers received and are current in their required environmental training.
05	Yes/No	Unit environmental compliance officer conducted preoccupation environmental survey of all sites to be occupied by the unit.
06	Time	Of measures introduced to mitigate or eliminate the risk of hazardous material, petroleum, oils, and lubricants spills (or other types of releases).



No.	Scale	Measure
07	Time	To modify the command environmental program to include new environmental considerations, rules, or specific guidance.
08	Number	Of violations of the command environmental program occurring within a given time.
09	Number	Of environmental hazards not covered initially by the command environmental program.

**SECTION VI – ART 5.6: INTEGRATE SPACE OPERATIONS**



5-144. Space operations are integrated thoroughly into the force structure to enable Army operations, and are essential for mission accomplishment. Staffs down to brigade level integrate space capabilities and vulnerabilities into their mission analysis process. To ensure the maximum use of space, the Army integrates space capabilities into routine operations. (FM 3-14) (USASMDC)

**ART 5.6.1 PROVIDE SPACE FORCE ENHANCEMENT**

5-145. Provide space force enhancement to the commander, staff, and subordinate units support using space-based sensors and payloads. Space force enhancement support to the Soldier includes position navigation and timing, surveillance and reconnaissance, communication, weather and environmental monitoring, and integrated missile warning. (FM 3-14) (USASMDC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified space force enhancement areas that can affect mission.
02	Yes/No	Unit provided space force enhancement products and information to subordinate units.
03	Yes/No	Unit provided space force enhancement products and information to support current and future operations.
04	Yes/No	Unit received space planning products in sufficient time to incorporate into planning.

### **ART 5.6.1.1 PROVIDE SPACE-BASED POSITION, NAVIGATION, AND TIMING SUPPORT**

5-146. Provide position, navigation, and timing support to assist the integration of the global positioning system (GPS) satellite constellation with user-level equipment. This task includes assessing the ability of both friendly and threat asset use, assessing and countering threats to friendly use, countering threat asset use and identifying requirements and coordinating for theater level enhanced coverage. (FM 3-14) (USASMDC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified friendly position navigation and timing support required, to include enhanced coverage requirements for systems and precision-guided weapons, and it integrated assessment into operational planning and execution.
02	Yes/No	Unit assessed threats to friendly position, navigation and timing accuracies; disseminated tactics, techniques, and procedures to users.
03	Yes/No	Unit assessed threat access and use of position, navigation, and timing assets and friendly abilities to counter or degrade use.
04	Yes/No	Unit identified constellation coverage and satellite status and disseminated times of decreased accuracy with sufficient planning time available.
05	Yes/No	Unit coordinated for additional operational capabilities to enhance coverage or counter known or suspected threat jammers.
06	Time	To process request for GPS-enhanced theater support.
07	Time	To assess and respond to reports of local GPS degradation.

### **ART 5.6.1.2 PROVIDE SURVEILLANCE AND RECONNAISSANCE SUPPORT**

5-147. Provide intelligence, surveillance, and reconnaissance support to the Soldier by coordinating and using Department of Defense, national, and commercial space-based sensors and payloads and by coordinating with intelligence collection management personnel to enhance the G-2 collection capabilities. (FM 3-14) (USASMDC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit maintained situational awareness of satellites and space-based sensors and processors.
02	Yes/No	Unit integrated the capabilities of national technical means surveillance and reconnaissance assets into the surveillance and reconnaissance plan.
03	Yes/No	Unit integrated the capabilities of commercial surveillance and reconnaissance assets into the surveillance and reconnaissance plan.
04	Yes/No	Unit prepared and submitted requests for information through appropriate collection management process to obtain required surveillance and reconnaissance data.

### **ART 5.6.1.3 PROVIDE SATELLITE COMMUNICATIONS SUPPORT**

5-148. Provide satellite communications support through coordination with regional satellite communications support centers, assessing satellite communications requirements and processing necessary requests for additional support as required. (FM 3-14) (USASMDC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit maintained situational awareness of satellites and satellite communications payloads.
02	Yes/No	Unit integrated available satellite communications resources in support of unit operations.
03	Yes/No	Unit monitored the operational status of available satellite communications resources and reported outages.
04	Yes/No	Tactical satellite communications network and systems supported allocation and apportionment decisions and instructions.
05	Percent	Of satellite communications nodes that possess required communications capabilities.

**ART 5.6.1.4 PROVIDE WEATHER AND ENVIRONMENTAL MONITORING SUPPORT**

5-149. Provide weather and environmental monitoring support to maintain situational awareness of space and terrestrial weather, solar events and other atmospheric events, assess their impacts on space-based sensors and payloads, and inform commanders and staff on mission impacts. (FM 3-14) (USASMDC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit maintained situational awareness of national, civil, and commercial weather and environmental monitoring satellites and satellite payloads.
02	Yes/No	Unit maintained situational awareness of predicted and assessed impact on supported unit operations.
03	Yes/No	Unit assessed sun conjunction events and their impact on unit operations.
04	Yes/No	Unit assessed terrestrial weather and its effects on space-based sensors and payloads.
05	Yes/No	Unit assessed space weather impacts on position, navigation, timing, and missile warning.
06	Yes/No	Unit assessed space weather impacts on communications and intelligence, surveillance, and reconnaissance space-based sensors and payloads.
07	Yes/No	Unit monitored national, civil, and commercial Web sites to ensure the most current terrestrial and space weather information was available.
08	Yes/No	Unit monitored the operational status of available environmental monitoring satellite resources and reported outages.
09	Yes/No	Unit prepared requests for information to obtain specialized space-based environmental monitoring products such as multi- and hyper-spectral imagery or changed detection products to support planning and mission execution.
10	Yes/No	Unit integrated available national, civil, and commercial environmental monitoring satellite resources in support of unit operations.

**ART 5.6.1.5 PROVIDE THEATER BALLISTIC MISSILE WARNING SUPPORT**

5-150. Provide theater ballistic missile warning support to the in-theater commander with fast, accurate theater ballistic missile launch, trajectories and impact location information. It provides advanced warning and targeting data to missile defense batteries for more accurate firing solutions. (FM 3-14) (USASMDC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit advised and updated commander and staff on theater ballistic missile warning architecture, processes, and dissemination methods.
02	Yes/No	Unit advised and updated commander and staff on theater event system processes and dissemination methods.
03	Yes/No	Unit assessed the impact of theater event system outages and advised the commander and staff of effects.
04	Percent	Of valid space-enabled theater ballistic missile alerts.

**+ART 5.6.1.6 SYNCHRONIZE SPACE OPERATIONS**

5-151. Provide Army space representation and support to the space coordinating authority. Assist the space support elements in ensuring Army space equities are recognized and incorporated into joint space operations. Assist in the joint space planning process and development of the space priorities. Coordinate space operations through the Army battlefield coordination detachment. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit conducted joint space planning.
02	Yes/No	Unit integrated space control.
03	Yes/No	Unit coordinated space requirements with director of space forces.
04	Yes/No	Unit synchronized Joint Functional Component Command (JFCC)-space and Combined Joint Task Force (CJTF) space control effects.
05	Yes/No	Unit coordinated CJTF space effects requirements.

**ART 5.6.2 PROVIDE SPACE CONTROL**

5-152. To ensure friendly unit access to space to enable maneuver forces to benefit from space force enhancement and to deny the enemy use of space to contribute to gaining and maintaining information superiority as an advantage to friendly maneuver operations. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit advised commander and staff on the capabilities and limitations of space control operations.
02	Yes/No	Unit integrated space control planning into its decisionmaking and effects planning.
03	Yes/No	Unit nominated targets and described desired effects of space control operations.
04	Percent	Of friendly systems impacted by threat application of space control operations.

**ART 5.6.3 PROVIDE ARMY SPACE SUPPORT**

5-153. Provide payload and network control of satellite communications system constellations for Department of Defense and maintain a backup contingency control capability through Army-maintained satellite operations centers. This task includes conducting the day-to-day telemetry, tracking, and commanding needed for optimal performance and health of assets as well as planning and coordinating the resolution of satellite anomalies. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit maintained situational awareness of satellites and satellite communications payloads.
02	Yes/No	Unit integrated available satellite communications resources in support of unit operations.
03	Yes/No	Unit monitored the operational status of available satellite communications resources and reported outages.
04	Yes/No	Unit prepared and submitted requests for additional satellite communications as required.
05	Yes/No	Operations of the tactical satellite communications network and systems supported allocation and apportionment decisions and instructions.
06	Percent	Of satellite communications nodes that possess required communications capabilities.
07	Percent	Of successful, uninterrupted satellite communications.

**+ ART 5.6.3.1 CONDUCT TRANSMISSION AND PAYLOAD CONTROL**

5-154. Provide transmission and payload control of satellite communications system constellations for Department of Defense and maintain a backup contingency control capability through Army-maintained satellite operations centers. Payload control is responsible for configuring and maintaining the satellite transponders at assigned level. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit performed Common Network Planning Software/ Defense Satellite Communication System Network Planning Software database procedures.
02	Yes/No	Unit performed trend analysis.
03	Yes/No	Unit performed Electromagnetic Interference resolution.
04	Yes/No	Unit reacted to an anomalous condition.
05	Yes/No	Unit accessed carriers.
06	Yes/No	Unit performed payload reconfiguration.
07	Yes/No	Unit performed satellite power management.
08	Yes/No	Unit reacted to emergency condition.
09	Yes/No	Unit managed ship movements across satellites.

**+ART 5.6.3.2 OPERATE SATELLITE CONTROL FACILITY SUPPORT EQUIPMENT**

5-155. Provide satellite the telemetry, tracking, and commanding needed for optimal performance and health of assets as well as planning and coordinating the resolution of satellite anomalies. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit performed transmit and receive subsystem operations.
02	Yes/No	Unit performed antenna subsystem operation.
03	Yes/No	Unit performed ancillary equipment operations.
04	Yes/No	Unit performed control subsystem maintenance.
05	Yes/No	Unit performed ancillary equipment maintenance.
06	Yes/No	Unit restored site power.
07	Yes/No	Unit restored host earth terminal communications.

**ART 5.6.4 PROVIDE SPACE SITUATIONAL AWARENESS**

5-156. Space situational awareness includes space intelligence, space surveillance, space reconnaissance, space and terrestrial weather monitoring, and space common operational picture (COP). In support of the COP, monitor, detect, and characterize authorized and unauthorized satellite access on key communications platforms maintaining information superiority as an advantage to friendly maneuver operations. In space surveillance, executed space tracking and space object identification in support of the space surveillance network. Provide space situational awareness in the commander's COP. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit supported the generation of the space order of battle.
02	Yes/No	Unit provided updates to the space catalog.
03	Yes/No	Unit provided observations on space systems.
04	Yes/No	Unit found, identified, tracked, and monitored space systems.
05	Yes/No	Unit monitored and assessed space systems for events and status changes.
06	Yes/No	Unit supported the characterization of space systems.
07	Yes/No	Unit advised commander and staff on the capabilities and limitations of space situational awareness mission.

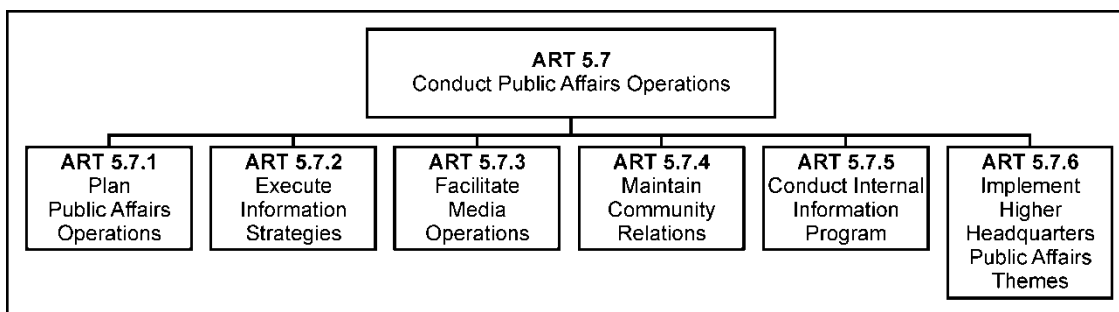
No.	Scale	Measure
08	Yes/No	Unit integrated space situational awareness planning into its decisionmaking and effects planning.
09	Yes/No	Unit nominated targets and described desired effects of space situational awareness.
10	Yes/No	Mission was received via proper tasking authority and channel.
11	Time	To report intelligence to commander.

### ART 5.6.5 COORDINATE ARMY SPACE CAPABILITIES

5-157. Plan, coordinated, integrate, and control Army space capabilities and force structure to ensure the responsive application of space assets in support of the Soldier. Space capabilities include the mission areas of space force enhancement, space control, and space support and space situational awareness. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit compared organic space support assets in the mission to the need for augmentation.
02	Yes/No	Unit identified additional space forces required to execute mission.
03	Yes/No	Unit requested space augmentation support from the unit operations officer and commander.
04	Yes/No	Unit prepared and coordinated the request for space forces.
05	Time	To deploy space forces.

## SECTION VII – ART 5.7: CONDUCT PUBLIC AFFAIRS OPERATIONS



5-158. Public affairs operations proactively informs and educates internal and external publics through public information, command information, and direct community engagement. Public affairs is a commander’s responsibility to execute public information, command information, and community engagement directed toward both the external and internal publics with interest in the Department of Defense. (FM 3-0) (USACAC)

### ART 5.7.1 PLAN PUBLIC AFFAIRS OPERATIONS

5-159. Advise and assist the commander and command (or host nation) in public affairs planning. This includes developing information strategies and program, facilitating media operations, and performing community relations programs. (FM 46-1) (OCPA)

No.	Scale	Measure
01	Yes/No	Public affairs program in the area of operations (AO) supported mission accomplishment.
02	Yes/No	Public affairs officer developed contingency plans for conducting public affairs operations in the AO.
03	Yes/No	Public affairs officer provided contingency plans to the commander for conducting

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
		public affairs operations in the AO.
04	Time	In advance to provide public affairs group for scheduled events.
05	Time	After event to release news.
06	Time	To provide an initial position on breaking news story.
07	Percent	Of plan phases have incorporated public affairs strategy.
08	Percent	Of public affairs guidance coordinated with operations, plans, and policy as needed.

### ART 5.7.2 EXECUTE INFORMATION STRATEGIES

5-160. Identify affected internal and external audiences and their information requirements. Determine available communications channels to all audiences. Develop key command messages derived from the overall public affairs strategy. Acquire information to support messages. Process information for delivery through appropriate means. Protect information to meet operations security requirements and distribute information to audiences. (FM 46-1) (OCPA)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Information strategies supported accomplishment of the unit mission in the area of operations (AO).
02	Yes/No	Public affairs officer developed contingency plans for conducting information strategies and programs, facilitating media operations, and leading community relations program in the AO.
03	Yes/No	Public affairs officer provided contingency plans to the commander for conducting information strategies and programs, facilitating media operations, and leading community relations program in the AO.
04	Time	To prepare for and hold first news conference on crisis or major event.
05	Time	Since last national media pool classified briefing.
06	Time	Before deployment to establish and disseminate media policy.
07	Time	To develop public affairs mission analysis.
08	Percent	Of press operational access rules and security procedures incorporated in operation plan.
09	Percent	Of releases error free.
10	Number	Of press releases per week.
11	Number	And types of information that is classified or withheld from press to avoid embarrassment.

### ART 5.7.3 FACILITATE MEDIA OPERATIONS

5-161. Provide assistance to media that is covering operations. This includes assisting media on coverage ground rules; arranging interviews and briefings; coordinating unit visits and escorts; and providing assistance in arranging transportation, messing, billeting, communications support, protective equipment, and medical care. (FM 46-1) (OCPA)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit conduct of media operations supported public affairs operations.
02	Time	To establish information bureau (following execute order).
03	Time	To provide public affairs guidance (after crisis event).
04	Time	To transmit print journalist stories during crisis or combat (from receipt).
05	Time	To close required media equipment (such as commercial television ground stations) to the area of operations.
06	Time	To get Department of Defense media pool into the area of operations.
07	Percent	Of media requests for access to key senior officials accepted.
08	Percent	Of media support requests answered.

## ART 5.7.4 MAINTAIN COMMUNITY RELATIONS

5-162. Assist in conducting (planning, preparing, executing, and assessing) community relations programs as resources permit. It includes the conduct of programs to establish and sustain mutually beneficial relationships with the public, focusing on communities neighboring, or directly affected by Army activities. (FM 46-1) (OCPA)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Community relations program supported unit mission accomplishment in the area of operations and at home base.
02	Time	To set up hometown news release program to publicize troops' successes.
03	Time	To develop public opinion baseline.
04	Percent	Of local customs, laws, and policies concerning presence of media researched and included in planning.
05	Percent	Of requests for information from organizations and private citizens answered.

## ART 5.7.5 CONDUCT INTERNAL INFORMATION PROGRAM

5-160. Provide information of interest to Army forces to include data that commanders want their Soldiers to know. (FM 46-1) (OCPA)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Soldiers knew the information that their commander wanted them to know.
02	Time	To establish newsletter or newspaper for deployed troops.
03	Percent	Of forces consuming internally prepared information.
04	Number	Of internal news releases per week.

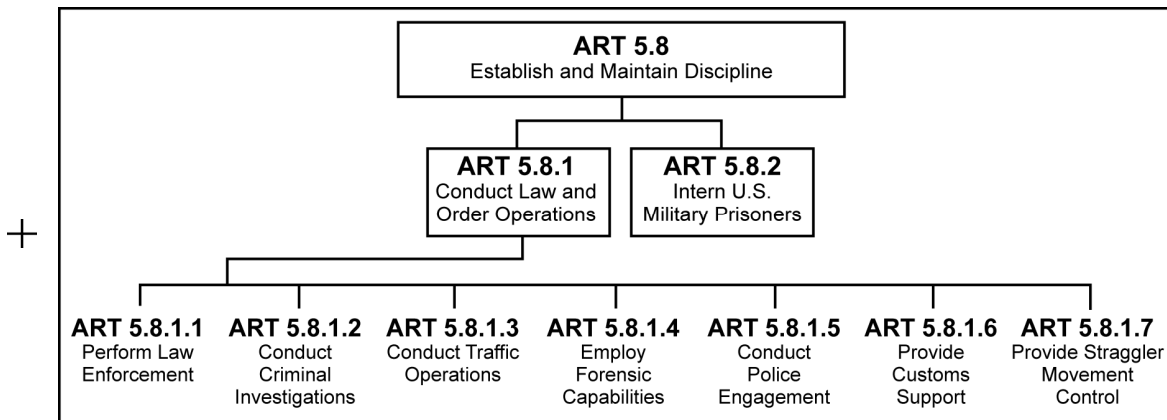
## ART 5.7.6 IMPLEMENT HIGHER HEADQUARTERS PUBLIC AFFAIRS THEMES

5-161. Transmit themes and information from higher headquarters to the U.S. military audience as part of an echelon's internal information program. (FM 46-1) (OCPA)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit implemented higher headquarters public affairs themes to support mission accomplishment in the area of operations.
02	Time	To prepare higher headquarters public affairs themes for dissemination to forces.
03	Percent	Of higher headquarters public affairs themes disseminated to forces.
04	Percent	Of favorable response in forces to higher headquarters public affairs themes.



## + SECTION VIII – ART 5.8 ESTABLISH AND MAINTAIN DISCIPLINE



5-162. Establish and maintain discipline through military law enforcement, office of personnel management, regulations, justice, and confinement activities that regulate the force to comply with command policies and directives, ensure a lawful and orderly environment, and suppress criminal behavior. Lead the programs in such manner as to promote self-discipline and respect for authority. Internalize and practice Army values with minimum coercion. (FM 6-22) (USACAC)

No.	Scale	Measure
01	Yes/No	Soldiers and Army civilians exhibited respect for authority and internalized and practiced Army values. Organization had lawful and orderly environment.
02	Number	Of reported disciplinary events.
03	Number	Of incidents involving off-duty Soldiers that involve alcohol or drugs within a given time.
04	Number	Of accidents involving military vehicles within a given time.
05	Number	Of crimes reported within a given time.
06	Number	Of law and order incidents not covered by existing policy or standing operating procedures.

### ART 5.8.1 CONDUCT LAW AND ORDER OPERATIONS

5-163. Law and order operations encompass policing and the associated law enforcement activities to control and protect populations and resources to facilitate the existence of a lawful and orderly environment. L&O operations and the associated skills and capabilities inherent in that function provides the fundamental base on which all other military police functions are frame and conducted. (FM 3-39) (USAMPS).

No.	Scale	Measure
01	Yes/No	Unit suppressed criminal behavior in the unit area of operations (AO).
02	Yes/No	Unit coordinated with the appropriate U.S. and host-nation authorities for law and order operational support.
03	Yes/No	Unit coordinated actions to remove conditions promoting crime.
04	Yes/No	Unit performed civilian police functions including investigating crimes and making arrests.
05	Yes/No	Unit conducted special police operations requiring formed units, including investigations and arrests.
06	Yes/No	Unit provided guidance on rules for use of force, rules of engagement and rules of interaction.
07	Yes/No	Unit developed plans and standing operating procedures concerning law enforcement operations.

No.	Scale	Measure
08	Percent	Of time military police subordinate elements conduct law and order missions.
09	Percent	Of criminal behavior suppressed in the AO.
10	Percent	Of military police assets distributed to conduct law and order operations per the plan.
11	Number	Of serious crimes—such as crimes against the United States, political crimes, and war crimes—referred to the Army Criminal Investigation Command for investigation within a given time.
12	Number	Of crimes reported within a given time.
13	Number	Of law and order incidents not covered by existing or established policy or standing operating procedures.
14	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives

### ART 5.8.1.1 Perform Law Enforcement

5-164. Law enforcement (LE) are those activities performed by personnel authorized by legal authority to compel compliance with, and investigate violations of, laws, directives, and punitive regulations. LE occurs in support of governance and the rule of law; for LE to occur, a legal system must exist. Typically, LE is performed by personnel trained as police officers who are held directly accountable to the governmental source of their authority. (FM 3-39) (USAMPS)

No.	Scale	Measure
01	Yes/No	The conduct of law enforcement operations helped the commander maintain the efficiency of command.
02	Yes/No	Staff briefed and monitored military police sections.
03	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
04	Percent	Of crimes or incidents resolved within 30 days.
05	Percent	Of requests for rail and road movement escorts met.
06	Percent	Of security force requirement available to meet operational needs.
07	Number	Of serious crimes—such as crimes against the United States, political crimes, and war crimes—referred to the U.S. Army Criminal Investigation Command for investigation.
08	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.

### ART 5.8.1.2 Conduct Criminal Investigations

5-165. Investigate offenses against Army forces or property committed by persons subject to military law. This includes minor crimes and major incidents involving death, serious bodily injury, and war crimes. Conduct host-nation training and support pertaining to criminal investigations. (FM 3-19.13) (USAMPS)

*Note:* This task links to ART 7.3.2.3 (Perform Host-Nation Police Training and Support) and ART 7.4.2 (Provide Support to Civil Law Enforcement).

No.	Scale	Measure
01	Yes/No	Law enforcement agency personnel investigated and referred offenses against Army forces or property committed by persons subject to military law.
02	Yes/No	Law enforcement agency personnel monitored all ongoing investigations in the theater of operation and received final reports from subordinate elements.
03	Yes/No	Law enforcement agency personnel coordinated with U.S. Army Criminal Investigation Command for investigation of all major incidents (deaths, serious bodily injury, and war crimes).
04	Yes/No	Law enforcement agency personnel took control of crime scene.
05	Yes/No	Law enforcement agency personnel identified personnel involved in the crime.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
06	Yes/No	Senior law enforcement agency individual formulated investigative plan.
07	Yes/No	Law enforcement agency personnel processed crime scene.
08	Yes/No	Law enforcement agency personnel processed maintain chain of custody for all collected evidence.
09	Yes/No	Law enforcement agency personnel released crime scene to appropriate individuals.
10	Yes/No	Law enforcement agency personnel pursued immediate investigative leads.
11	Yes/No	Law enforcement agency personnel document all interviews, law enforcement interrogations, and observations conducted the investigation.
12	Yes/No	Law enforcement agency personnel modified standard interview and law enforcement interrogation techniques to overcome any language barriers and cultural differences.
13	Yes/No	Law enforcement agency personnel Investigators maintained a disciplined and systematic approach in their questioning during interviews and law enforcement interrogation.
14	Yes/No	Law enforcement agency personnel conduct follow-up investigations as necessary.
15	Yes/No	Law enforcement agency personnel coordinate investigative efforts with SJA.
16	Yes/No	Law enforcement agency personnel closed the case by preparing final report.
17	Time	To complete crime analysis.
18	Percent	Of investigations of minor reported incidents.
19	Percent	Of investigations conducted and reported per AR 195-2.
20	Percent	Of returns on deficient reports of investigations for corrective action or for further investigative activity.
21	Percent	Of crime analysis performed correctly.
22	Percent	Of case documents and required reports prepared per legal, regulatory, and standing operating procedure guidance.
23	Number	Of hotline complaints referred to criminal investigation division or military police investigation.

**ART 5.8.1.3 Conduct Traffic Operations**

5-166. Develop and implement plans and policies concerning traffic flow, traffic safety, and enforcement of traffic laws. Conduct traffic accident investigation and prevention as well as implement traffic control studies, surveys, and necessary traffic enforcement programs. Assist in implementing traffic education and safety programs. In support of the deployed operational commander, maintain the security and viability of the strategic and tactical lines of communication so commanders can deploy and employ their forces. Support the commander’s freedom of movement by operating traffic control posts, defiles, or mobile patrols; erecting route signs on main or alternate supply routes; or conducting a reconnaissance for bypassed or additional routes. Conduct traffic studies for the ground commander and provide recommendations to ensure traffic ability on critical routes including identification of reserved or restricted routes, traffic control measures, and other protection measures. Provide a permanent representative to the highway traffic headquarters in the theater of operations. Conduct host-nation training and support pertaining to traffic operations. (FM 3-39) (USAMPS)

*Note:* This task links to ART 7.3.2.3 (Perform Host-Nation Police Training and Support), ART 6.5 (Conduct Operational Area Security), ART 7.3.3.2 (Control Movement of Dislocated Civilians), ART 7.3.3.4 (Conduct Populace Resource Control), and ART 7.4.2 (Provide Support to Civil Law Enforcement).

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit had appropriate plans, policies and procedures for traffic control.
02	Yes/No	Law enforcement agency personnel prepared the traffic control plan.

No.	Scale	Measure
03	Yes/No	Law enforcement personnel coordinated traffic control activities with other headquarters, staff offices, and civil authorities.
04	Yes/No	Law enforcement agency personnel enforce traffic laws, regulations and orders.
05	Yes/No	Traffic control devices were recommended.
06	Yes/No	Unit assisted in accident prevention and vehicle safety programs.
07	Yes/No	Law enforcement personnel investigated and reported traffic accidents.
08	Yes/No	Law enforcement personnel operated traffic control points (on the installation) and main supply route control points (in the theater of operations).
09	Yes/No	Unit reported information concerning traffic, road usage, and progress of movements.
10	Yes/No	Unit performed route reconnaissance.
11	Yes/No	Unit reported any information of intelligence or law enforcement value.
12	Yes/No	Unit implemented alternate or temporary routes for traffic.
13	Percent	Of traffic escort and convoy escort duties.
14	Percent	Of other duties involving security, law enforcement, and crime prevention.
15	Number	Of traffic ability studies and assessments that were conducted.

#### ART 5.8.1.4 Employ Forensic Capabilities

5-167. Employ forensic capabilities, including the use of forensic evidence and biometric identification, through numerous modes such as fingerprints, Deoxyribonucleic acid (DNA), iris scans, firearm and tool mark analysis, and forensic examination of crime scenes and incident sites. Forensic and biometric evidence may be collected in support of criminal investigations involving crimes committed by persons against Army forces or property under the jurisdiction of military law enforcement personnel. This includes minor crimes and major incidents involving death, serious bodily injury, and war crimes. Forensic and biometric capabilities also can support tactical operations in an effort to provide forensic analysis of collected evidence, identification of personnel or other investigatory requirements in support of operational commanders in an effort identify threat personnel, organizations, and processes to enable appropriate engagement by military forces, Conduct host-nation training and support pertaining to forensic and biometric capabilities. (FM 3-39) (USAMPS).

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*Note:* This task links to ART 7.3.2.3 (Perform Host-Nation Police Training and Support) and ART 7.4.2 (Provide Support to Civil Law Enforcement).

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No.	Scale	Measure
01	Yes/No	Unit conducted appropriate collection and handling procedures.
02	Yes/No	Force included personnel trained in collection and handling procedures.
03	Yes/No	Protective packages and containers were available to safely package and transport materials.
04	Yes/No	Unit located and safeguarded key witnesses, documents, and other evidence related to key ongoing or potential investigations and prosecutions.
05	Yes/No	Unit maintained chain of custody.
06	Number	Of items of evidence processed.
07	Number	Of processed items used to support criminal prosecution.
08	Time	To process collected evidence.

#### ART 5.8.1.5 Conduct Police Engagement

5-168. Police engagement is a type of information engagement that occurs between police personnel, organizations, or populations for the purpose of maintaining social order. Military police and USACIDC personnel engage local, host nation, and coalition police partners; police agencies; civil leaders; and local

populations for critical information that can influence military operations or destabilize an area of operations. (FM 3-39) (USAMPS).

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*Note:* This task links to ART 7.3.2.3 (Perform Host-Nation Police Training and Support) and ART 7.4.2 (Provide Support to Civil Law Enforcement).

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<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Police engagement did not violate U.S. Code and applicable Department of Defense and Army regulations against collecting intelligence on U.S. persons.
02	Yes/No	Public information venues were used to conduct police engagement with the local populace and community leaders.
03	Yes/No	Unit coordinated funds to establish and maintain a police informant operation.
04	Yes/No	Unit identified patterns or trends relevant to proactive law and order operations.
05	Yes/No	Unit analyzed police information and produced actionable police and criminal intelligence.
06	Yes/No	Unit recruited and developed law enforcement informants in the area of operations (AO).
07	Yes/No	Police engagement concept of operations and coordinating instructions developed for the operation plan and order as required.
08	Yes/No	Police engagement was actively employed with other government and nongovernment agencies.
09	Yes/No	All personnel were informed of specific informational themes to use when conducting informal police engagement during the course of normal interaction with the population.
10	Yes/No	All personnel were informed of specific police intelligence requirements.
11	Time	To identify and assess latest criminal information collected.
12	Time	To identify criminal information resources in the AO.
13	Time	To identify criminal trends and patterns developed in the AO.
14	Time	To analyze external police and criminal intelligence reports.
15	Time	To assess internally created police information.
16	Time	To produce criminal information bulletins and alert notices.
17	Percent	Of priority intelligence requirement collection efforts directed toward subordinate units.
18	Percent	Of available police intelligence resources in the AO.
19	Percent	Of known terrorist- and criminal-related activities reported by informants before their occurrence.
20	Percent	Of identified individuals engaged in terrorist- and criminal-related activities reported by informants after their occurrence.
21	Percent	Of accurately reported terrorist- and criminal-related activities.

**ART 5.8.1.6 Provide Customs Support**

5-169. Perform tactical actions that enforce restrictions on controlled substances and other contraband violations that enter and exit an area of operations (AO). Customs support can be conducted in support of U.S. customs laws to ensure Department of Defense organizations comply with or support host-nation (HN) customs laws at HN points of entry or exit. Conduct HN training and support pertaining to customs support. (FM 3-39) (USAMPS)

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*Note:* This task links to ART 7.3.1.3 (Conduct Border Control, Boundary Security, and Freedom of Movement).

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No.	Scale	Measure
01	Yes/No	Unit established border security/customs enforcement.
02	Yes/No	Unit prevented controlled substances and other contraband items prohibited by law, regulation, or command policy from entering or exiting an AO subject to customs restrictions, policies, and laws.
03	Yes/No	Unit given military customs preclearance.
04	Time	To report custom inspection results to the U.S. border entry point and to the military customs staff advisor.
05	Time	To complete desired level of customs inspections.
06	Time	To consult with neighboring countries on border security plans.
07	Percent	Of redeploying unit personnel and equipment examined or inspected.
08	Percent	Of restricted items identified for U.S. Customs Service or Department of Agriculture review.
09	Percent	Of key customs concerns for the AO identified.
10	Percent	Of violations of border crossing laws and regulations reported to supported commander and appropriate law enforcement agencies.
11	Percent	Of shipments identified for inspection for the presence of U.S. Customs Service and Department of Agriculture restricted items.
12	Number	Of prohibited items barred from shipment within a given time.
13	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.

#### ART 5.8.1.7 Provide Straggler Movement Control

5-170. Straggler control involves the direction of uninjured stragglers to their parent unit or to a replacement unit as command policies dictate. Stragglers are military personnel who have become separated from their command by events on the battlefield. If stragglers are ill, wounded, or in shock, they are moved to the nearest medical facility. (FM 3-39) (USAMPS)

No.	Scale	Measure
01	Yes/No	Unit returned stragglers to military or unit control or provided medical assistance as soon as possible.
02	Yes/No	Unit located straggler control posts and collecting points on likely routes of straggler flow.
03	Yes/No	Unit confiscated and disposed of equipment, property, and documents on stragglers per the straggler control plan.
04	Yes/No	Unit diverted stragglers from main supply routes onto alternate routes or collecting points to alleviate congestion of the main supply routes.
05	Percent	Of unit that became stragglers.
06	Number	Of deliberate stragglers escorted back to their unit.
07	Number	Of instances in which deliberate stragglers are detained until they can be transported to a set location as designated by the straggler control plan.
08	Number	Of stragglers assisted, detained, or apprehended when they became separated from their units without authority.
09	Number	Of stragglers returned to military or unit control or provided medical assistance as soon as possible.
10	Number	Of stragglers diverted from main supply routes onto alternate routes or collecting points to alleviate congestion of the main supply routes.

#### ART 5.8.2 INTERN U.S. MILITARY PRISONERS

5-171. Detain, sustain, protect, and evacuate U.S. military prisoners. ART 5.8.3 includes the establishment of temporary detention facilities. It also includes the operation of long-term confinement facilities. (FM 3-19.40) (USAMPS)

*Note:* This task links to ART 4.4 (Conduct Internment and Resettlement Operations).

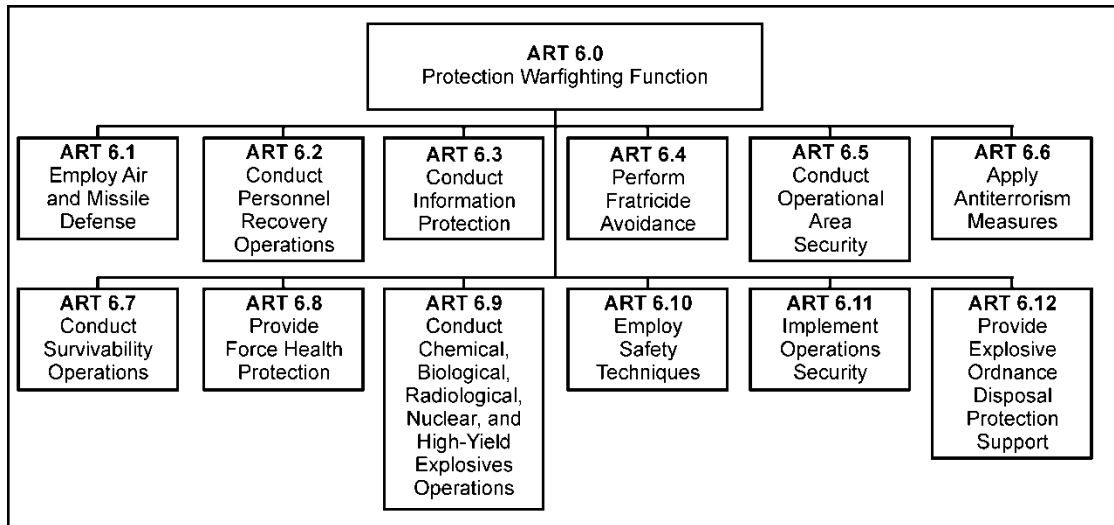
<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit detained, sustained, and protected U.S. military prisoners until their trials were completed and their sentences were served.
02	Yes/No	Unit retained U.S. military prisoners in custody until trial or until transferred to a field confinement facility.
03	Yes/No	Unit evacuated convicted prisoners from the area of operations (AO) per policy or law.
04	Yes/No	Unit evaluated the operation to include identifying the location of temporary detention facilities for U.S. military prisoners.
05	Yes/No	Unit evacuated U.S. military prisoners from the forward battle area confinement facility to the support area confinement facility as conditions warranted.
06	Yes/No	Unit established a field detention facility in the AO.
07	Yes/No	The confinement facility staff protected and sustained U.S. military prisoners.
08	Yes/No	The confinement facility staff prevented the disruption of facility operations by enemy attack.
09	Number	Of U.S. military prisoners detained or evacuated from AO.
10	Number	Of cases where confinement facility medical section provided immediate problem solving and crisis intervention to U.S. military prisoners interned at the facility.
11	Number	Of prisoner movements or transfers following specified routes.
12	Number	Of U.S. military prisoners picked up and transported with proper written authorization.
13	Number	Of U.S. military prisoners sent to higher headquarter confinement facilities within 72 hours of arrival.
14	Number	Of those U.S. military prisoners requiring special billeting and accountability provided health and welfare items while still retaining proper custody and control.
15	Number	Of U.S. military prisoners escaping from confinement facilities in the AO.
16	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.

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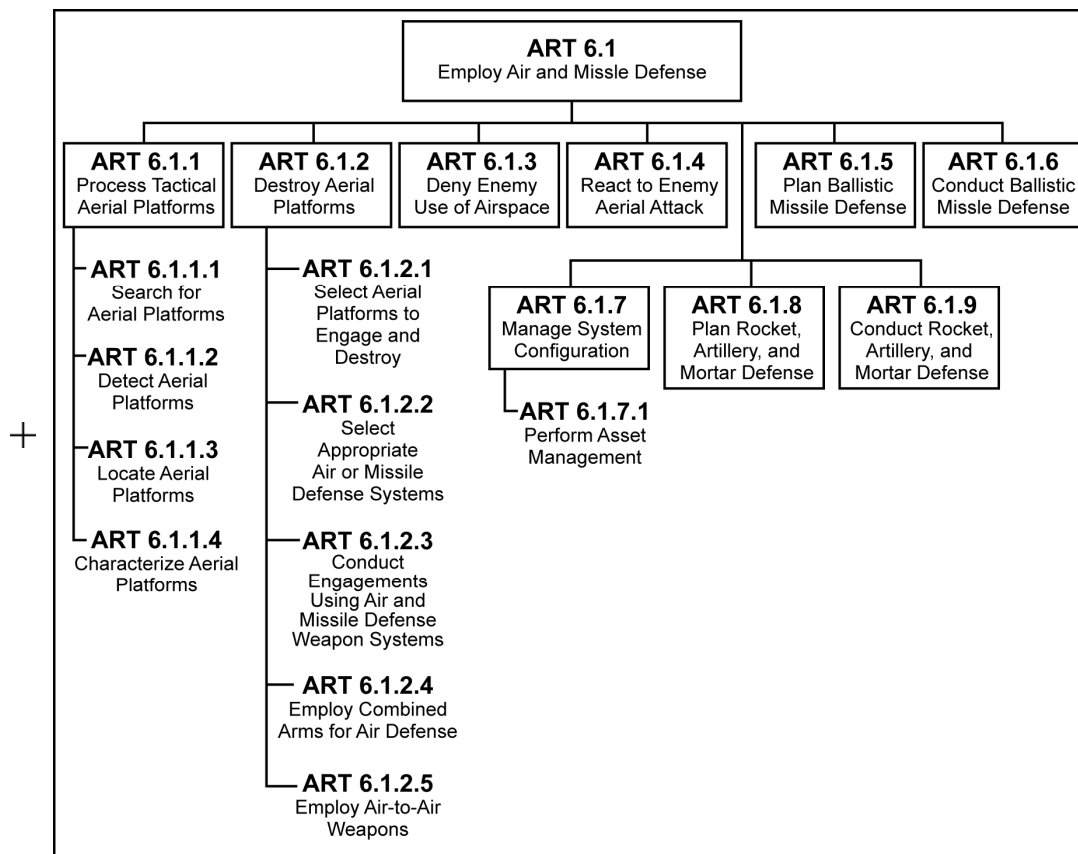
## Chapter 6

# ART 6.0: The Protection Warfighting Function



The *protection warfighting function* is the related tasks and systems that preserve the force so the commander can apply maximum combat power. Preserving the force includes protecting personnel (combatants and noncombatants), physical assets, and information of the United States and multinational military and civilian partners. The protection warfighting function facilitates the commander's ability to maintain the force's integrity and combat power. Protection determines the degree to which potential threats can disrupt operations and counters or mitigates those threats. Emphasis on protection increases during preparation and continues throughout execution. Protection is a continuing activity; it integrates all protection capabilities to safeguard bases, secure routes, and protect forces. (FM 3-0) (USACAC)

## SECTION I – ART 6.1: EMPLOY AIR AND MISSILE DEFENSE



6-1. The air defense system protects the force from missile attack, air attack, and aerial surveillance by any of the following: interceptor missiles, ballistic missiles, cruise missiles, conventional fixed- and rotary-wing aircraft, and unmanned aircraft systems. It prevents enemies from interdicting friendly forces, while freeing commanders to synchronize movement and firepower. All members of the combined arms team perform air defense tasks; however, ground-based air defense artillery units execute most Army air defense operations. ART 6.1 includes fires at aerial platforms by both dedicated air defense systems and nondedicated weapon systems. (FM 3-27.10) (USASMD)

### ART 6.1.1 PROCESS TACTICAL AERIAL PLATFORMS

6-2. Provide advanced warning for all aerial platforms, select targets, and match the appropriate response to tactical aerial platforms including tactical ballistic missile, taking into account operational requirements and capabilities of systems and units. (FM 44-100) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Unit detected, located, and identified all tactical aerial platforms in area of operations (AO).
02	Yes/No	Unit developed and refined early warning plan.
03	Yes/No	Unit employed all available means to detect tactical aerial platforms.
04	Yes/No	Unit received advanced warning of aerial platforms.
05	Yes/No	Unit processed advanced warning of aerial platforms.
06	Yes/No	Unit transmitted advanced warning of aerial platforms.
07	Time	In advance of air attack that advanced warning was provided in AO.
08	Percent	Of enemy offensive air sorties against which friendly air defense assets are assigned.

impact on the ballistic missile defense mission. Approve or disapprove requested modification. Ensure approved preplanned configuration changes are executed on time. Assess real-time (unplanned) system element outage impact on the ballistic missile defense mission. Decide or direct relevant information to the right person, at the right time, in a usable format, to facilitate situational understanding and decisionmaking. (FM 3-27.10) (USASMDC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit maintained optimal system configuration necessary to respond operationally and tactically without negative effects on the defense.
02	Yes/No	Unit maintained optimal system configuration necessary to maintain readiness and readiness condition.
03	Yes/No	Unit was familiar with system element's capabilities and limitations.
04	Yes/No	Unit assessed preplanned maintenance, test, and exercise requests to modify system configuration, determined impact on the mission, and made decision.
05	Yes/No	Unit ensured approved preplanned configuration changes were executed on time.
06	Yes/No	Unit assessed real-time (unplanned) system element outages impact on the mission, determined impact on the mission, and made or recommended decision.
07	Yes/No	For recommendations, relevant readiness information was disseminated to the right person, at the right time, in a usable format, to facilitate situational understanding and decisionmaking.
08	Time	Of lag between approved real-time system reconfiguration and commencement of system reconfiguration.
09	Number	Of maintenance, test, and exercise operations adversely affected by disapprovals.
10	Number	Of incidents of critical information not reaching person responsible for decision in a timely manner.

**+ ART 6.1.7.1 Perform Asset Management**

6-20.1. Manage changes to assets supporting the Ballistic Missile Defense System to support ballistic missile defense operations necessary to respond operationally and tactically. Identify and minimize degrading effects of scheduled and unscheduled changes on readiness and maintain directed readiness condition. Be familiar with the system element's (to include supporting sensors) capabilities and limitations so the system configuration can be adjusted to ensure the optimal defense. Assess preplanned maintenance, test, and exercise requests to modify system configuration. Recommend approval or disapproval of requested modification through proper channels for combatant command. Assess real-time (unplanned) system element outage impact on the ballistic missile defense mission. Make appropriate changes to the Ballistic Missile Defense System health and status or operational capability as required. Advise combatant command in determining the Ballistic Missile Defense System capability. Decide or direct relevant information to the right person, at the right time, in a usable format, to facilitate situational understanding and decisionmaking. (FM 3-27.10) (USASMDC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit assessed preplanned maintenance, test, and exercise requests to modify system configuration (assets), determined impact on the mission, and made decision.
02	Yes/No	Unit assessed real-time (unplanned) system asset outages impact on the mission, determined impact on the mission, and made or recommended decision.
03	Yes/No	Unit was familiar with system asset capabilities and limitations.
04	Yes/No	For recommendations, relevant readiness information was disseminated to the right person, at the right time, in a usable format, to facilitate situational understanding and decisionmaking.
05	Time	To respond to reports of outages and degradation.
06	Time	To identify asset status change and take appropriate action to minimize degrading effects or maximize enhancement of that change on the overall system capabilities.
07	Time	Change in asset status for which it was not accounted.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
08	Number	Of maintenance, test, and exercise operations adversely affected by disapprovals.
09	Number	Of incidents of critical asset information not reaching the person responsible for a decision in a timely manner.

### ART 6.1.8 PLAN ROCKET, ARTILLERY, AND MORTAR DEFENSE

6-21. Plan and coordinate to protect operational forces, forward operating bases, and aerial ports and seaports of debarkation from rocket, artillery, and mortar (RAM) attack by direct defense and by destroying the enemy's RAM capability. Determine essential requirements to achieve mission accomplishment using RAM defense weapons in a defensive role to deny, sense, warn, intercept, shape & respond and protect. RAM defense operations include all forces and activities that support active defense, passive defense, and counterfire operations. (FMI 3-01.60) (USAADASCH)

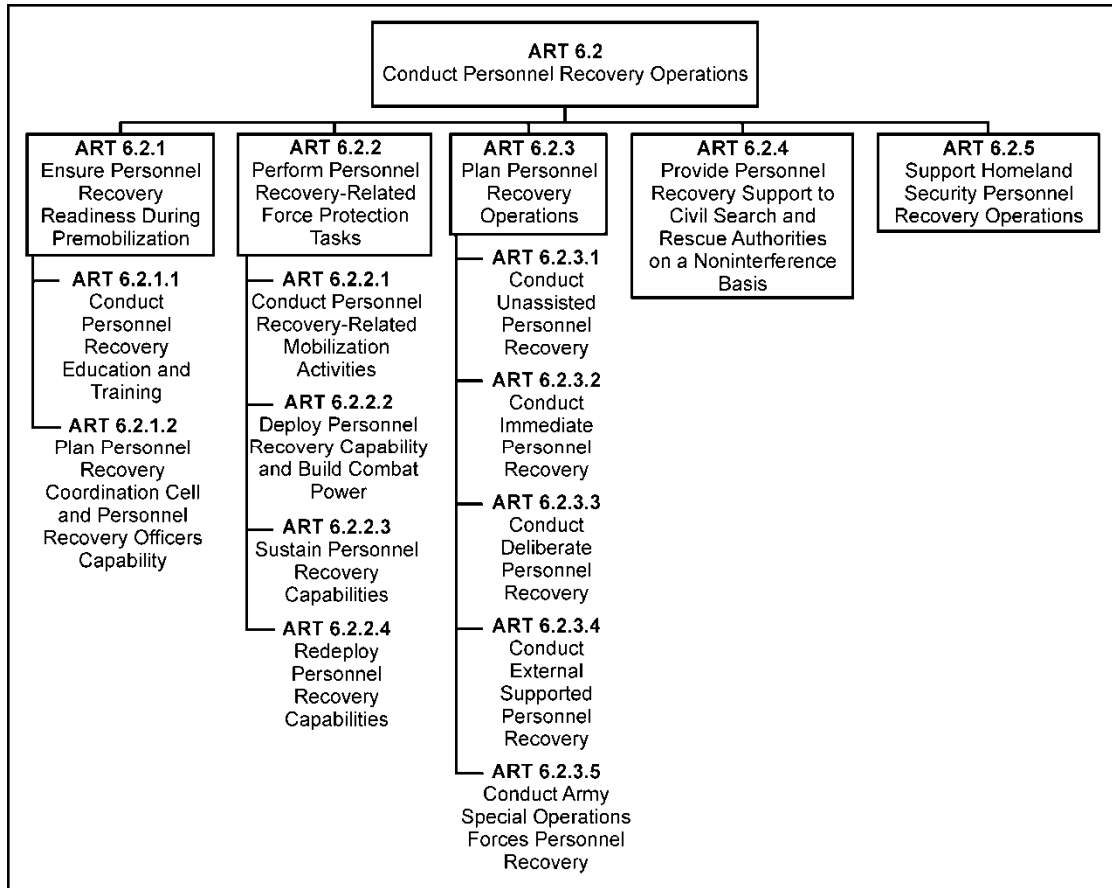
<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit planned RAM defense.
02	Yes/No	Unit conducted RAM attack warning.
03	Yes/No	Unit defined rules of engagement according to threat capability parameters.
04	Yes/No	RAM attack support was available.
05	Yes/No	Unit conducted detailed planning that maximizes Service capabilities.
06	Yes/No	Defended asset list affected defense configuration.
07	Time	To develop and coordinate the commander's defended asset list.
08	Time	To allocate assets in support of the defended asset list.
10	Percent	In degrees in which ongoing or planned operations adversely affected by threat defenses.
11	Number	Of available systems directed against threatening RAM targets.

### ART 6.1.9 CONDUCT ROCKET, ARTILLERY, AND MORTAR DEFENSE

6-22. Defend an assigned asset, friendly forces, and infrastructure against rocket, artillery, and mortar (RAM) attack. Conduct RAM defense to negate RAM attacks. RAM defenses are designed to destroy attacking enemy RAM or to nullify or reduce the effectiveness of such attack. Conduct destruction of hostile RAM targets per rules of engagement. Minimize collateral damage and reduce probability of casualties within adjacent populated areas. This task includes detection, discrimination, and tracking of in-flight RAM to support cueing and handoff of targets for engagements. Provide RAM attack warning support to the Soldier using available sensors. (FMI 3-01.60) (USAADASCH)

<b>No</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit conducted timely RAM attack warning, providing time for protected forces and assets to prepare for impending attack.
02	Yes/No	Unit evaluated threat launch of RAM capable of striking the defended assets.
03	Yes/No	Unit predicted an impact point and assessed whether defended assets were threatened.
04	Yes/No	Unit verified rules of engagement were met.
05	Yes/No	Unit launched interceptors according to established firing doctrine.
06	Yes/No	Unit engaged, intercepted, and neutralized RAM targets beyond ranges or altitudes at which damage or destruction of forces, materiel, or infrastructure could occur.
07	Time	To assign a specific system to a specific target.
08	Percent	Of hostile targets engaged and destroyed.
09	Percent	Of errors in performance of surveillance and tracking procedures.

**SECTION II – ART 6.2: CONDUCT PERSONNEL RECOVERY OPERATIONS**



6-23. Conduct personnel recovery (PR) operations to recover and return own personnel, whether Soldier, Army civilian, selected Department of Defense (DOD) contractors, or other personnel as determined by the 6-24. Secretary of Defense who are isolated, missing, detained, or captured (IMDC) in an operational environment. IMDC personnel consist of U.S. forces, Army civilians, and DOD contractors who deploy with the force, or other personnel as designated by the President who are beyond the Army positive or procedural control of their unit, in an operational environment requiring them to survive, evade, resist, or escape. It is every unit’s task to have procedures in place to be ready to recover personnel, whether Soldier, civilian, or contractor. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	The commander, staff, units, and individuals reviewed and developed PR guidance.
02	Yes/No	The commander, staff, and units acquired PR equipment.
03	Yes/No	The commander, staff, units, and individuals conducted PR-focused education and training.
04	Yes/No	Subordinate commands and units integrated PR into internal standing operating procedures consistent with guidance from higher headquarters.

**ART 6.2.1 ENSURE PERSONNEL RECOVERY READINESS DURING PREMOBILIZATION**

6-25. Ensure personnel recovery (PR) readiness during premobilization by including PR in all efforts during peacetime to organize, train, and equip to accomplish missions. Premobilization preparation actions are necessary for commanders and their staffs, units, and individuals and consist of reviewing and developing PR guidance, acquiring PR equipment, ensuring PR administrative requirements are met, and conducting PR-focused education and training. (FM 3-50.1) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The commander, staff, units, and individuals reviewed and developed PR guidance.
02	Yes/No	The commander, staff, and units acquired PR equipment.
03	Yes/No	The commander, staff, units, and individuals conducted PR-focused education and training.
04	Yes/No	Subordinate commands and units integrated PR into internal standing operating procedures consistent with guidance from higher headquarters.

#### **ART 6.2.1.1 CONDUCT PERSONNEL RECOVERY EDUCATION AND TRAINING**

6-26. Ensure all required personnel recovery (PR) individual education and training requirements are conducted per established policies and directives. Coordinate code of conduct; survival, evasion, resistance, and escape; and PR education and training related to the country (theater). Department of Defense; Headquarters, Department of the Army; and combatant commanders establish education and training requirements. (FM 3-50.1) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit reviewed policy, doctrine, regulations, and operation plans to develop guidance and intent for training.
02	Yes/No	Individual PR education and training requirements were included in individual training plans.
03	Yes/No	Units established training management systems to ensure all required training was accomplished.
04	Yes/No	Unit developed processes and procedures to ensure all incoming Soldiers, civilians, and contractors received required PR training.
05	Yes/No	All leaders and Soldiers received required PR training.
06	Yes/No	All Army civilians and Department of Defense contractors receive required training.

#### **ART 6.2.1.2 PLAN PERSONNEL RECOVERY COORDINATION CELL AND PERSONNEL RECOVERY OFFICERS CAPABILITY**

6-27. While the staff members collect personnel recovery (PR)-related information in their specialty areas, a central point for gathering the information from all the staff members is required to establish a usable common operational picture. The PR coordination cells at the division level and personnel recovery officers at brigade and below are the fusion points for the staffs' collaborative efforts to gather PR-related information for their respective units. PR coordination cells and officers coordinate with the individual staff members to collect, process, store, display, and disseminate this information. Personnel recovery coordination cells and officers are collectively referred to as PR cells. (FM 3-50.1) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit ensured reliable communications with subordinate unit PR officers, other personnel recovery coordination cells, and the joint personnel recovery center.
02	Yes/No	Unit coordinated deliberate recoveries for the component.
03	Yes/No	Unit reviewed accountability and movement reporting procedures of subordinate units.
04	Yes/No	Unit assisted in immediate recoveries when requested by subordinate units.
05	Yes/No	Unit coordinated for component fire support to the operation.
06	Yes/No	Unit ensured subordinate units have access to standing operating procedures developed by the joint personnel recovery center.
07	Yes/No	Unit ensured subordinate units have sufficient evasion aids.
08	Yes/No	Unit coordinated for air and ground transportation and medical support.
09	Yes/No	Unit gathered PR-specific information developed by joint personnel recovery center and personnel recovery coordination cells and disseminated to subordinate units.
10	Yes/No	Unit identified subordinate unit PR equipment shortfalls to the personnel recovery coordination cell.

**ART 6.2.2.1 CONDUCT PERSONNEL RECOVERY-RELATED MOBILIZATION ACTIVITIES**

6-28. Conduct personnel recovery (PR)-related mobilization activities by obtaining specific PR guidance from the supported combatant commander. Focus previous training and tailor existing guidance to the specific requirements of the supported combatant command. Examples of combatant command guidance include theater PR regulations, appendix 5 to annex C of joint operation plans and orders, theater PR standing operating procedures (SOPs), PR special instructions, and isolated personnel guidance. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	PR coordination cells and personnel recovery officers reviewed operation specific command and control procedures provided by theater specific guidance.
02	Yes/No	Training and rehearsals were scheduled against identified shortfalls in organization, equipment, and procedures.
03	Yes/No	Unit conducted integrated rehearsals for PR operations such as joint, combined arms, and warfighting function.
04	Yes/No	Unit operation plans and orders included PR guidance as PR appendix to annex C as required.
05	Yes/No	Unit updated all PR SOPs and other guidance to synchronize with theater PR guidance as necessary.

**ART 6.2.2.2 DEPLOY PERSONNEL RECOVERY CAPABILITY AND BUILD COMBAT POWER**

6-29. During deployment, commanders must determine who will be providing personnel recovery (PR) coverage for their arriving forces. Until commanders can build sufficient combat power to provide PR for their forces, other forces in theater must provide PR support. Build combat power through reception, staging, onward movement, and integration (RSOI). Early and continuous connectivity with the theater PR architecture enables commanders to report isolated, missing, detained, or captured (IMDC) incidents during deployment. This also allows commanders to report unit status when ready to assume responsibility for assigned PR missions. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	PR capability transitioned through the RSOI process.
02	Yes/No	Early deployment of PR capability was planned for in the time-phased force and deployment data.
03	Yes/No	Procedures for relief in place of the PR capability were developed.
04	Yes/No	PR capabilities were available until all forces, including contractors deploying with the force and Army civilians, redeployed.
05	Yes/No	Integrated rehearsals were planned and conducted.
06	Yes/No	PR cells capabilities to monitor PR asset status were established and maintained.
07	Yes/No	Unit implemented accountability procedures to identify actual IMDC events and preclude false reports.
08	Yes/No	Unit developed plans to identify personnel and equipment to maintain accountability and communications with movement serials.
09	Yes/No	Requirements to support command were implemented as required.
10	Yes/No	Unit built combat power and PR capability as planned.
11	Yes/No	Unit established training and rehearsal areas and ranges as planned.
12	Yes/No	Unit identified capabilities and shortfalls to provide recovery en route and during RSOI to supported command.

**ART 6.2.2.3 SUSTAIN PERSONNEL RECOVERY CAPABILITIES**

6-30. Sustain personnel recovery (PR) capabilities during the conduct of operations by having commander, staffs, units, and individuals refine their skills. Conduct rehearsals to exercise battle drills to ensure proficiency. New and replacement personnel will require training and equipment. Personnel recovery

coordinating messages are prepared and disseminated per unit standing operating procedures. Commanders establish and maintain personnel accountability procedures. Communications architectures are established and maintained to ensure operational capabilities. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit conducted rehearsals to exercise battle drills.
02	Yes/No	Battle drills were refined as changing battlefield conditions changed.
03	Yes/No	Unit established and maintained PR cell capability to monitor PR asset status.
04	Yes/No	Unit enforced accountability procedures.
05	Yes/No	Unit exercised reporting procedures within theater communications architecture.
06	Yes/No	Unit PR cells prepared and disseminated PR coordinating messages as required.
07	Yes/No	New personnel were trained in the PR procedures and provided equipment as necessary.

#### ART 6.2.2.4 REDEPLOY PERSONNEL RECOVERY CAPABILITIES

6-31. As units redeploy, either back to continental United States (CONUS) or to another area of operations (AO), actions accomplished for personnel recovery (PR) are similar to those undertaken during deployment. An important task is the transfer of PR responsibility, including the key task of transferring lessons learned gathered during after action reviews. When units redeploy to CONUS, PR responsibility for the AO transfers to incoming forces. If redeploying to another AO, units integrate into that AO's established PR architecture or build one if it does not exist. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit ensured PR capabilities were available until all forces, including contractors and Army civilians, have redeployed.
02	Yes/No	Unit ensured counterintelligence debriefing of recovered personnel.

#### ART 6.2.3 PLAN PERSONNEL RECOVERY OPERATIONS

6-32. Preparation does not stop when employment begins. Rehearsals and battle drills continue and should become more demanding as skills increase. Unit plans are refined as after action reviews from personnel recovery (PR) operations identify changes required in task organization, command relationships, and recovery doctrine. New and replacement personnel will require training and equipment. Commanders and staffs, units, and individuals continue to refine their skills throughout the employment phase of operations. (FM 3-50.1) (USACAC)

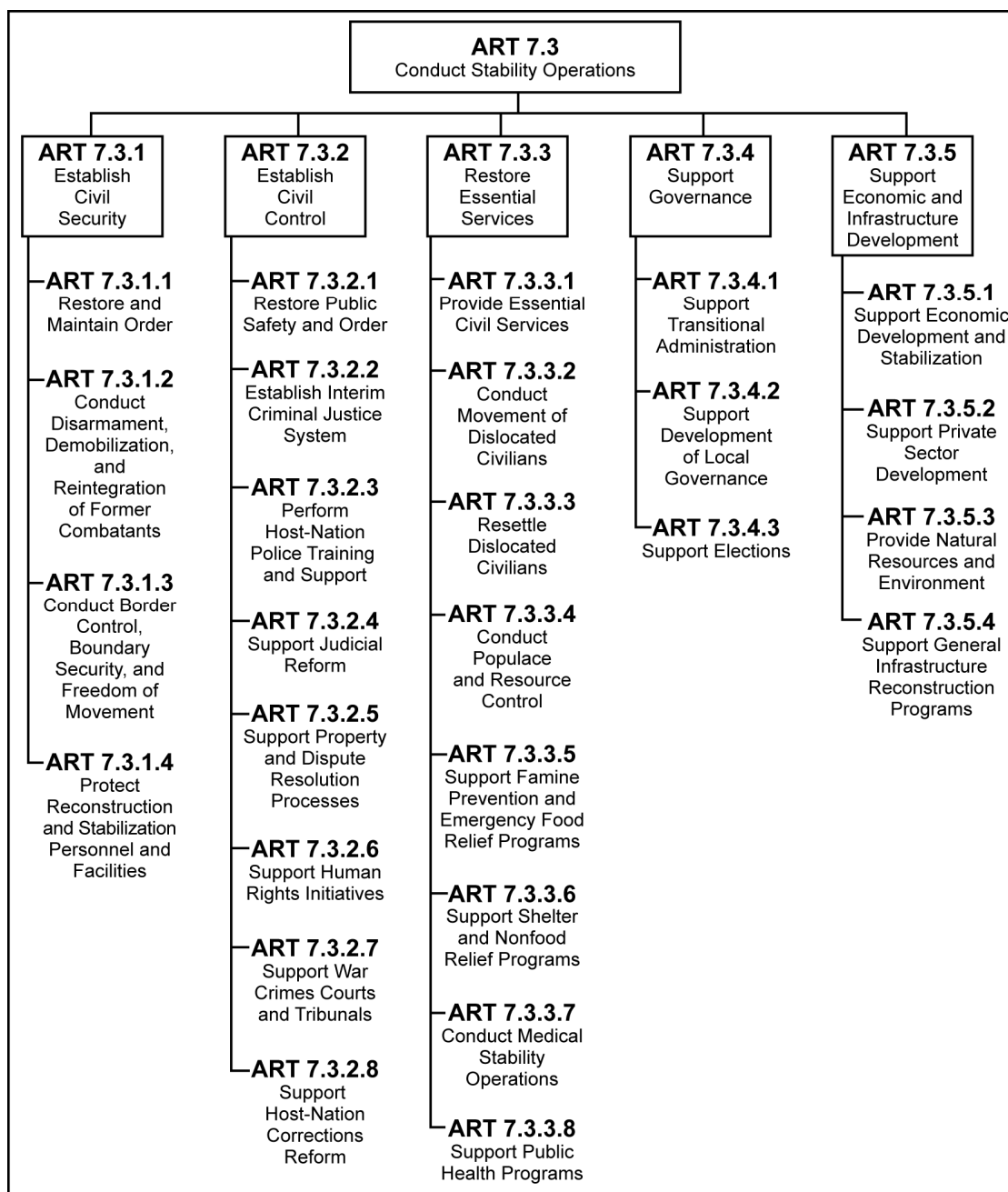
No.	Scale	Measure
01	Yes/No	Unit enforced planning system to provide timely reporting; accurately reported validation and determined location; and rapidly disseminated the information to the entire PR architecture for coordinated response.
02	Yes/No	The system provided for accurate record keeping without degrading the PR effort.
03	Yes/No	The primary mission continued parallel to the recovery effort.
04	Yes/No	The goal was recovery of the isolated, missing, detained, or captured person.
05	Yes/No	Unit planned counterintelligence support to identify intelligence and security threats to PR in the area of operations.

#### ART 6.2.3.1 CONDUCT UNASSISTED PERSONNEL RECOVERY

6-33. Conduct unassisted personnel recovery (PR) to achieve own recovery without outside assistance. An unassisted recovery typically involves an evasion effort by isolated, missing, detained, or captured (IMDC) personnel to get back to friendly forces, or to a point where they can be recovered via another method. While the code of conduct requires IMDC personnel to make every effort to evade or escape, commanders



## SECTION III – ART 7.3: CONDUCT STABILITY OPERATIONS



7-30. Stability operations encompass various military missions, tasks, and activities conducted outside the United States in coordination with elements of combat to maintain or reestablish a safe and secure environment, provide essential government services, emergency infrastructure reconstruction, and humanitarian relief. Stability operations can be conducted in support of a host-nation or interim government or as part of an occupation when no government exists. Stability operations involve both coercive and constructive actions by the military force. They are designed to establish a safe and secure environment; facilitate reconciliation among local or regional adversaries; establish political, legal, social, and economic institutions; and facilitate the transition to legitimate local governance. Army forces conduct five stability

tasks: civil security, civil control, restore essential services, support to governance, and support to economic and infrastructure development. (FM 3-0) (USACAC)

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**Note:** This task branch only addresses those tasks that support the conduct of Army stability operations. Other tasks that support stability operations are addressed elsewhere in the AUTL:  
 ART 6.5.4 (Provide Protective Services for Selected Individuals) addresses the protection of personnel.  
 ART 6.5.2 (Conduct Critical Installations and Facilities Security) addresses the protection of facilities.  
 ART 6.12 (Provide Explosive Ordnance Disposal Protection Support) addresses the conduct of unexploded ordnance disposal.

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### ART 7.3.1 ESTABLISH CIVIL SECURITY

7-31. Civil security involves providing for the safety of the state and its population, including protection from internal and external threats. Civil security includes a diverse set of activities, ranging from enforcing peace agreements to executing disarmament, demobilization, and reintegration. For the other stability tasks to be effective, civil security is required. Establishing a safe, secure, and stable environment for the local populace is key to obtaining their support for the overall stability operation. To help establish civil security, military forces enforce ceasefires, supervise disengagement of belligerent forces, and neutralize potential adversaries. As soon the host-nation security forces can safely perform this task, Army forces transition civil security responsibilities to them. (FM 3-0) (USACAC)

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**Note:** ART 7.6.3.4 (Conduct Peace Enforcement Operations) addresses the measures that help military forces establish a sustained peace.

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No.	Scale	Measure
01	Yes/No	Unit protected vulnerable elements of population—refugees, internally displaced persons, women, children.
02	Yes/No	Unit provided interim security programs for at-risk populations.
03	Yes/No	Unit established and maintained order in refugee camps and population centers.
04	Yes/No	Unit ensured safety of quartered personnel and families.
05	Yes/No	Unit ensured adequate health, food provisions, and security for demobilized belligerents.
06	Yes/No	Unit protected and secured places of religious worship and cultural sites.
07	Yes/No	Unit protected and secured critical infrastructure, natural resources, civil registries, and property ownership documents.
08	Yes/No	Unit identified, secured, and protected stockpiles of conventional, biological, radiological, nuclear, and chemical materials.
09	Yes/No	Unit secured military depots, equipment, ammunition depots, and means of communication.
10	Yes/No	Unit protected and secured strategically important institutions such as government buildings, museums, religious sites, courthouses, and communications.
11	Yes/No	Unit secured records, storage, equipment, and funds related to criminal justice and security institutions.
12	Yes/No	Unit provided security for negotiations among host-nation belligerents.
13	Yes/No	Unit protected private property and factories.
14	Time	To begin ceasefire enforcement.
15	Time	To reintegrate combatants and promote civilian control.
16	Time	To establish public order and safety
17	Time	To develop integrated command, control, intelligence and information sharing arrangements between international military, constabulary, and civilian police forces.
18	Time	To create host-nation capacity to protect government sponsored civilian stabilization and reconstruction personnel.
19	Time	To create host-nation capacity to protect host-nation individuals, infrastructure, and institutions.

## ART 7.0: Full Spectrum Operations, Tactical Mission Tasks, and Operational Themes

No.	Scale	Measure
08	Time	To rebuild correctional institutions, including administrative and rehabilitative capacities.
09	Time	To implement mechanisms to prevent unauthorized seizures of land or property.

### ART 7.3.2.1 RESTORE PUBLIC SAFETY AND ORDER

7-41. The military may provide a broad range of activities to protect the civilian populace, provide interim policing and crowd control, and secure critical infrastructure. ART 7.3.2.1 represents actions that must occur during and after direct armed conflict to ensure the long-term sustainability of any reform efforts. (FM 3-07) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit protected vulnerable elements of the population.
02	Yes/No	Unit ensured humanitarian aid and security forces had access to endangered populations and refugee camps.
03	Yes/No	Unit performed civil police functions, including investigating crimes and making arrests.
04	Yes/No	Unit located and safeguarded key witnesses, documents, and other evidence related to key ongoing or potential investigations and prosecutions.
05	Yes/No	Unit controlled crowds, prevented looting, and managed civil disturbances.
05	Yes/No	Unit protected and secured places of religious worship and cultural sites.
06	Yes/No	Unit protected and secured critical infrastructure, natural resources, civil registries, and property ownership documents.
07	Yes/No	Unit protected and secured strategically important institutions (such as government buildings, museums, religious sites, and courthouses).
08	Yes/No	Unit secured records, storage equipment, and funds related to criminal justice and security institutions.
09	Yes/No	Unit identified, secured, and protected stockpiles of conventional, nuclear, biological, radiological, and chemical materiel.
10	Yes/No	Unit secured military depots, equipment, ammunition dumps, and means of communication.
11	Yes/No	Unit trained and mentored host-nation police forces.
12	Yes/No	Unit built host-nation capacity to protect infrastructure and public institutions.

### ART 7.3.2.2 ESTABLISH INTERIM CRIMINAL JUSTICE SYSTEM

7-42. Army forces may be required assist in the restoration of governance since establishing an interim justice system is a prerequisite. This restoration requires a wide range of skilled professionals, including judges, prosecutors, court administrators, corrections personnel, law enforcement, and investigators. (FM 3-07) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit deployed interim justice personnel to supplement host-nation criminal justice system.
02	Yes/No	Unit enacted interim legal codes and procedures permitted by international law.
03	Yes/No	Unit assessed host-nation capacity to combat organized crime.

### + ART 7.3.2.3 PERFORM HOST-NATION POLICE TRAINING AND SUPPORT

7-43. Support and establish viable host-nation police forces and penal organizations capable of maintaining a safe and secure environment, upholding the rule of law, and reinforcing the legitimacy of the government. Ensure coordination of host-nation police and penal capabilities with the host-nation judicial system to maintain credibility and legitimacy for the government. (FM 3-39) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified and documented existing and required police capabilities.
02	Yes/No	Unit identified and documented existing and required police infrastructure.
03	Yes/No	Efforts coordinated and synchronized with Department of State, Department of Justice, and international police agencies.
04	Yes/No	Unit identified training requirements to include basic skills, entry- through senior-level management, and specialty sections.
05	Yes/No	Civilian police functions included investigating crimes and making arrests.
06	Yes/No	Unit transferred police responsibilities to host-nation police forces.
07	Yes/No	Procedures were in place for recruiting, vetting, training, and employing host-nation police.
08	Time	To establish liaison with Department of State, Department of Justice, and international police agencies.
09	Time	To develop plan for establishment of host-nation police training program.
10	Time	To develop patrol and facilities distribution plan and manning requirements.
11	Number	Of host-nation police trained and supported.

#### **ART 7.3.2.4 SUPPORT JUDICIAL REFORM**

7-44. The reform of judicial bodies is integral to rule of law and provides the necessary framework for security reform. The support provided to judicial institutions parallels efforts with police and security forces to enhance the state's capability in the security sector. In a failed state, military forces may initially perform these functions and can be a critical enabler of success over time. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified host-nation legal professionals.
02	Yes/No	Unit identified actual and potential leaders to incorporate into reform process.
03	Yes/No	Unit established vetting criteria.
04	Yes/No	Unit educated criminal justice personnel on interim legal codes.
05	Yes/No	Unit inventoried and assessed courts, law schools, legal libraries, and bar associations.
06	Yes/No	Unit rehabilitated or constructed necessary facilities.
07	Yes/No	Unit vetted host-nation legal professionals.

#### **ART 7.3.2.5 SUPPORT PROPERTY AND DISPUTE RESOLUTION PROCESSES**

7-45. One of the most vital services provided by the judiciary branch is the resolution of property disputes. In a fragile state, long-standing disputes over ownership and control of property are common. Authorities must implement dispute resolution mechanisms. This prevents the escalation of violence that can occur in the absence of law and order as people seek resolution on their own terms. Typically, the military's role in resolving disputes is limited to transitional military authority where these mechanisms are implemented in the absence of a functioning host-nation government. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit implemented mechanisms to prevent unauthorized occupation or seizure of land or property.
02	Yes/No	Unit publicized dispute resolution process.
03	Yes/No	Unit coordinated dispute resolution process to deter violence and retribution.
04	Yes/No	Unit developed plans to improve the existing property control system of the host nation.
05	Yes/No	Unit established liaison with civilian and military engineers or property control agencies and evaluated the current property control system.
06	Yes/No	Unit prepared and reviewed property control support plans for compliance with international laws, treaties, and agreements.

## ART 7.0: Full Spectrum Operations, Tactical Mission Tasks, and Operational Themes

No.	Scale	Measure
07	Yes/No	Unit established a claims process for return and compensation for seized property.
08	Yes/No	Property acquisition plans classified the property to be acquired; identified and coordinated the acquisition of property for military use; prescribed a recording system for property acquired by the military from civilian sources; prescribed measures to protect and preserve civilian ownership records; prescribed measures to safeguard and properly managed the acquired property; planned for scheduling the acquisition of property; and planned for controlling negotiable assets and resources of potential military use not under the supervision of other agencies.
09	Time	To establish procedures to resolve property rights for land and subterranean resources.
10	Time	To establish a process to determine land ownership, if disputed (for example, if internally displaced person claims to own land).

### ART 7.3.2.6 SUPPORT HUMAN RIGHTS INITIATIVES

7-46. A safe and secure environment maintained by a civilian law enforcement system must exist and operate in accordance with internationally recognized standards and with respect for internationally recognized human rights and freedoms. Army forces may need to provide limited support. (FM 3-07) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit assessed needs of vulnerable population.
02	Yes/No	Unit prevented further abuse of vulnerable populations.
03	Yes/No	Unit established the conditions that enable success of agencies and organizations that provide for the long-term well being of these populations.
04	Yes/No	Unit acted preemptively to deter human rights abuses.
05	Yes/No	Unit provided medical assistance to victims of human trafficking.
06	Yes/No	Unit implemented rape prevention and medical treatment procedures.

### ART 7.3.2.7 SUPPORT WAR CRIMES COURTS AND TRIBUNALS

7-47. While the military government operates military commissions and provost courts, the international community oversees the conduct of war crimes courts and tribunals. As part of the broad processes that represent legal system reform, military forces identify, secure, and preserve evidence for courts and tribunals of war crimes and crimes against humanity. Military forces also provide support in other forms, to include helping to establish courts and tribunals, supporting the investigation and arrest of war criminals, and coordinating efforts with other agencies and organizations. (FM 3-07) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit acquired secure facilities.
02	Yes/No	Unit established atrocity reporting system.
03	Yes/No	Unit documented and preserved evidence of mass atrocities.
04	Yes/No	Unit published progress reports.
05	Yes/No	Unit published indictments and statements.
06	Yes/No	Unit assisted in investigation, arrest, and transfer of suspects to international courts.
07	Yes/No	Unit ensured witness protection and media access.

### + ART 7.3.2.8 SUPPORT HOST-NATION CORRECTIONS REFORM

7-48. Support and establish viable host-nation internment/corrections officers capable of maintaining a safe and secure environment, upholding the rule of law, and reinforcing the legitimacy of the government. Ensure coordination of host-nation internment and corrections officers and penal facilities with the host-nation judicial system to maintain credibility and legitimacy for the government. Aligned with the internment and resettlement function. (FM 3-19.40) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified and documented existing and required internment and corrections officers and penal capabilities.
02	Yes/No	Unit identified and documented existing and required internment and corrections officers and penal infrastructure.
03	Yes/No	Efforts coordinated and synchronized with Department of State, Department of Justice, and international prison agencies.
04	Yes/No	Unit identified training requirements to include basic skills, entry- through senior-level management, and specialty sections.
05	Yes/No	Unit supervised incarceration processes and transfer to prison facilities.
06	Yes/No	Unit transferred penal and internment responsibilities to host-nation internment and correction officers.
07	Yes/No	Procedures were in place for recruiting, vetting, training, and employing host-nation internment and corrections officers.
08	Time	To establish liaison with Department of State, Department of Justice, and international internment and corrections agencies.
09	Time	To develop plan for establishment of host-nation internment and corrections officers training program.
10	Time	To develop facilities distribution plan and manning requirements.
11	Number	Of host-nation penal personnel trained and supported.
12	Number	Of host-nation penal facilities supported.
13	Number	Of units supporting host-nation internment and corrections.

### **ART 7.3.3 RESTORE ESSENTIAL SERVICES**

7-49. Army forces establish or restore the most basic services and protect them until a civil authority or the host nation can provide them. Normally, Army forces support other government, intergovernmental, and host-nation agencies. When the host-nation or other agency cannot perform its role, Army forces may provide the basics directly. (FM 3-0) (USACAC)

#### **ART 7.3.3.1 PROVIDE ESSENTIAL CIVIL SERVICES**

7-50. Army forces provide essential services, assets, or specialized resources to help civil authorities deal with situations beyond their capabilities. Activities of military forces to provide essential civil services are often defined in terms of the immediate humanitarian needs of the people: providing the food, water, shelter, and medical support necessary to sustain the population until local civil services are restored. (FM 3-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit provided for immediate humanitarian needs of the population (food, water, shelter, and medical support).
02	Yes/No	Unit ensured proper sanitation, purification, and distribution of drinking water.
03	Yes/No	Unit provided interim sanitation, wastewater, and waste disposal services.
04	Yes/No	Unit established or reopened accessible clinics to deal with emergency health problems.

#### **ART 7.3.3.2 CONTROL MOVEMENT OF DISLOCATED CIVILIANS**

7-51. Assist, direct, or deny the movement of civilians whose location, direction of movement, or actions may hinder operations. Army forces do not assume control of dislocated civilian movement unless requested to do so by the host nation or unless operating in an environment with a hostile government. (FM 3-19.40) (USAMPS)

## ART 7.0: Full Spectrum Operations, Tactical Mission Tasks, and Operational Themes

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Dislocated civilians did not interfere with the conduct of unit operations.
02	Yes/No	Unit developed plans to handle the movement of dislocated civilians in the area of operations.
03	Yes/No	Unit updated higher headquarters on the progress of the operation.
04	Yes/No	Soldiers treated dislocated civilians per the Geneva Convention and agreements between the United States and host nation.
05	Percent	Of subordinate elements assisting civil affairs and host-nation agencies in conducting populace and resources control operations.
06	Number	Of identified populace resources that must be denied contact with the enemy.
07	Number	Of dislocated civilians diverted from routes and areas when they might interfere with U.S. and allied military operations.
08	Number	And location of dislocated civilian collection points and assembly areas.

### ART 7.3.3.3 RESETTLE DISLOCATED CIVILIANS

7-52. Dislocated civilians are a central feature of many stability operations. Army forces may directly provide support to a recovering host nation or population. Specific types of support may include, but are not limited to, temporary support to or repatriation for refugees, return of displaced persons to their original homes, electoral assistance, maintaining public order and security, and maintaining a deterrent presence. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit ensured humanitarian access to populations in need.
02	Yes/No	Unit estimated food aid needs for affected populations.
03	Yes/No	Unit assessed the adequacy of local physical transport, distribution, and storage.
04	Yes/No	Unit provided humanitarian assistance, including emergency food, water, sanitation, shelter, and health services.

### ART 7.3.3.4 CONDUCT POPULACE AND RESOURCE CONTROL

7-53. Provide security for a populace, deny personnel and materials to the enemy, mobilize population and material resources, and detect and reduce the effectiveness of enemy agents. Populace controls also include implementing martial law during a complete breakdown of law and order; maintaining curfews; restricting movement, travel permits, and registration cards; and resettling villagers. Resource control measures include licenses, regulations or guidelines, checkpoints (for example, roadblocks), reaction controls, amnesty programs, and inspections of facilities. Two subdivisions of populace and resource control operations are dislocated civilian operations and evacuation of host-nation noncombatants. (FM 3-19.1) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The imposition of population and resource control measures met commander's intent of establishing control measures.
02	Yes/No	Unit accounted for and disposed of collected contraband per international and U.S. law, applicable regulations, and status-of-forces agreements.
03	Yes/No	Unit maintained chain of custody for contraband if possession of contraband would result in criminal or administrative trial.
04	Time	Required to gain approval for adjustments in population and resource control measures did not detract from effectiveness of program.
05	Time	To coordinate with host-nation agencies for implementing population and resource control measures.
06	Time	To develop plans for imposing populace control by the enforcement of curfews, movement restrictions, travel permits and registration cards, and evacuating noncombatants.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
07	Time	To develop plans for resource control, such as establishing roadblocks and checkpoints, inspecting facilities, enforcing local regulations and guidelines, controlling rations, and assisting with amnesty program.
08	Time	To inform local population of new or revised population and resource control measures imposed on them.
09	Time	To determine required population and resource control measures.
10	Time	Restrictions imposed on local civilians.
11	Percent	Of local population supporting population and resource control measures.
12	Percent	Of contraband detected during the conduct of resource control operations.
13	Percent	Of available effort devoted to population and resource control measures.
14	Percent	Of local population affected by population and resource control measures.
15	Number	And types of units involved in populations and resource control operations.
16	Number	Of instances that violations of population and resource control measures units detect.
17	Number	Of tons and types of contraband detected during resource control operations.
18	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.
19	Cost	To establish and administer population and resource control operation.

### **ART 7.3.3.5 SUPPORT FAMINE PREVENTION AND EMERGENCY FOOD RELIEF PROGRAMS**

7-54. In response to a potential or actual food crisis, relief focuses on lifesaving measures to alleviate the immediate needs of a population in crises. Support may include medical, logistics, transportation, and security. Those activities identified as specifically as humanitarian and civic assistance are specific programs authorized in legislation and controlled per Title 10, U.S. Code. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit monitored and analyzed food security and market prices.
02	Yes/No	Unit predicted the effects of conflict on access to food.
03	Yes/No	Unit estimated total food needs.
04	Yes/No	Unit assessed the adequacy of local physical transport, distribution, and storage.
05	Yes/No	Unit delivered emergency food to most vulnerable populations.
06	Yes/No	Unit assessed the effects of weather and climate on transportation networks and storage facilities.
07	Yes/No	Unit secured emergency nonfood relief distribution networks.
08	Yes/No	Unit delivered emergency nonfood items.
09	Yes/No	Unit provided emergency shelter for immediate needs.
10	Yes/No	Unit developed local expertise and ownership through capacity building.
11	Yes/No	Unit coordinated with other donors and humanitarian agencies.

### **ART 7.3.3.6 SUPPORT SHELTER AND NONFOOD RELIEF PROGRAMS**

7-55. Military forces offer significant support capability to the broader effort to provide adequate shelter and nonfood relief during humanitarian crises. The welfare and perceptions of host-nation populations are often central to the mission during stability operations. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit provided secure nonfood relief distribution networks.
02	Yes/No	Unit delivered emergency nonfood items.
03	Yes/No	Unit provided emergency shelter for immediate needs.
04	Yes/No	Unit cleared devastated housing and assessed damage.



**ART 7.3.3.7 CONDUCT MEDICAL STABILITY OPERATIONS**

7-56. Civil-military medicine is a discipline within operational medicine comprising public health and medical issues that involve a civil-military interface (foreign or domestic), including military medical support to civil authorities (domestic), medical elements of security cooperation activities, and medical civil military operations. (JP 4-02) (USJFCOM JWFC)

**ART 7.3.3.8 SUPPORT PUBLIC HEALTH PROGRAMS**

7-57. The military contribution to the public health sector, especially early in an operation, enables the complementary efforts of local and international aid organizations. The initial efforts of military forces aim to stabilize the public health sector. These efforts may include assessments of the medical and public health system such as infrastructure, medical staff, training and education, medical logistics, and public health programs. Following these initial response tasks, civilian organizations tailor their efforts to reforming the three public health sector through health systems strengthening and other public health capacity-building activities. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit repaired and rebuilt clinics and hospitals.
02	Yes/No	Unit evaluated need for new clinics and hospitals.
03	Yes/No	Unit prevented epidemics through immediate vaccinations.
04	Yes/No	Unit assessed chronic and acute malnutrition.
05	Yes/No	Unit assessed emergency physical and psychological care needs.
06	Yes/No	Unit identified, safeguarded, and eliminated most dangerous public health hazards.
07	Yes/No	Unit evaluated water sources.
08	Yes/No	Unit supported host-nation waste and wastewater management capacity.
09	Yes/No	Unit supported public health information campaigns to educate population.
10	Yes/No	Unit identified public health information requirements for commander's critical information requirements consideration.
11	Yes/No	Unit conducted passive collection of medical information and utilized medical intelligence to obtain situational awareness.
12	Yes/No	Unit assists in coordinating U.S. Government, host-nation, and private resources to support public health programs.

**ART 7.3.4 SUPPORT GOVERNANCE**

7-58. Stability operations establish conditions that enable actions by civilian and host-nation actions to succeed. By establishing security and control, stability operations provide a foundation for transitioning authority to other government or intergovernmental agencies and eventually to the host nation. Once this transition is complete, commanders focus on transferring control to a legitimate civil authority according to the desired end state. (FM 3-0) (USACAC)

**ART 7.3.4.1 SUPPORT TRANSITIONAL ADMINISTRATION**

7-59. When the host-nation government has collapsed or been deposed, initial response efforts focus on immediately filling the void in governance. In either situation, the reliability and trustworthiness of local officials is suspect; due care and prudence is necessary to avoid empowering officials whose interests and loyalties are inconsistent with those of the force. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Actions of temporary civil administration supported accomplishment of the mission of U.S. forces in the area of operations.
02	Yes/No	Unit vetted host-nation officials.
03	Yes/No	Leadership at multiple levels of government reconstituted.
04	Yes/No	Unit established interim legislative processes.

No.	Scale	Measure
05	Yes/No	Unit established identification regime including securing documents relating to personal identification, property ownership, court records, voter registries, birth certificates, and driving licenses.
06	Yes/No	Unit developed mechanisms for dealing with claims and disputes relating to property ownership and court records.

#### ART 7.3.4.2 SUPPORT DEVELOPMENT OF LOCAL GOVERNANCE

7-60. Establishing effective governance at the local level is necessary before developing governance institutions and processes throughout the state. Initially, effective local governance almost depends entirely on the ability to provide essential civil services to the people; restoring these services is also fundamental to humanitarian relief efforts. (FM 3-07) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit assessed overall condition of national transportation infrastructure (airports, roads, bridges, railways, and coastal and inland ports, harbors, and waterways).
02	Yes/No	Unit initiated immediate improvement to the transportation and distribution networks of the host nation.
03	Yes/No	Unit assessed overall condition of national telecommunications infrastructure.
04	Yes/No	Unit assessed overall condition of national energy infrastructure.
05	Yes/No	Unit assessed overall condition of existing power generation and distribution facilities.
06	Yes/No	Unit assessed overall condition of existing natural resources conversion and distribution facilities.
07	Yes/No	Unit provided advice to local community health authorities and committees.
08	Time	To develop plans to restore civilian authority during and after military operations.
09	Time	To establish civil society and media by strengthening the civil society environment, improving civic education, and strengthening civil capacity and partnerships.
10	Time	To disseminate public information and communication.
11	Time	To create political parties through party formation and training.
12	Time	To begin elections planning and execution at local levels.
13	Time	To conduct legal review of planned changes to public administration system and regulations.
14	Percent	Of local control of public administration in the AO.
15	Percent	Of U.S. forces in AO providing support to local governance.
16	Percent	Of local population satisfied with services provided them in the AO.

#### ART 7.3.4.3 SUPPORT ELECTIONS

7-61. Military forces may be required to provide security assistance to the host-nation civil authorities or international election commission agencies to prevent the disruption of elections. The primary role of military forces in support of elections is to facilitate civil order by providing a secure environment and should not be perceived as influencing the election outcome. U.S. forces should not be perceived as influencing elections by endorsing political platforms, parties, or candidates. Ideally, host-nation government and institutions will have the lead in developing and implementing elections with U.S. military in a supporting role. This support may include assisting the electoral commission in the planning and coordination of the election execution process and augmenting the host-nation security forces, as directed. Overt U.S. forces involvement in elections may be perceived as detrimental to an open, democratic, and legitimate election and taint the outcome. Planning and execution must be consistent with U.S. law, military guidance, and host-nation government regulations. The integrity of the election is the responsibility of the host-nation government or international election commission. (FM 3-07) (USACAC)

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**Note:** Army forces performing ancillary tasks—such as security patrols, observation posts, and medical support—contribute to the performance of this task. (FM 3-07) (USACAC)

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## ART 7.0: Full Spectrum Operations, Tactical Mission Tasks, and Operational Themes

No.	Scale	Measure
01	Yes/No	Unit identified American Embassy and task force commander's guidance on roles, responsibilities, instructions, and parameters for U.S. forces.
02	Yes/No	Unit ensured military support roles and responsibilities complied with U.S. laws, military guidance, and host-nation regulations.
03	Yes/No	Unit coordinated planning with the lead election security agency.
04	Yes/No	Unit coordinated security mission requirements with joint, interagency, and multinational observers; election commission; host-nation government; and indigenous security forces.
05	Yes/No	Unit monitored intelligence and civil information reports for potential security issues and other contingencies.
06	Yes/No	Unit assessed security force capability and vulnerability to accomplish mission requirements.
07	Yes/No	Unit conducted area and route security assessment.
08	Yes/No	Unit augmented host-nation security forces in providing area security and reconnaissance in preelections, during elections, or post-elections, as required.
09	Yes/No	Unit helped develop shaping security plans prior to election.
10	Yes/No	Unit helped develop decisive security plans during conduct of election.
11	Yes/No	Unit helped develop contingency security plans for various election outcome scenarios.

### ART 7.3.5 SUPPORT ECONOMIC AND INFRASTRUCTURE DEVELOPMENT

7-62. Support to economic and infrastructure development helps a host nation develop capability and capacity in these areas. It may involve direct and indirect military assistance to local, regional, and national entities. Infrastructure development complements and reinforces efforts to stabilize the economy. It focuses on the society's physical aspects that enable the state's economic viability. These physical aspects of infrastructure include transportation (roads, railways, airports, and ports and waterways), telecommunications, energy (natural resources, the electrical power sector, and energy production and distribution), and general (engineering and construction, and municipal services) infrastructure. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit developed partnerships with local organizations to meet community needs and increase local capacity to develop and maintain transportation, telecommunications, energy, and information critical infrastructure.
02	Time	To develop local and regional transportation plans.
03	Time	To develop local and regional telecommunication plans.
04	Time	To develop local and regional energy plans.
05	Time	To construct facilities that restore and promote overall host-nation governance, commerce, and social well-being.

#### ART 7.3.5.1 SUPPORT ECONOMIC DEVELOPMENT AND STABILIZATION

7-63. Economic recovery begins with an actively engaged labor force. When a military force occupies an operational area, the demand for local goods, services, and labor creates employment opportunities for the local populace. Local projects, such as restoring public services, rebuilding schools, or clearing roads, offer additional opportunities for the local labor pool. Drawing on local goods, services, and labor presents the force with the first opportunity to infuse cash into the local economy, which in turn stimulates market activity. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit implemented initiatives to provide immediate employment.
02	Yes/No	Unit created employment opportunities for young males.
03	Yes/No	Unit assessed the labor force for critical skills requirements and deficiencies.
04	Yes/No	Unit established vetting program to ensure the reliability of the workforce.
05	Yes/No	Unit implemented public works projects.
06	Time	To assess the availability of civilian resources for civilian and military use.
07	Time	To reestablish government payment mechanisms to pay recurrent and emergency expenditures.
08	Time	To implement plans for revenue generation, customs taxation.
09	Time	To implement strategy for improved tax audit, collection, and enforcement.
10	Time	To assist national government in formulating recovery plan.
11	Time	To institutionalize regulatory system to govern financial transactions by banks.
12	Time	To foster economic integration through local, regional, and global organizations.

### ART 7.3.5.2 SUPPORT PRIVATE SECTOR DEVELOPMENT

7-64. Developing the private sector typically begins with employing large portions of the labor force. In addition to acquiring goods and services from the local economy, the tasks that support private sector development infuse much-needed cash into local markets and initiate additional public investment and development. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit assessed the depth of the private sector.
02	Yes/No	Unit identified obstacles to private sector development (such as barriers to entry, high import taxes, import restrictions and lack of business credit, power, transport, or telecommunications).
03	Yes/No	Unit strengthened private sector through contracting and out-sourcing.
04	Yes/No	Unit provided investors with protection and incentives.

### ART 7.3.5.3 PROTECT NATURAL RESOURCES AND ENVIRONMENT

7-65. Protecting a nation's natural resources is an extension of the requirement to secure and protect other institutions of the state. Additionally, it preserves the long-term economic development and investment capacity of a fragile state. This capacity includes the revenues generated by the storage, distribution, and trade in natural resources. Rival factions often target these resources to finance illegitimate interests. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit assessed and secured access to valuable natural resources.
02	Yes/No	Unit prevented the capture of revenues from natural resources.
03	Yes/No	Unit stopped illicit trade in natural resources.
04	Yes/No	Unit preserved long-term economic development and investment capacity.
05	Yes/No	Unit protected water resources.
06	Yes/No	Unit secured and protected post-harvest storage facilities.
07	Yes/No	Unit established work programs to support agricultural development.
08	Yes/No	Unit identified constraints to agricultural production.
09	Yes/No	Unit assessed health, diversity, and number of animals.
10	Yes/No	Unit kept core reproductive group alive through water and fodder provision.
11	Yes/No	Unit destocked as appropriate.
12	Yes/No	Unit provided veterinary services.

**ART 7.0: Full Spectrum Operations, Tactical Mission Tasks, and Operational Themes**

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
13	Yes/No	Unit established sanitary practices and procedures (production and processing).
14	Yes/No	Unit improved food safety systems to facilitate agricultural trade.
15	Time	To identify policy makers in the agricultural, natural resources, and environment areas and discuss their priorities for their respective sectors.

**ART 7.3.5.4 SUPPORT GENERAL INFRASTRUCTURE RECONSTRUCTION PROGRAMS**

7-66. General infrastructure reconstruction programs focus on rehabilitating the state’s ability to produce and distribute fossil fuels, generate electrical power, exercise engineering and construction support, and provide municipal and other services to the populace. As with the restoration of essential services, support to general infrastructure programs requires a thorough understanding of the civil component of the area of operations. Civil affairs personnel support this information collection to inform the prioritization of programs and projects. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit assessed overall condition of national transportation infrastructure (airports, roads, bridges, railways, and coastal and inland ports, harbors, and waterways).
02	Yes/No	Unit initiated immediate improvement to the transportation and distribution networks of the host nation.
03	Yes/No	Unit assessed overall condition of national telecommunications infrastructure.
04	Yes/No	Unit assessed overall condition of national energy infrastructure.
05	Yes/No	Unit assessed overall condition of existing power generation and distribution facilities.
06	Yes/No	Unit assessed overall condition of existing natural resources conversion and distribution facilities.
07	Yes/No	Unit assessed overall condition of existing facilities integral for effectively executing essential tasks in other sectors.
08	Yes/No	Unit assessed overall condition of existing local, municipal facilities that provide essential services.
09	Yes/No	Unit determined and prioritized essential infrastructure programs and projects.
10	Yes/No	Unit conducted expedient repairs or built new facilities to support stabilization.
11	Yes/No	Unit conducted expedient repairs or built new facilities to facilitate commercial trade.
12	Yes/No	Unit conducted expedient repairs or built new facilities to support local populace (such as schools, medical clinics, and municipal buildings).

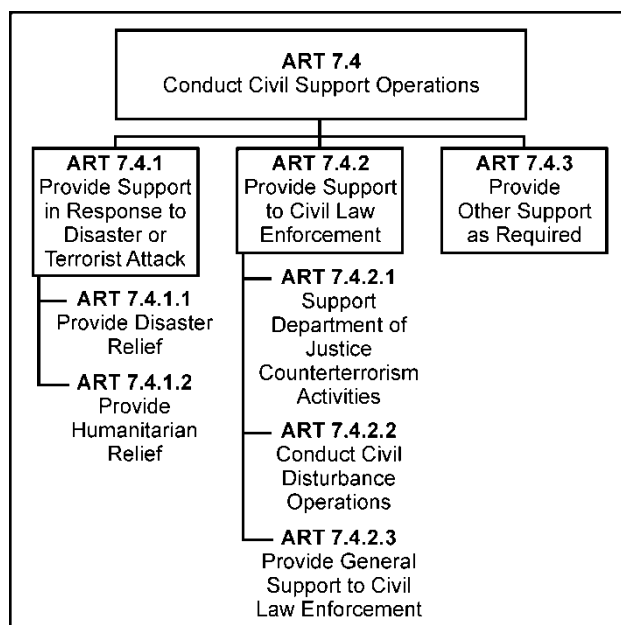
**+ ART 7.3.5.4.1 Support Host-Nation Telecommunications Infrastructure Reconstruction Program**

7-67. Support to Host-Nation Telecommunications Infrastructure Program focuses on providing initial assessment of the operational readiness and capabilities of the host nation’s official public communications systems (and when or if necessary private telecommunications systems.) The systems enable a government to communicate with its populace. This includes mass media systems including radio station equipment and antennae systems, television stations and antenna systems, data network equipment and servers which connect to the wider internet, and wired or wireless telephone central systems and antennae. This requires thoroughly understanding the technical operation of commercial off-the-shelf equipment and systems used in providing mass communications systems. (FM 3-07). (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit assessed and prioritized television broadcast telecommunications capabilities available to the host-nation government authority.
02	Yes/No	Unit assessed and prioritized radio broadcast telecommunications capabilities available to the host-nation government authority.
03	Yes/No	Unit assessed and prioritized internet system capabilities available to the host-nation government for internal and external communications.

No.	Scale	Measure
04	Yes/No	Unit assessed and prioritized wired and wireless telephonic telecommunications capabilities available to the host-nation government authority.
05	Percent	Of state or geographic region's government authorities which can complete two-way electronic communications with the host-nation government authority and supporting US nongovernmental organizations.
06	Percent	Of state or geographic region's government authorities with which the host-nation government authority can communicate with one-way communications.

## SECTION IV – ART 7.4: CONDUCT CIVIL SUPPORT OPERATIONS



7-68. *Civil support* is Department of Defense support to U.S. civil authorities for domestic emergencies, and for designated law enforcement and other activities. Civil support includes operations that address the consequences of natural or manmade disasters, accidents, and incidents within the United States and its territories. Army forces conduct civil support operations when the size and scope of events exceed the capabilities of domestic civilian agencies. The Army National Guard is often the first military force to respond on behalf of state authorities. Army civil support operations include three tasks: provide support in response to a disaster, support civil law enforcement, and provide other support as required. (FM 3-0) (USACAC)

**Note:** Chemical, biological, radiological, nuclear, and high-yield explosives weapons and explosive ordnance disposal support provided in civil support are tasks addressed elsewhere in the AUTL:

ART 6.9.5 (Conduct Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives Consequence Management) discusses the coordination of essential services and activities required to manage and mitigate damage resulting from the use of chemical, biological, radiological, and nuclear weapons or the release of toxic industrial materials or contaminants.

ART 6.12.8.5 (Provide Explosive Ordnance Disposal Support to Civil Authorities) addresses assistance to include providing explosive ordnance disposal service when requested by local, state, or federal authorities in the interest of public safety.

ART 6.12.8.6 (Provide Specific Training to Personnel on Explosive Ordnance Disposal) addresses training for military personnel, federal agencies, and public officials involved with civil emergency preparedness, law enforcement, and fire protection as requested.

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## **ART 7.4.1 PROVIDE SUPPORT IN RESPONSE TO DISASTER OR TERRORIST ATTACK**

7-69. Disaster relief operations focus on recovery of critical infrastructure after natural or man-made disasters. Humanitarian relief focuses on the well-being of supported populations. Both normally occur simultaneously. In the case of a disaster, state, and local authorities are responsible for restoring essential services. (FM 3-07) (USACAC)

### **ART 7.4.1.1 PROVIDE DISASTER RELIEF**

7-70. Disaster relief restores or recreates essential infrastructure. It includes establishing and maintaining the minimum safe working conditions, less security measures, necessary to protect relief workers and the affected population. Disaster relief allows effective humanitarian relief and creates conditions for long-term recovery. It may involve consultation on and provision of emergency medical treatment and evacuation; repairing or demolishing damaged structures; restoring or building bridges, roads, and airfields; and removing debris from supply routes and relief sites. (FM 3-07) (USACAC)

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*Note:* Disaster relief includes the submissions of military assistance to civilian disaster organizations, natural disaster relief, oil and hazardous substances incident or emergency, public health emergency, as well as technological or man-made disaster relief.

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### **ART 7.4.1.2 PROVIDE HUMANITARIAN RELIEF**

7-71. Humanitarian relief focuses on lifesaving measures that alleviate the immediate needs of a population in crisis. It often includes providing medical support, food, water, medicine, clothing, blankets, shelter, and heating or cooking fuels. In some cases, it involves transporting affected people from a disaster area. Civilian relief agencies, government and nongovernmental, are best suited to provide this type of relief. Army forces conducting humanitarian relief usually facilitate civil relief efforts. (FM 3-07) (USACAC)

## **ART 7.4.2 PROVIDE SUPPORT TO CIVIL LAW ENFORCEMENT**

7-72. Support to domestic civil law enforcement involves activities related to the Department of Justice's counterterrorism activities, counterdrug activities, military assistance during civil disturbances, and general support. Army support involves providing resources, training, or augmentation. Federal military forces remain under the military chain of command while supporting civil law enforcement. The supported law enforcement agency coordinates Army forces activities per appropriate civil laws and interagency agreements. Army National Guard units in state status can be a particularly useful military resource. They may be able to provide assistance to civil authorities when federal units cannot due to the Posse Comitatus Act. Title 10 U.S. Code prohibits the military from directly participating in arrests, searches, seizures, or other similar activities unless authorized by law. (FM 3-07) (USACAC)

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*Note:* Support to civil law enforcement includes border protection enforcement, combating terrorism, critical infrastructure protection as well as Department of Defense support to counterdrug operations.

Army missions related to supporting civil law enforcement in counterdrug operations are discussed under ART 7.6.1.5 (Provide Military Support to Counterdrug Efforts).

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### **ART 7.4.2.1 SUPPORT DEPARTMENT OF JUSTICE COUNTERTERRORISM ACTIVITIES**

7-73. When directed by the President, Army forces may provide assistance to the Department of Justice in the areas of transportation, equipment, training, and personnel. When terrorists pose an imminent threat, Army forces may be used to counter these threats. Army forces may also support crisis management. Crisis management of a terrorist incident includes measures to resolve a situation and investigate a criminal case for prosecution under federal law. The Federal Bureau of Investigation is the lead agency and has responsibility for crisis management within the United States. Army forces may provide specialized or technical capabilities to assist in defusing or resolving a terrorist crisis. Support of crisis management includes opening lines of communications for military assistance, evacuating casualties, executing reconnaissance, and decontaminating or assessing the effects of weapons of mass destruction. In the aftermath of a terrorist incident, Army forces may be involved in consequence management activities. These activities include casualty and medical assistance, evaluation and repair of damage to structures and utilities, explosive ordnance disposal, and mortuary affairs. (FM 3-07) (USACAC)

### **ART 7.4.2.2 CONDUCT CIVIL DISTURBANCE OPERATIONS**

7-74. Army forces assist civil authorities in restoring law and order when state and local law enforcement agencies are unable to control civil disturbances. The Army National Guard is the first military responder during most civil disturbance situations. It usually remains on state active-duty status throughout the operation. When conditions of domestic violence and disorder endanger life and property to the extent that state law enforcement agencies, to include the Army National Guard, cannot suppress violence and restore law and order, the President may federalize Army National Guard units under Title 10, U.S. Code, Chapter 15. The President may use federalized Army National Guard and federal forces to restore law and order. Restrictions may be placed on federal military forces either in the executive order directing their use or through the rules for the use of force outlined in the Department of Defense Civil Disturbance Plan. (FM 3-07) (USACAC)

### **ART 7.4.2.3 PROVIDE GENERAL SUPPORT TO CIVIL LAW ENFORCEMENT**

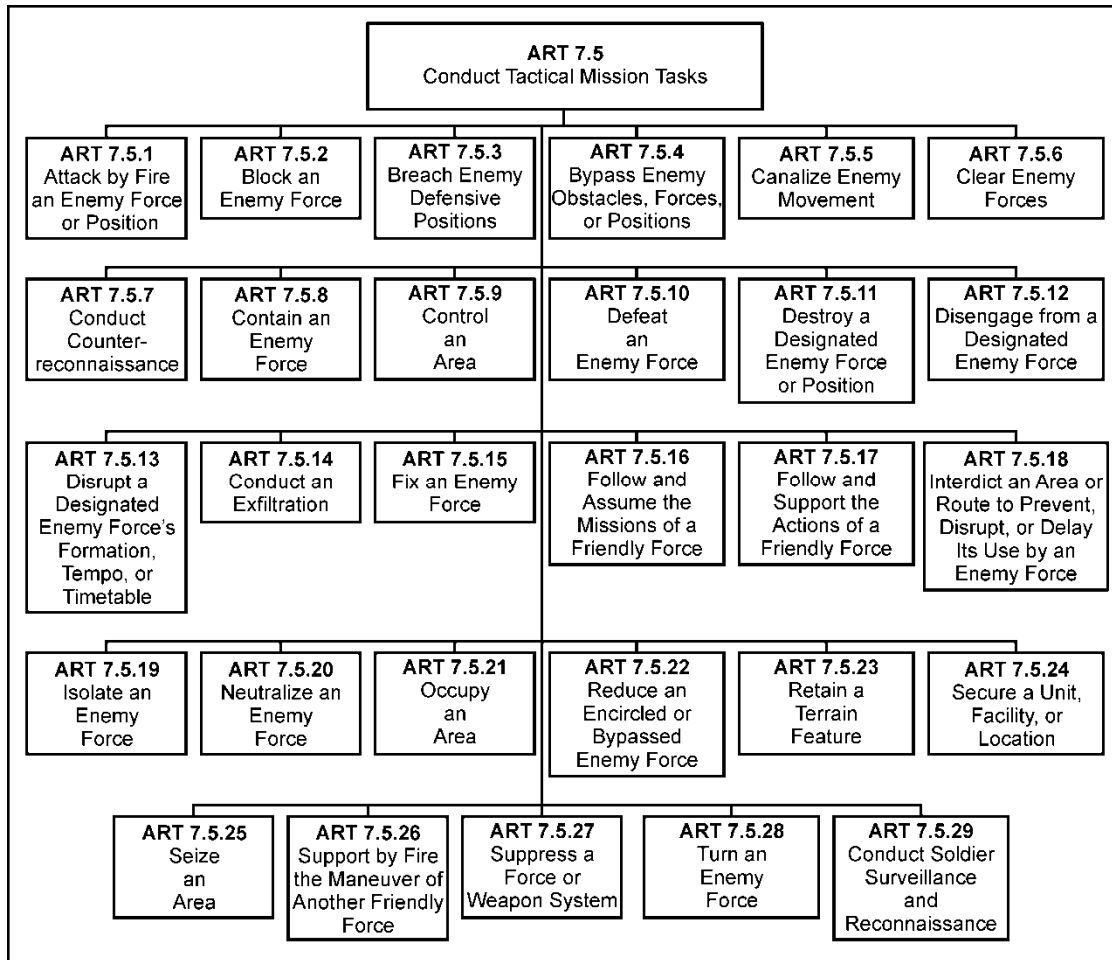
7-75. Provide limited military support to law enforcement agencies. Department of Defense may direct Army forces to provide training to federal, state, and local civilian law enforcement agencies. Such assistance may include training in the operation and maintenance of military equipment. (FM 3-07) (USACAC)

### **ART 7.4.3 PROVIDE OTHER SUPPORT AS REQUIRED**

7-76. Community assistance is a broad range of activities that provide support and maintain a strong connection between the military and civilian communities. Community assistance activities provide effective means of projecting a positive military image, provide training opportunities, and enhance the relationship between Army forces and the American public. They should fulfill community needs that would not otherwise be met. Community assistance activities can enhance individual and unit combat readiness. Army assistance to the community can include air ambulance support, search and rescue activities, firefighting capability, explosive ordnance disposal, emergency or broad-based medical care, wildlife and domestic animal management, assistance in safety and traffic control, emergency snow removal, temporary supplemental housing for the displaced or disadvantaged, and postal augmentation. (FM 3-0) (USACAC)



**SECTION V – ART 7.5: CONDUCT TACTICAL MISSION TASKS**



7-77. Tactical mission tasks describe lethal and nonlethal results or effects the commander wants to generate or create to accomplish the mission (they are the what or why of a mission statement). The tasks in this section are often given to units as the tasks or purpose parts of their mission statement. (FM 3-90) (USACAC)

**ART 7.5.1 ATTACK BY FIRE AN ENEMY FORCE OR POSITION**

7-78. Attack by fire uses direct fires, supported by indirect fires, to engage an enemy without closing to destroy, suppress, fix, or deceive the enemy. (FM 3-90) (USACAC)

**ART 7.5.2 BLOCK AN ENEMY FORCE**

7-79. Block denies the enemy access to an area or prevents an advance in a direction or along an avenue of approach. (FM 3-90) (USACAC)

**ART 7.5.3 BREACH ENEMY DEFENSIVE POSITIONS**

7-80. Breach employs all available means to break through or secure a passage through a defense, obstacle, minefield, or fortification. (FM 3-90) (USACAC)

### **ART 7.5.4 BYPASS ENEMY OBSTACLES, FORCES, OR POSITIONS**

7-81. Bypass is when the commander directs the unit to maneuver around an obstacle, position, or enemy force to maintain the momentum of the operation, while deliberately avoiding combat with the enemy force. (FM 3-90) (USACAC)

### **ART 7.5.5 CANALIZE ENEMY MOVEMENT**

7-82. Canalize is when the commander restricts enemy movement to a narrow area by exploiting terrain, obstacles, fires, or friendly maneuver. (FM 3-90) (USACAC)

### **ART 7.5.6 CLEAR ENEMY FORCES**

7-83. Clear requires the commander to remove all enemy forces and eliminate organized resistance within an assigned area. Physical conditions of the area will affect the specific tactics, techniques, and procedures employed. (FM 3-90) (USACAC)

### **ART 7.5.7 CONDUCT COUNTERRECONNAISSANCE**

7-84. Counterreconnaissance encompasses all measures taken by a commander to counter enemy surveillance and reconnaissance efforts. Counterreconnaissance is not a distinct mission but a component of all forms of security operations. See ART 6.7.3 (Conduct Security Operations). (FM 3-90) (USACAC)

### **ART 7.5.8 CONTAIN AN ENEMY FORCE**

7-85. Contain requires the commander stop, hold, or surround enemy forces; or cause them to focus their activity on a given front and prevent them from withdrawing any element for use elsewhere. (FM 3-90) (USACAC)

### **ART 7.5.9 CONTROL AN AREA**

7-86. Control requires the commander to maintain physical influence over a specified area to prevent its use by an enemy. (FM 3-90) (USACAC)

### **ART 7.5.10 DEFEAT AN ENEMY FORCE**

7-87. Defeat occurs when an enemy force has temporarily or permanently lost the physical means or will to fight. The defeated force's commander is unwilling or unable to pursue an adopted course of action, thereby yielding to the friendly commander's will and can no longer interfere to a significant degree with the actions of friendly forces. Defeat can result from the use of force or the threat of its use. (FM 3-90) (USACAC)

### **ART 7.5.11 DESTROY A DESIGNATED ENEMY FORCE OR POSITION**

7-88. Destroy involves the physical rendering of an enemy force to combat ineffectiveness until it is reconstituted. Alternatively, to destroy a combat system is to damage it so badly that it cannot perform its function or be restored to a usable condition without being entirely rebuilt. (FM 3-90) (USACAC)

### **ART 7.5.12 DISENGAGE FROM A DESIGNATED ENEMY FORCE**

7-89. Disengagement is when a commander has the unit break contact with the enemy to allow the conduct of another mission or to avoid decisive engagement. (FM 3-90) (USACAC)

### **ART 7.5.13 DISRUPT A DESIGNATED ENEMY FORCE'S FORMATION, TEMPO, OR TIMETABLE**

7-90. Disrupt is when a commander integrates direct and indirect fires, terrain, and obstacles to upset an enemy formation or tempo, interrupt the timetable, or cause forces to commit prematurely or attack in a piecemeal fashion. (FM 3-90) (USACAC)

### **ART 7.5.14 CONDUCT AN EXFILTRATION**

7-91. Exfiltrate is where a commander removes personnel or units from areas under enemy control by stealth, military deception, surprise, or clandestine means. (FM 3-90) (USACAC)

### **ART 7.5.15 FIX AN ENEMY FORCE**

7-92. Fix is where a commander prevents the enemy from moving any part of the force from a specific location for a specific time. (FM 3-90) (USACAC)

### **ART 7.5.16 FOLLOW AND ASSUME THE MISSIONS OF A FRIENDLY FORCE**

7-93. Follow and assume is when a second committed force follows a force conducting an offensive operation and is prepared to continue the mission of that force when it becomes fixed, attrited, or otherwise unable to continue. (FM 3-90) (USACAC)

### **ART 7.5.17 FOLLOW AND SUPPORT THE ACTIONS OF A FRIENDLY FORCE**

7-94. Follow and support is when a committed force follows and supports the mission accomplishment of a leading force conducting an offensive operation. (FM 3-90) (USACAC)

### **ART 7.5.18 INTERDICT AN AREA OR ROUTE TO PREVENT, DISRUPT, OR DELAY ITS USE BY AN ENEMY FORCE**

7-95. Interdict is where the commander prevents, disrupts, or delays enemy use of an area or route. (FM 3-90) (USACAC)

### **ART 7.5.19 ISOLATE AN ENEMY FORCE**

7-96. Isolate requires a unit to seal off—physically and psychologically—an enemy force from its sources of support, deny it freedom of movement, and prevent it from contacting other enemy forces. (FM 3-90) (USACAC)

### **ART 7.5.20 NEUTRALIZE AN ENEMY FORCE**

7-97. Neutralize results in rendering enemy personnel or materiel incapable of interfering with friendly operations. (FM 3-90) (USACAC)

### **ART 7.5.21 OCCUPY AN AREA**

7-98. Occupy involves moving a force into an area so that it can control the entire area. Both the movement to and occupation of the area occurs without opposition. (FM 3-90) (USACAC)

### **ART 7.5.22 REDUCE AN ENCIRCLED OR BYPASSED ENEMY FORCE**

7-99. Reduce involves the destruction of an encircled or bypassed enemy force. (FM 3-90) (USACAC)

### **ART 7.5.23 RETAIN A TERRAIN FEATURE**

7-100. Retain is when the commander ensures a terrain feature already controlled by a friendly force remains free of enemy occupation or use. (FM 3-90) (USACAC)

### **ART 7.5.24 SECURE A UNIT, FACILITY, OR LOCATION**

7-101. Secure involves preventing the enemy from damaging or destroying a unit, facility, or geographical location. (FM 3-90) (USACAC)

### **ART 7.5.25 SEIZE AN AREA**

7-102. Seize involves taking possession of an area using overwhelming force. (FM 3-90) (USACAC)

### **ART 7.5.26 SUPPORT BY FIRE THE MANEUVER OF ANOTHER FRIENDLY FORCE**

7-103. Support by fire is when a maneuver force moves to a position where it can engage the enemy by direct fire to support another maneuvering force. (FM 3-90) (USACAC)

### **ART 7.5.27 SUPPRESS A FORCE OR WEAPON SYSTEM**

7-104. Suppression results in the temporary degradation of the performance of a force or weapon systems below the level needed to accomplish its mission. (FM 3-90) (USACAC)

### **ART 7.5.28 TURN AN ENEMY FORCE**

7-105. Turn involves forcing an enemy force to move from one avenue of approach or mobility corridor to another. (FM 3-90) (USACAC)

### **ART 7.5.29 CONDUCT SOLDIER SURVEILLANCE AND RECONNAISSANCE**

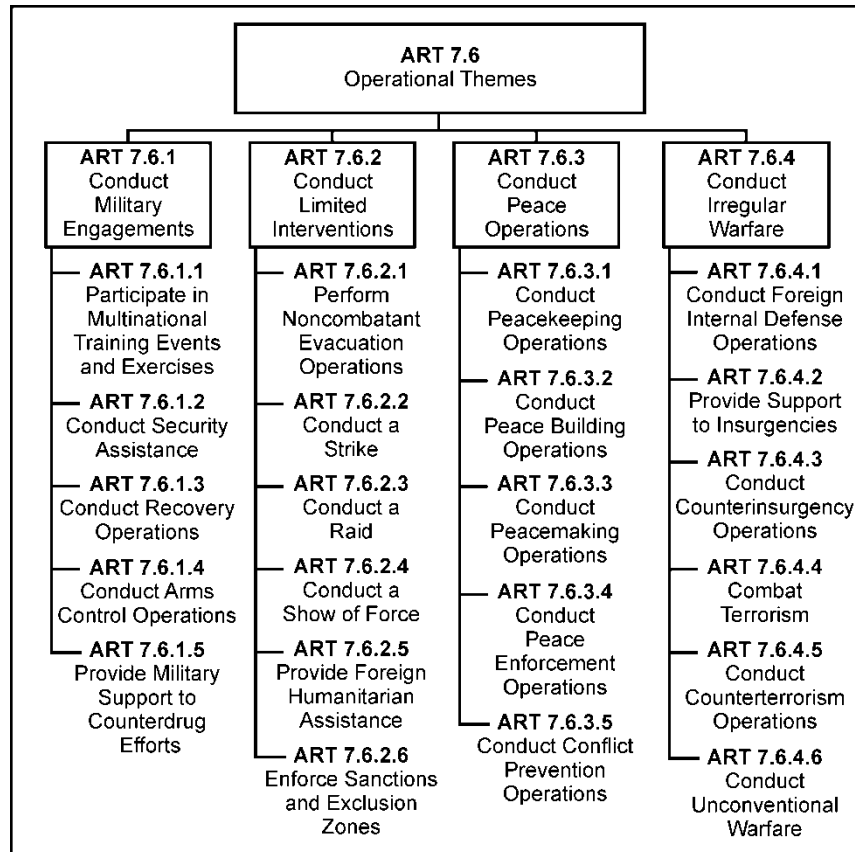
7-106. Every Soldier, as a part of a small unit, is a potential information collector and an essential component to answer commander's critical information requirements and facilitate the commander's situational understanding. Each Soldier develops a special level of awareness simply due to exposure to events occurring in the area of operations (AO) and has the opportunity to collect information by observation and interaction with the population. These observations and interactions provide depth and context to information collected through surveillance and reconnaissance. Collecting and reporting this information within an AO is a critical element to achieve situational understanding of the AO. Leaders must create a climate that allows all Soldiers to feel free to report what they see and learn on a mission. (FM 2-0 and FM 2-91.6) (USAIC)

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**Note:** This task is supported by ART 2.3.5.1.1 (Establish a Mission Intelligence Briefing Plan) and direct support ART 2.3.5.1.2 (Establish a Debriefing Plan).

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## SECTION VI – ART 7.6: OPERATIONAL THEMES



7-107. An operational theme describes the character of the dominant major operation being conducted at any time within a land force commander's area of operations. The operational theme helps convey the nature of the major operation to the force to facilitate common understanding of how the commander broadly intends to operate. (FM 3-0) (USACAC)

## ART 7.6.1 CONDUCT MILITARY ENGAGEMENTS

7-108. Peacetime military engagement comprises all military activities that involve other nations and are intended to shape the security environment in peacetime. It includes programs and exercises that the U.S. military conducts with other nations to shape the international environment, improve mutual understanding, and improve interoperability with treaty partners or potential coalition partners. Peacetime military engagement activities are designed to support a combatant commander's objectives within the theater security cooperation plan. (FM 3-0) (USACAC)

### ART 7.6.1.1 PARTICIPATE IN MULTINATIONAL TRAINING EVENTS AND EXERCISES

7-109. Army forces support the Chairman of the Joint Chiefs of Staff Exercise Program that is the Chairman of the Joint Chiefs of Staff's principal vehicle for performing joint and multinational training. The program provides combatant commanders with their primary means to train staffs and forces in joint and combined operations, to evaluate war plans, and to execute their engagement strategies. (FM 3-07) (USACAC)

**ART 7.6.1.2 CONDUCT SECURITY ASSISTANCE**

7-110. Security assistance refers to a group of programs that support U.S. national policies and objectives by providing defense articles, military training, and other defense-related services to host nations by grant, loan, credit, or cash sales. Army forces support security assistance efforts through military training teams, maintenance support personnel and training, and related activities, such as humanitarian mine removal operations. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit trained and equipped host-nation military forces.
02	Yes/No	Unit provided conventional military assistance programs.
03	Yes/No	Unit established military-to-military programs with host-nation forces.
04	Yes/No	Unit trained and equipped border security personnel.
05	Yes/No	Unit trained and equipped host-nation de-mining capability.
06	Yes/No	Unit created host-nation capacity to protect private institutions and key leaders.
07	Yes/No	Unit created host-nation capacity to protect critical infrastructure.
08	Yes/No	Unit created host-nation capacity to protect military infrastructure.
09	Yes/No	Unit created host-nation capacity to protect public institutions.
10	Yes/No	Unit created host-nation capacity to protect government-sponsored civilian stabilization and reconstruction personnel.
11	Yes/No	Unit created host-nation capacity to protect contractor and nongovernmental organization stabilization personnel and resources.
12	Yes/No	Unit identified military infrastructure modernization needs and means to achieve them.
13	Yes/No	Unit monitored compliance with and reinforced regional security arrangements.
14	Time	To develop host-nation arms control capacity.
15	Time	To develop host-nation capacity to assure and regulate movement.
16	Time	To transfer de-mining and unexploded explosive ordnance removal operations to host-nation personnel.
17	Time	To establish mechanisms for implementing regional security arrangements.

**ART 7.6.1.3 CONDUCT RECOVERY OPERATIONS**

7-111. Recovery operations are conducted to search for, locate, identify, recover, and return isolated personnel, human remains, sensitive equipment, or items critical to national security. (FM 3-0) (USACAC)

*Note:* See ART 6.2 (Conduct Personnel Recovery Operations) for tasks as they relate to personnel recovery.

**ART 7.6.1.4 CONDUCT ARMS CONTROL OPERATIONS**

7-112. Army forces normally conduct arms control operations to support arms control treaties and enforcement agencies. Army forces can help locate, seize, and destroy weapons of mass destruction after hostilities. Other actions include escorting deliveries of weapons and materials (such as enriched uranium) to preclude loss or unauthorized use, inspecting and monitoring production and storage facilities, and training foreign forces to secure weapons and facilities. Army forces may conduct arms control operations to prevent escalation of a conflict and reduce instability. This could include the mandated disarming of belligerents as part of a peace operation. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit established and enforced weapons control regimes, including collection and destruction.
02	Yes/No	Unit cooperated with legal authorities to prosecute arms dealers.
03	Yes/No	Unit collaborated with neighboring countries on weapons flows.
04	Yes/No	Unit apprehended illegal arms dealers.

**ART 7.6.1.5 PROVIDE MILITARY SUPPORT TO COUNTERDRUG EFFORTS**

7-113. The Army participates in counterdrug operations under provisions of the national drug control strategy. Army forces may be employed in various operations to support other government agencies responsible for detecting, disrupting, interdicting, and destroying illicit drugs and the infrastructure (personnel, materiel, and distribution systems) of illicit drug-trafficking entities. When conducted inside the United States and its territories, they are civil support operations. When conducted outside the United States and its territories, counterdrug operations are considered stability operations. Army forces do not engage in direct action in counterdrug operations. Units that support counterdrug operations comply with U.S. and foreign legal limitations concerning the acquisition of information from civilians and the conduct of law enforcement activities. (FM 3-07) (USACAC)

**ART 7.6.1.5.1 Support Detection and Monitoring of Drug Shipments**

7-114. Provide aerial and ground reconnaissance to support counterdrug operations by law enforcement agencies. The goal is to provide early notification to—and, as necessary, prolonged tracking of—aerial and surface targets for appropriate law enforcement agencies. This support enables law enforcement agencies to intercept, search, and arrest traffickers, and seize illegal drugs and illegally obtained property. Aerial reconnaissance may be conducted with fixed- or rotary-wing aircraft, unmanned aircraft systems, or ground-based radars. Land reconnaissance may be executed by observation posts, patrols, ground surveillance radars, and remote ground sensors. (FM 3-07) (USACAC)

**ART 7.6.1.5.2 Provide Command, Control, Communication, Computer, and Intelligence Support to Counterdrug Efforts**

7-115. Army personnel and equipment may assist law enforcement agencies and host nations in designing, implementing, and integrating command, control, communication, computer, and intelligence systems. Army personnel support national and departmental drug operations and law enforcement agency analytical centers. In addition, Army forces provide liaison to law enforcement agencies and host nations to facilitate smooth and successful integration of military support. Army units and personnel provide intelligence support targeted at the full range of narcotics traffickers' operations. The principal means of providing this support is through tactical analysis teams. These teams co-locate with the U.S. country team, support law enforcement agencies, and provide focused detection and monitoring of narcotics trafficking activities. (FM 3-07) (USACAC)

**ART 7.6.1.5.3 Provide Planning Support to Counterdrug Efforts**

7-116. Army personnel support counterdrug planning of both law enforcement agencies and host nations. Understanding the supported agency or host nation, including its culture and people, is critical. Planning support provided to law enforcement agencies must take into account the organization's mission, current goals, structure or chain of command, measures of success, and relationships with other government agencies or countries. Planning support provided to host nations is similar to that provided to domestic law enforcement agencies. However, the host-nation culture, historical perspectives, political climate, and economic conditions are also considered. (FM 3-07) (USACAC)

**ART 7.6.1.5.4 Provide Logistic Support to Counterdrug Efforts**

7-117. Army forces can assist law enforcement agencies or host nations during their conduct of counterdrug operations with logistic management and execution. This includes transportation, maintenance, engineer design and construction, use of facilities, equipment loans, or military working dog support. Army forces can provide supplies and field services directly, if authorized, or assist other agencies in procuring and managing them from other sources. Commanders who assist law enforcement with transportation of evidence, seized property, or contraband ensure a law enforcement officer accompanies the shipment to maintain continuity of the chain of custody. (FM 3-07) (USACAC)

#### **ART 7.6.1.5.5 Provide Training Support to Counterdrug Efforts**

7-118. Training support to law enforcement agencies and host nations includes basic military skills, such as basic marksmanship, patrolling, mission planning, medical, and survival skills. Commanders provide support using a mix of mobile training teams; participation in operational planning groups, joint or combined exercises, institutional training, noninstitutional training, and training simulations; and extended training service specialists. (FM 3-07) (USACAC)

#### **ART 7.6.1.5.6 Provide Manpower Support to Counterdrug Efforts**

7-119. Army forces may provide various individuals or units to support interagency and host-nation counterdrug efforts. Categories of manpower support are eradication, administrative—including staff judge advocate officers, legal specialists, and accounting specialists—linguist, liaison officer, inspection, military police, and intelligence analyst. (FM 3-07) (USACAC)

#### **ART 7.6.1.5.7 Provide Research, Development, and Acquisition Support to Counterdrug Efforts**

7-120. The Army Counterdrug Research, Development, and Acquisition Office makes military research, development, and acquisition efforts available to law enforcement agencies. It informs them of new technical capabilities that have possible law enforcement application. It can also assist them in contracting and procuring technical equipment. (FM 3-07) (USACAC)

### **ART 7.6.2 CONDUCT LIMITED INTERVENTIONS**

7-121. Limited interventions are executed to achieve a clearly defined end state, limited in scope. Corresponding limitations are imposed on the supporting operations and size of the forces involved. These operations may be phased but are not intended to become campaigns. Although limited interventions are confined in terms of end state and forces, their execution may be lengthy. Joint task forces usually conduct these limited interventions. (FM 3-0) (USACAC)

#### **ART 7.6.2.1 PERFORM NONCOMBATANT EVACUATION OPERATIONS**

7-122. Noncombatant evacuation operations relocate threatened civilian noncombatants from locations in a host nation to secure areas. Normally, these operations involve U.S. citizens whose lives are in danger, either from the threat of hostilities or from a natural disaster. They may also include host-nation citizens and third-country nationals. Army forces, normally as part of a joint task force, conduct noncombatant evacuation operations to assist and support the Department of State. Noncombatant evacuation operations usually involve swift insertions of a force, temporary occupation of an objective, and a planned withdrawal upon accomplishment of the mission. This operation can occur in three environments: permissive, uncertain, or hostile. The environment in which a noncombatant evacuation operation occurs can quickly change from one to another with little warning. The commander prepares to operate in all three environments. This task includes sustainment functions involving emergency medical treatment, transportation, administrative processing, and coordination with the Department of State and other agencies involved in the evacuation. Task organization for noncombatant evacuation operations is based on the operational environment in which the action is performed. However, since the environment can change rapidly, the permissive form of noncombatant evacuation operations can become uncertain or hostile. (FM 3-07) (USACAC)

#### **ART 7.6.2.2 CONDUCT A STRIKE**

7-123. Strikes are attacks conducted to damage or destroy an objective or capability or to compel a hostile government or force to defer from taking hostile actions. Strikes are usually planned and executed as part of or in support of a joint operation. (JP 3-0) (USJFCOM JWFC)

#### **ART 7.6.2.3 CONDUCT A RAID**

7-124. A raid is an attack, usually small scale, involving a swift entry into hostile territory to secure information, confuse the enemy, or destroy installations. It usually ends with a planned withdrawal from



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the objective area upon mission accomplishment. Raids have narrowly defined purposes. They require both detailed intelligence and deliberate planning. Raids may destroy key enemy installations and facilities, capture or free prisoners, or disrupt enemy command and control or other important systems. (FM 3-90) (USACAC)

### ART 7.6.2.4 CONDUCT A SHOW OF FORCE

7-125. Shows of force are flexible deterrence options designed to demonstrate U.S. resolve. They involve increasing the visibility of U.S. forces to defuse a situation that, if allowed to continue, may be detrimental to national interests or objectives. The United States conducts shows of force for three reasons: to bolster or reassure allies, deter potential aggressors, and gain or increase influence. Shows of force demonstrate a credible and specific threat to an aggressor or potential aggressor. They involve increasing the visibility of U.S. forces in the eyes of the target audience through establishing an area presence and performing exercises and demonstrations. Presence patrols executed by small tactical units are one technique of conducting shows of force. Although actual combat is not desired, shows of force can rapidly and unexpectedly escalate. Therefore, units assigned a show of force mission assume that combat is probable and prepare accordingly. All actions ordinarily associated with the projection of a force to conduct combat operations pertain to show of force deployments. (FM 3-07) (USACAC)

### ART 7.6.2.5 CONDUCT FOREIGN HUMANITARIAN ASSISTANCE

7-126. Foreign humanitarian assistance operations occur outside the United States and its territories. Army forces usually conduct them to relieve or reduce the results of natural or man-made disasters before, during, or after the event. They also relieve conditions—such as pain, disease, hunger, or privation—that present a serious threat to life or loss of property. Army forces supplement or complement efforts of host-nation civil authorities or other agencies that provide assistance. Army forces participate in foreign humanitarian assistance operations that may be unilateral, multinational, or United Nations-coordinated responses. Foreign humanitarian assistance is limited in scope and duration. It focuses exclusively on prompt aid to resolve an immediate crisis. Long-term activities designed to support full recovery and a return to predisaster conditions normally will become part of a combatant commander's theater engagement plan. In such cases, a foreign humanitarian assistance operation transitions to a stability operation. (FM 3-07) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit surveyed the disaster area; prioritized needs; conducted medical assessments; and provided medical services, communications, shelter, subsistence, water, engineering support, transportation, fire fighting, mass care, urban search and rescue, hazardous materials response, and energy distribution.
02	Percent	Of mission with host-nation health provider participation.
03	Percent	Of missions coordinated with command civil affairs and surgeons guidance.
04	Percent	Of programs which conform to guidance from Department of Defense and National Security Council.
05	Percent	Of subversive acts, lawlessness, or insurgent attacks in target area.
06	Number	Of program mission and patients seen per assistance mission and their medical surveillance.
07	Number	Of patients trained in public health.

### ART 7.6.2.6 ENFORCE SANCTIONS AND EXCLUSION ZONES

7-127. Enforcement of sanctions includes a broad range of possible missions. Commanders must understand that actions to enforce sanctions, while endorsed by the United Nations Security Council, have traditionally been considered acts of war and should posture their forces accordingly. (FM 3-07.31) (TRADOC JADD)

No.	Scale	Measure
01	Yes/No	Unit established checkpoints and control measures and occupied key terrain.
02	Yes/No	Unit provided sufficient force to ensure deterrence.
03	Yes/No	Unit established appropriate rules of engagement.
04	Yes/No	Unit supported with information operations.
05	Yes/No	Unit established communications with controlling authorities.
06	Yes/No	Unit established a quick reaction force.
07	Yes/No	Unit ensured coordination and negotiation mechanisms were established.

### ART 7.6.3 CONDUCT PEACE OPERATIONS

7-128. *Peace operations* is a broad term that encompasses multiagency and multinational crisis response and limited contingency operations involving all instruments of national power with military missions to contain conflict, redress the peace, and shape the environment to support reconciliation and rebuilding and facilitate the transition to legitimate governance. Peace operations include peacekeeping, peace enforcement, peacemaking, peace building, and conflict prevention efforts. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit physically occupied key terrain to establish control over urban and rural areas.
02	Yes/No	Unit separated belligerent forces.
03	Yes/No	Unit disarmed, demobilized, and reintegrated belligerent forces.
04	Yes/No	Unit controlled weapons and borders.
05	Yes/No	Unit regulated movement of persons and goods across borders.
06	Yes/No	Unit secured key sites.
07	Yes/No	Unit established visible control measures and made them known to the local population.
08	Yes/No	Unit established public security and freedom of movement.
09	Yes/No	Unit established protected areas and secure bases.

#### ART 7.6.3.1 CONDUCT PEACEKEEPING OPERATIONS

7-129. Peacekeeping operations are military operations undertaken with the consent of all major parties to a dispute. They are designed to monitor and facilitate implementation of agreements (cease fire, truce, or other such agreements) and support diplomatic efforts to reach a long-term political settlement. Peacekeeping operations usually involve observing, monitoring, or supervising and assisting parties to a dispute. To achieve their objectives, Army forces conducting peacekeeping operations rely on the legitimacy acknowledged by all major belligerents and international or regional organizations. They use or threaten the use of force only in self-defense or as a last resort. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit supervised disengagement of belligerent forces.
02	Yes/No	Unit monitored exchange of prisoners of war.
03	Yes/No	Unit developed confidence-building measures between host-nation belligerents.
04	Yes/No	Unit investigated alleged breaches of agreements.
05	Yes/No	Unit supported and sustained confidence-building measures among belligerents.
06	Time	To transfer monitor requirements to host-nation security institutions.

##### ART 7.6.3.1.1 Conduct Observation

7-130. Observation missions are performed primarily by unarmed military observers but may also be performed by peacekeeping forces. In either case, observers forces help ensure that parties to the dispute follow the agreements. (FM 3-07.31) (TRADOC JADD)

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No.	Scale	Measure
01	Yes/No	Unit established observation posts, mounted and dismounted patrols, and aerial reconnaissance.
02	Yes/No	Unit observed, monitored, verified, and reported any alleged violation of the governing agreements.
03	Yes/No	Unit confirmed or supervised a cease-fire.
04	Yes/No	Unit investigated alleged cease-fire violations, boundary incidents, and complaints. The observer force investigated alleged infractions to gain evidence regarding agreement violations.
05	Yes/No	Unit conducted regular liaison visits in the area of operations.
06	Yes/No	Unit planned for uncooperative local officials, demonstrations, and other forms of civil disturbance preventing mission accomplishment.
07	Time	To verify the storage or destruction of certain categories of military equipment specified in the relevant agreements.

### ART 7.6.3.1.2 Supervise Cease-Fires, Withdrawals, and Disengagements

7-131. Lightly armed forces normally perform supervision and assistance missions. The force undertaking these tasks requires large service support organizations, equipment, and finances. In addition to those tasks being performed by military observers in observation missions, peacekeeping forces may perform other tasks when they are within the scope of the military mission, such as supervising cease fires. (FM 3-07.31) (TRADOC JADD)

No.	Scale	Measure
01	Yes/No	Unit established observation posts, mounted and dismounted patrols, and aerial reconnaissance.
02	Yes/No	Unit deployed on the territory of the disputing parties between contending parties.
03	Yes/No	Unit supervised demilitarized zone or buffer zone.
04	Yes/No	Unit observed and reported on the disputing parties' compliance with a cease-fire.
05	Yes/No	Unit investigated alleged cease-fire violations, boundary incidents, and complaints.
06	Yes/No	Unit planned for uncooperative local officials, demonstrations, and other forms of civil disturbance preventing mission accomplishment.
07	Yes/No	Unit verified the storage or destruction of certain categories of military equipment specified in the relevant agreements.
08	Yes/No	Unit conducted regular liaison visits in the area of operations.
09	Yes/No	Unit assisted in prisoner of war exchanges between the parties to include transportation.

### ART 7.6.3.2 CONDUCT PEACE BUILDING OPERATIONS

7-132. Peace building operations are post-conflict actions, predominantly diplomatic and economic, that strengthen and rebuild governmental infrastructure and institutions to avoid a relapse into conflict. (FM 3-07) (USACAC)

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*Note:* The tasks in ART 7.3 (Conduct Stability Operations) describe the tasks that pertain to peace building.

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### ART 7.6.3.3 CONDUCT PEACEMAKING OPERATIONS

7-133. Peacemaking is the process of diplomacy, mediation, negotiation, or other forms of peaceful settlements that arranges an end to a dispute and resolves issues that led to it. (FM 3-07) (USACAC)

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*Note:* Selective tasks in ART 7.6.1 (Conduct Military Engagements) can support peacemaking operations.

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### ART 7.6.3.4 CONDUCT PEACE ENFORCEMENT OPERATIONS

7-134. Peace enforcement operations are the application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order. Unlike peacekeeping operations, peace enforcement operations do not require the consent of all parties. Peace enforcement operations maintain or restore peace and support diplomatic efforts to reach a long-term political settlement. Army forces assigned a peace enforcement mission must be able to apply sufficient combat power for self-defense and to perform tasks forcibly. Units must also be prepared to transition to peacekeeping operations. Peace enforcement operations normally include one or more of six subordinate operations: forcible separation of belligerents, establishment and supervision of protected areas, sanction and exclusion zone enforcement, movement denial and guarantee, restoration and maintenance of order, and protection of humanitarian assistance. (FM 3-07) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit enforced ceasefires.
02	Yes/No	Unit identified and neutralized potential spoilers.
03	Yes/No	Unit established and controlled buffers, including demilitarized zones.
04	Yes/No	Unit supported and enforced political, military, and economic terms arrangements.
05	Yes/No	Unit established and enforced weapons control regimes, including collection and destruction.
06	Yes/No	Unit provided reassurances and incentives for disarmed factions.
07	Yes/No	Unit disarmed belligerents.
08	Yes/No	Unit reduced availability of unauthorized weapons.
09	Yes/No	Unit secured, stored, and disposed of weapons.
10	Yes/No	Unit monitored and verified demobilization.
11	Yes/No	Unit ensured full freedom of movement.
12	Time	To transfer enforcement requirements to host-nation authorities.
13	Time	To establish monitoring regime.

### ART 7.6.3.5 CONDUCT CONFLICT PREVENTION OPERATIONS

7-135. Conflict prevention consists of actions taken before a predictable crisis to prevent or limit violence, deter parties, and reach an agreement before armed hostilities begin. Conflict prevention often involves diplomatic initiatives. It also includes efforts designed to reform a country's security sector and make it more accountable to civilian control. Conflict prevention may require deploying forces to contain a dispute or prevent it from escalating into hostilities. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Military activities were tailored to meet the political and situational demands.
02	Yes/No	Military efforts had the desired result in achieving the mission specifically assigned to the force.
03	Yes/No	Commanders were provided with a means to evaluate the contribution of military efforts.
04	Yes/No	Trouble spots were isolated in time and space from outside influence or interaction.
05	Yes/No	Unit dominated the situation through force presence.
06	Yes/No	Unit maintained situational awareness.
07	Yes/No	Unit used all available resources to influence the outcome.
08	Yes/No	Commander planned for transition and termination before deployment or as soon as possible during the initial phase.

### ART 7.6.4 CONDUCT IRREGULAR WARFARE

7-136. Irregular warfare is a violent struggle among state and nonstate actors for legitimacy and influence over a population. U.S. Army forces operations grouped under irregular warfare are foreign internal

## ART 7.0: Full Spectrum Operations, Tactical Mission Tasks, and Operational Themes

defense, support for insurgencies, counterinsurgency, combating terrorism, and unconventional warfare. (FM 3-0) (USACAC)

### ART 7.6.4.1 CONDUCT FOREIGN INTERNAL DEFENSE OPERATIONS

7-137. Foreign internal defense is participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, and insurgency. Foreign internal defense missions are applicable to a wide variety of operational environments. U.S. policy currently deals with threats through the indirect use of military force in concert with the diplomatic, informational, military, and economic instruments of national power. Direct use of military force is the exception rather than the rule. This approach relies on supporting efforts of the government of the nation in which the problem is developing. (FM 3-05.202) (USAJFKSWCS)

#### ART 7.6.4.1.1 Provide Indirect Support to Foreign Internal Defense

7-138. Indirect support builds strong national infrastructures through economic and military capabilities that contribute to self-sufficiency. This can include unit exchange programs, personnel exchange programs, individual exchange programs, and combination programs. (FM 3-05.202) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Commander understood authorities, funding, and restrictions.
02	Yes/No	Unit developed measures of effectiveness to ensure objectives were met.
03	Yes/No	Unit acquired mission approval.
04	Yes/No	Unit coordinated plan with host nation.
05	Yes/No	Unit facilitated transitions to civil authorities or other agency.
06	Time	To identify national objectives.
07	Time	To evaluate host-nation capabilities.
08	Time	To develop a plan to provide required assistance to host nation.

#### ART 7.6.4.1.2 Provide Direct Support to Foreign Internal Defense (Not Involving Combat Operations)

7-139. In direct support, U.S. forces provide direct assistance to the host-nation civilians or military. This support can be evaluation, training, limited information exchange, and equipment support. (FM 3-05.202) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Commander understood authorities, funding, and restrictions.
02	Yes/No	Unit developed measures of effectiveness to ensure objectives were met.
03	Yes/No	Unit acquired mission approval.
04	Yes/No	Unit coordinated plan with host nation.
05	Yes/No	Unit facilitated transitions to civil authorities or other agency.
06	Time	To identify national objectives.
07	Time	To evaluate host-nation capabilities.
08	Time	To develop a plan to provide required assistance to host nation.

#### ART 7.6.4.1.3 Conduct Combat Operations in Support to Foreign Internal Defense

7-140. The President must approve combat operations. Combat operations are a temporary solution until host-nation forces can stabilize the situation and provide security for the populace. Emphasis should be placed on host-nation forces in the forefront during these operations to maintain host-nation legitimacy with the population. Combat operations can include counterinsurgency operations. (FM 3-05.202) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Commander understood authorities, funding, and restrictions.
02	Yes/No	Unit developed measures of effectiveness to ensure objectives were met.
03	Yes/No	Unit acquired mission approval.
04	Yes/No	Unit coordinated plan with host nation.
05	Yes/No	Unit facilitated transitions to civil authorities or other agency.
06	Time	To identify national objectives.
07	Time	To evaluate host-nation capabilities.
08	Time	To develop a plan to provide required assistance to host nation.

#### ART 7.6.4.2 PROVIDE SUPPORT TO INSURGENCIES

7-141. Insurgencies are movements organized to overthrow a constituted government through subversion and armed conflict. By order of the President, Army forces support insurgencies that oppose regimes that threaten U.S. interests or regional stability. While any Army force can be tasked to support an insurgency, Army special operations forces usually receive these missions. The training, organization, and regional focus of Army special operations forces make them well suited for these operations. Army forces supporting insurgencies may provide logistic and training support. They can, but normally do not, conduct combat operations. (FM 3-07) (USACAC)

#### ART 7.6.4.3 CONDUCT COUNTERINSURGENCY OPERATIONS

7-142. *Counterinsurgency* is those military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat insurgency. In counterinsurgency, host-nation forces and their partners operate to defeat armed resistance, reduce passive opposition, and establish or reestablish the legitimacy of the host-nation government. Counterinsurgency is the predominant joint operation in Operations Iraqi Freedom and Enduring Freedom. (FM 3-24) (USACAC)

#### ART 7.6.4.4 COMBAT TERRORISM

7-143. Terrorism is the calculated use of unlawful violence or threat of unlawful violence to inculcate fear. It is intended to coerce or intimidate governments or societies in pursuit of goals that are generally political, religious, or ideological. Enemies who cannot compete with Army forces conventionally often turn to terrorist tactics. Terrorist attacks often create a disproportionate effect on even the most capable conventional forces. Tactics used by terrorists range from arson to the use of weapons of mass destruction. Army forces routinely conduct operations to deter or defeat these attacks. Offensively-oriented operations are categorized as; defensively-oriented operations are antiterrorism. (FM 3-07) (USACAC)

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*Note:* This task branch only addresses counterterrorism operations. ART 6.6 (Apply Antiterrorism Measures) addresses antiterrorism measures.

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#### ART 7.6.4.5 CONDUCT COUNTERTERRORISM OPERATIONS

7-144. Counterterrorism are operations that include the offensive measures taken to prevent, deter, preempt, and respond to terrorism. By law, the counterterrorism mission is assigned to designated special operations forces that are organized and trained to combat terrorism. Those forces conduct counterterrorism outside the territory of the United States. Relevant National Security Decision Directives, National Security Directives, contingency plans, and other relevant classified documents address sensitive and compartmentalized counterterrorism programs. Commanders who employ conventional forces against organized terrorist forces operating in their AO are conducting conventional offensive operations, not counterterrorism operations. (FM 3-07) (USACAC)

**ART 7.6.4.6 CONDUCT UNCONVENTIONAL WARFARE**

7-145. Unconventional warfare is a broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted through, with, or by host-nation or surrogate forces that are organized, trained, equipped, supported, and directed in varying degrees by an external source. It includes, but is not limited to, guerrilla warfare, subversion, sabotage, intelligence activities, and unconventional assisted recovery. Unconventional warfare is operations conducted by, with, or through irregular forces in support of a resistance movement, insurgency, or conventional military operations. (FM 3-05.202) (USAJFKSWCS)

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